



Employee Performance and Talent Management Impact Increasing Construction Company Productivity

Primadi Candra Susanto¹, Ni Nyoman Sawitri², Hapzi Ali³, Zahara Tussoleha Rony⁴

¹Student Doctoral Universitas Bhayangkara Jakarta Raya, DKI Jakarta, Indonesia

²Universitas Bhayangkara Jakarta Raya, DKI Jakarta, Indonesia

³Universitas Bhayangkara Jakarta Raya, DKI Jakarta, Indonesia

⁴Universitas Bhayangkara Jakarta Raya, DKI Jakarta, Indonesia

Corresponding Author: primstrisakti@gmail.com

Abstract: Purpose – To provide evidence of whether existing variables have indeed been implemented in the findings of existing literature from various online journals, the above problems are a problem in construction companies related to variables. **Design/methodology/approach** – Qualitative method by searching literature related to variables in this paper that have been implemented from the findings of the paper.

Findings – This paper provides color with its qualitative method with existing variables and adds to the repertoire and participation in science and knowledge, especially in the field of human resources with the object of research in construction companies. There is one finding that is the same as the variables of this paper and the same object as the results of certain HR management practices improve employee productivity and performance in construction companies. The results of this paper also corroborate and provide recommendations for other researchers to continue this research.

Originality/value – Qualitative papers corroborate existing research results with the same variables and the same objects with different research methods, and also provide treasures and colors in research results, especially in the field of human resources.

Keywords: Talent Management, Employee Performance, Productivity

INTRODUCTION

In such a dynamic and competitive construction world, productivity is one of the key factors that determine a company's success. Effective employee performance and talent management are essential elements in achieving high productivity (Ifeoma et al., 2015; Wadia & Bisht, 2023). Finding individuals who have the skills, experience, and motivation that match the demands of the construction industry is a crucial first step. The right employee in the right position will be able to contribute optimally (Asgarova, 2018). Investing in employee training and development is a long-term investment that pays huge dividends. Skilled and constantly

growing employees will be able to handle work more efficiently and effectively, reduce errors, and speed up the construction process (Dabok et al., 2019)

Clear goal setting and regular performance measurement are important parts of effective performance management. It provides an understanding of the extent to which employees are achieving their targets and helps identify areas where improvement is needed (Mahfouz et al., 2021) Providing constructive feedback to employees is an important part of performance management. This can help employees to continuously improve their performance, identify opportunities for growth, and feel valued (Santi & Rahim, 2021). Talent management also involves efficient team management. Ensuring that teams work harmoniously and coordinate well can significantly increase productivity (Nkala et al., 2021) Advanced talent management also includes the use of the latest technology in the construction process, The integration of technologies such as BIM (Building Information Modeling) and IoT (*Internet of Things*) based tools can speed up the construction process and reduce errors (Shishehgarkhaneh et al., 2022; Zhang et al., 2022).

In addition to the direct impact on increasing productivity, good talent management and optimal employee performance also bring a number of additional benefits to construction companies. Well-trained and high-performing employees have lower error rates (Huang, 2019) This reduces the chances of accidents or costly repairs in a construction project. Effective talent management also allows companies to better manage workforce needs, reducing unnecessary costs (Nkomo et al., 2017; Pinto, 2023). In a competitive business environment, having a competent, high-performing team can be a significant differentiating factor. Construction companies that are known for good employee performance will be more likely to attract potential customers and business partners. Employees who feel valued and motivated have a tendency to provide valuable input and look for new ways to improve the construction process. This drives innovation and continuous improvement that can help companies to remain relevant and competitive in a rapidly changing market.

Good talent management also contributes to employee satisfaction. Employees who are satisfied with their jobs tend to be more loyal and work better. This reduces employee turnover and allows companies to retain the best talent in the long run (Bolarinwa & Lukman, 2019). A construction company that manages employee performance and talent management well will have a good reputation in the eyes of customers, business partners, and prospective employees. It can improve the image of the company and help in the recruitment of qualified manpower. several related research results exist stating training, the use of information, mobile technology and modern office equipment independently and collaboratively increases employee productivity and organizational effectiveness (Chowdhury et al., 2022) Therefore, construction companies can invest in this area to improve employee performance (Alaba, 2020) another study states Construction companies with strong social capital, built by management employees, are more connected and have better adaptive systems than companies with small capital. Therefore, construction companies can focus on creating collaborative work environments that encourage knowledge sharing and creation (Boamah et al., 2022)

According (Boamah et al., 2022) Effective human resource management, good working conditions, and employee engagement are key strategies used by small construction business owners to reduce voluntary employee turnover and increase productivity. Therefore, construction companies can focus on improving their HRM practices to retain talented workers. Competency management positively affects efficiency and productivity. Therefore, construction companies can focus on attracting, developing and retaining talented employees through effective talent management practices (Luna-Arocas & Danvila-del-Valle, 2022)).

