

Asep Ismail ¹

Muafi

THE INFLUENCE OF TALENT MANAGEMENT, SERVANT LEADERSHIP AND TRUST IN EMPLOYEE PERFORMANCE MEDIATED BY ONLINE TRAINING (STUDY OF PT. RUMA EMPLOYEES)

Abstract: *The purpose of this research is to examine the effect of Talent Management, Servant Leadership and Employee Trust in Employee Performance mediated by Online Training. This study uses a quantitative approach, data collected from 216 respondents. SEM (structural Equation Modeling) is used to test the hypotheses. The results of this study show that talent management positively affects the effectiveness of online training, servant leadership positively affects the effectiveness of online training, employee trust doesn't affect the effectiveness of online training. Effectiveness of online training positively affects employee performance, talent management doesn't affect employee performance, servant leadership doesn't affect employee performance and employee trust doesn't affect employee performance, effectiveness of online training mediates the relationship of talent management on employee performance, effectiveness of online training mediates the relationship of servant leadership on employee performance, effectiveness of online training doesn't mediate the relationship of employee trust on employee performance.*

Keywords: *Talent Management, Servant Leadership, Trust, Online Training, Employee Performance.*

1. Introduction

Training is an important part of management in the company to prepare employees to adapt well with the company. Training is conducted since employees enter the company. To maximize the training conducted, companies need to think about how the training works effectively and can make employees understand the company. These understanding is not only related to job descriptions, but also about understanding culture, understanding how to work, understanding the rhythm of work and

most importantly the employee can adapt well and feel comfortable in the company. Training needs to be done for new employees, so that they have a strong and long-lasting foundation in performing within the company.

Mondy (2008) revealed that training and development is the "heart" of sustainable efforts to improve employee competency and performance within an organization. Training is an effort to reduce or eliminate the gap between the ability of human resources and the needs of the company.

¹ Corresponding author: Asep Ismail
Email: asep.student.mmui@gmail.com

With the existence of training activities, it is expected to increase the knowledge, skills, and attitude of employees, so the corporate goals can be achieved. In addition, Noe, et al (2008) stated that the benefits of training include increasing employees knowledge about culture and competitors; helping employees who have the expertise to work with new technologies; helping employees to understand how to work effectively in the team to produce quality services and products; ensuring that the corporate culture emphasizes innovation, creativity and learning; guarantees safety by providing new ways for employees to contribute to the company when their work and interests change or when their expertise becomes absolute; preparing employees to be able to receive and work more effectively each other, especially with minorities and women. Large companies certainly have a large number of branches in various regions. In these various branches, there is often a high employee turnover that causes an increase in the need for training. Companies are required to conduct training with broad geographical range constraints, long time periods, and very limited human resources. Online training is an alternative in training large companies with a wide range. Therefore, this study highlights the importance of several aspects to improve the effectiveness of online training such as talent management, servant leadership, and employee trust which can later affect employee performance.

Rampersad (2006) argues that talent management is a way of effectively managing talent in the organization, planning and developing succession in the company, maximizing employee self-realization, and utilizing talent optimally. Those definition shows that talent is something that is owned by employees who are built and nurtured through training and development programs by an organization for a long-term process in order to improve their performance that can drive their

contribution to organizational success. Therefore, this is the duty for every company to analyze and develop the talents of each employee.

The next important aspect highlighted in this study is servant leadership. Greenleaf (2002), define servant leadership as a leadership that arises from a sincere feeling within the heart that desires to serve, that is to be the first party to serve. The desire to serve is present before the desire to lead. Individuals who have leadership qualities will be good leaders, because that is the most effective way to serve. Leaders who serve are leadership that is able to bring their subordinates to develop in reputation and are able to develop their subordinates until they become useful and happy people in the future.

Beside talent management and servant leadership, employee trust is also an important aspect highlighted in this study. Trust is an important factor that can overcome crises and difficulties between employees. In addition, this is also an important asset in developing long-term relationships between employee and organizations. An organization must be able to recognize the factors that can shape that trust in order to create, organize, maintain, support and enhance the relationships with customers (Karsono, 2008).

From description above, talent management, servant leadership, and employee trust lead to employee performance. Employee performance has been largely defined by experts. Job performance or actual performance means work performance or actual achievement that achieved by someone. Another definition of performance is quality and quantity achieved by an employee in perform their functions in accordance with the responsibilities given to them. Performance is the result or output of a process. According to Nurlaila (2010) performance is the quantity or quality of something produced or services provided by someone.