From several descriptions that the purpose of this paper is to provide evidence that whether it is true that existing variables have been implemented in the findings of existing

literature from various journals online, the above problems are a problem in construction companies related to variables.

LITERATURE REVIEW

Employee Performance

In looking for references derived from literature related to variables and objects used in this paper, according to (Kellner et al., 2019; Tuffaha, 2020)) the performance of employees to carry out their duties and duties effectively and efficiently, which contributes to the productivity and profitability of the company as a whole, further from (Neyestani, 2014a) most construction companies have realized the importance of training and its impact on productivity in the construction industry. The importance of training in increasing productivity, he also reiterated that job training programs have brought increased construction productivity. In the construction industry there are many factors that affect workers and productivity, this study focuses on all factors that are important for the implementation of training in transforming productivity. Training and development have a clear relationship with employee performance. The investigation led Beta Insurance Company to conduct regular training and development programs designed to improve employee fitness, morale, and profitability. Employee training and development initiatives should be based on systematically identified knowledge and skills gaps to maximize employee and organizational efforts (Kimanthi, 2020)

The ten most important factors that negatively affect labor productivity in public sector construction projects are: lack of work experience, poor communication and coordination between operators in the construction sector, poor relations between workers and management, arrears of payments by owners, misuse of schedules, rework, low wages, financial condition of contractors, poor site management and frequency (Mahamid et al., 2014). Management commitment has a positive effect on the performance of home construction companies by 0.053; that employee participation positively affects the company's results in the construction sector 0.167; This continuous improvement has a positive effect on the construction company's results by 0.101; that customer orientation has a positive effect of 0.125 on the performance of construction companies (Shirandula et al., 2018).

Talent Management

According to (Sweis et al., 2018) Building talent management refers to the process of attracting, developing and retaining skilled and qualified employees to achieve organizational goals and objectives. This includes identifying and nurturing employee talent through training and development programs, providing tools and technologies to improve performance, and creating a work environment that increases employee satisfaction and loyalty (dos Santos et al., 2022) Effective *talent management* in the construction industry can increase productivity, reduce staff turnover and improve safety (Martí, 2013). Effective talent management practices can increase the productivity and competitiveness of the construction industry (Aloo, 2018) The use of sustainable human resource practices in the construction industry can result in balanced growth in terms of profitability, project performance, and Long-term customer satisfaction (Rajhans & Bhavsar, 2022).

Talent management and employee retention in the banking industry found that talent retention is one of the challenges facing many public and private organizations and has become a bigger challenge for HR professionals (Akanda & Kumarasamy, 2021). An assessment of field labor productivity and management in the U.S. construction industry found that although field and management productivity declined at the industry level, the decline in management productivity was five times greater than field productivity (Jahanger et al., 2023). In line with previous research conducted by (Wahdiniawati et al., 2023) In the talent management process, the concept of employee engagement needs to be implemented first so that employees feel

attached when the talent management program is run. Supported by research from (Parmenas et al., 2021) Talent management will create a productive culture and KPI target achievements are well maintained because the company has superior employees who are highly talented.

From the two descriptions of the review literature above, it is clear the descriptions conveyed from theories and the existence of two variables that exist directly from the existing paper literature from the journals found. The research method used is a qualitative method by searching literature related to variables in this paper that have been implemented from the findings of the paper.

Company Productivity

Company productivity is the term used to describe the effectiveness and efficiency of a company's operations. It can be calculated as the amount of output produced per unit of input. The layout of a factory, organizational behavior, job stress, flexible work schedules, attendance, and technological pressures are just a few examples of the variables that can affect a company's productivity (Alzona & Villapando, 2021; Segura et al., 2023). The term "company productivity" describes how successfully and efficiently a company achieves its objectives. It gauges the efficiency with which a business uses its resources to generate goods or services. The productivity of an organization is influenced by both internal and external factors, including management techniques, employee motivation, technology, and economic conditions (Varitis et al., 2020).

Companies may need to redesign factory layouts, improve assembly balance, implement flexible work arrangements, lessen work-related stress, and combat presenteeism and technostress in order to increase productivity. Numerous techniques, including simulation, flow analysis, pipeline balancing, and questionnaires, can be used to measure productivity (Akbari et al., 2021).

According to (Z. T. Rony et al., 2019) Employee productivity can increase when supported by competencies that are in accordance with what is done, further supported by research from (Yassir Araffat et al., 2020) great leadership can motivate employees to be more productive in producing optimal output, in research (Z. Rony & Aryanto, 2020) coaching to employees is one of the efforts to increase teamwork productivity and its positive impact can be felt, as well as the same research from (Buda Prasada & Sawitri, 2019) Increasing employee productivity requires the support of a leader who has attention to his subordinates to support activities to improve the quality of employee work. employee performance can increase if employees are given large compensation and given regular training to improve agility at work. (Ridwan et al., 2020)

RESEARCH METHODS

This study uses a literature review approach to achieve the research objectives. The writing of this article aims to review and synthesize literature reviews related to increasing employee productivity in the company so as to find out what factors can be used to improve employee performance and good talent management patterns, researchers try to read, analyze and synthesize several literature reviews derived from several related journals and other related sources of information in order to understand the strategy of increasing employee productivity in a construction company. In this study using a literature review approach from previous relevant articles to achieve the research objectives.

FINDINGS AND DISCUSSION

The findings of various papers related to variables in this paper with proof of implementation in construction companies as the object, starting from the proprietary study (Shikweni et al., 2019) stated First, managing the expertise of the construction industry requires

joint efforts between organizations and their talented employees. Second, internal enablers drive business results by following a well-designed strategy. Third, the regulatory framework must take into account the dynamism and diversity of the labor market. Fourth, internal and external supporting factors must be considered. Finally, implementing effective talent management practices Will create sustainability and competitiveness of talent. Study further from (Alaba, 2020) with findings of training, information, mobile technology and the use of modern office equipment independently and collaboratively increase employee productivity and organizational effectiveness. There are also relationships between performance variables. Further study from (Neyestani, 2014b) with research results Two effective ways to evaluate employee performance and productivity in construction companies are the quality of employee performance and measurement of time spent on the job. Overall, there is a significant relationship between HRD and employee performance and productivity.

Subsequent studies from (Ngwenya & Aigbavboa, 2017) with findings of specific HR management practices improve employee productivity and performance in construction companies. Therefore, it is highly recommended to implement HRM practices to improve employee productivity and performance. Thus, achieving and maintaining a competitive advantage. Research reveals that happy and satisfied employees work better, making it easier for management to motivate them and achieve company goals. Subsequent studies from (Mensah, 2015) with findings of the application of *talent management systems lead to employee performance, but* talent management production mediates the relationship between talent management and employee performance. The next study from (Alruwaili, 2018) with the results of talent management research can be a strategic plan for organizations to improve performance.

The next study from (Al-hussaini et al., 2019) with the results of talent management strategy research has a significant and positive effect on employee performance behavior; while the results of talent management partially mediate the relationship between talent management strategies and employee performance behavior. A further study from (Sopiah et al., 2020) with research findings states that talent management has a positive impact on work participation and staff performance. A subsequent study from ((Kaewnaknaew et al., 2022) with the results of the study stated a talent management model that includes talent attraction, competency development, and competency retention, and can predict the performance of construction companies with high explanatory power in this area, these results help business owners and managers improve business model analysis to predict organizational performance based on talent management models (*talent Attraction, Talent Development, and Talent Retention*). In addition, the results can be applied in any field to improve organizational performance using this business analysis model.

The results of research from (Mujahida et al., 2022) stated that talent management has a positive and significant influence on employee performance. Similarly, it was found that competency management has a positive and significant influence on staff quality and staff performance. However, it was also found that the quality of HR management could not mediate the effect of talent management on employee performance properly. The performance and productivity of workers in the construction industry can be affected by several factors. This includes motivational parameters, leadership skills, training and development, HR practices, and talent management strategies. For example, external and internal staffing has been widely associated with better employee performance in the construction industry (Saddiya & Aziz, 2022). The next study from (Setyawan & Nelson, 2020) with the results of research on management commitment and information management has a significant positive influence on talent management strategies, while organizational culture variables, reward systems and career management do not have a significant positive influence on talent management strategies

Subsequent studies from (Kwame Mensah et al., 2016) *talent management practices* positively improve talent performance of tasks, context-specific, and adaptive reduce harmful behaviors, second, work attitudes of talented employees regarding job satisfaction and affective commitment, mediating the relationship between the four dimensions of talent management practices and gifted employee presentation. Talent management has a significant positive influence on performance employees and job satisfaction. It also shows a significant positive relationship between employee performance and job satisfaction. Importantly, job satisfaction bridges the gap between talent management linking employee performance through mediation (Wickramaaratchi & Perera, 2020).

The results of this study with objects in construction companies are not easy to obtain in the implementation of the variables used, therefore the findings that exist from the literature represent the variables sought and described in the results.

CONCLUSION

It is not easy to find suitable objects for reinforcement in references that are used as support for theories and previous research results. If only a few of the dozens of research results or findings that exist from various existing sources such as scholars, international journals around the world are related to the variables in this paper. But there are some according to the object in the study, such as from (Ngwenya & Aigbavboa, 2017) with the findings of certain HR management practices improve employee productivity and performance in construction companies. Many research results from the literature relating or significantly varying the variables of *talent management* to employee performance, from different objects to all areas found from searches in support of this paper.

The lack of previous findings could make it a good plan for other researchers to develop and use variables from this paper with the same object and use different research methods such as quantitative.

This paper provides color with its qualitative method with existing variables and adds to the repertoire and participation in science and knowledge, especially in the field of human resources with the object of research in construction companies. There is one finding that is the same as the variables of this paper and the same object as the results of certain HR management practices improve employee productivity and performance in construction companies.

So also the results of this paper corroborate and provide recommendations for other researchers to continue this research.

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