This study was conducted at one of the companies that implemented an online training and talent management system, it is PT. RUMA. PT. RUMA is a subsidiary of GOJEK, which currently has more than 140 branches located on the island of Java and Bali. As explained above, this study will examine the effect of talent management, servant leadership and employee trust on the effectiveness of online training and employee performance and examine the mediating effects that may arise from the effectiveness of online training. **Talent management** have various and broad definition between researchers. In fact, much is mentioned in the literature that the definition of talent management is still unclear. This becomes a problem for organization because talent management is an important part of the company (Tansley, 2011). Different definition of talent management in the company certainly has an impact and consequences of talent management in the company itself. Tansley (2011) mentioned that many companies did not understand the concept of talent management and how to manage them. According to Stahl et al., (2012), in general talent management is divided into three major activities; Recruitment, staffing, and succession planning; Training and employee development; Employee retention management.

Servant Leadership is one of leadership concept that suggest leaders to serve employees in order to improve employee performance (Andre & Lantu, 2015). Serving leaders do not use their power to order others, but empower and do things by convincing their subordinates. Serving and leading are two words that can almost be exchanged. Being a servant allows someone to lead; being a leader means someone serving. Servant leadership is based on the premise that leaders who can motivate followers, it is who do not focus on fulfilling their own personal needs and the most important is they prioritizing meeting

followers' needs (Greenleaf, 2016). Servant leadership is measured using five indicators developed by McCann, Graves, & Cox (2014), including: altruistic calling, emotional healing, wisdom, persuasive mapping, organizational stewardship.

Employee trust. Recent developments in human resource management (HR) and organizational science reflect the importance of interpersonal trust to maintain the effectiveness of individuals and organizations. Researchers have recognized the influence of trust in coordination and control at the institutional and interpersonal level of organizations. Some previous studies revealed that employee trust is an important thing in the company (Morgan & Zeffane, 2003). Manager-employee relations are economic and normative. Economic orientation is embedded in normative and affective evaluations. Affective requires a moral obligation on the part of stronger parties, managers, to act with consistency, honesty, integrity and competence. Therefore, managerial perceptions trigger various levels of trust or lack of trust from employees. Management can set benchmarks for organizational trust as initiators of trust. Thus in a 'high trust' situation, employees expect consistency, integrity and care from managers, even in periods of disagreement, conflict, or crisis. Thus, under conditions of change, individuals who believe will think that integrity and caring are behind the actions of the manager.

Employee performance is outcome of a job, which represents the level of achievement of each job and fulfillment of organizational rules, expectations, or requirements for the roles needed (Yen & Chien, 2012). Employee performance is behavior or action produced by employees at the individual level (Campbell et al., 1971). Employee performance is important because it determines the performance of the company. This is in line with that expressed by Fontannaz & Oosthuizen (2007) which shows

that organizational performance is a collective factor of the performance of each employee. According to McCormick and Tiffin (in Suharto & Cahyono, 2005) there are two variables that affect performance; individual variables and situational variables.

2. Hypothesis Development

Effect of Talent Management on The Effectiveness of Online Training

Talent Management is an increasingly important field in various organizations and has emerged as a major HR challenge faced by companies in various sectors (Krishnan & Scullion, 2017). To optimize the management of talent owned by the company, training and development needs to be done. Boudreau & Ramstad (2005) state that those who fall into talent management are those who have the "highest average" value in a company. Research conducted by Noe (1986) shows that the attributes and behavior of trainees have a positive effect on the effectiveness of training. This implies that those who have the ability or talent attributes will have a positive impact on the effectiveness of the training.

H1: Talent management has a positive effect on the effectiveness of online training

Effect of Servant Leadership on The Effectiveness of Online Training

The influence of servant leadership on the effectiveness of online training can be explained using social learning theory (Bandura, 1977). Social learning theory states that someone will do learning by seeing and imitating other people. Employees who see serving leaders will tend to imitate their leaders. When in the context of training, leaders who serve will always support the running of the training properly. This encourages employees to support a good training process. The support provided by these leaders encourages the creation of effective training

H2: Servant leadership has a positive effect

on the effectiveness of online training.

Effect of Employee Trust The Effectiveness of Online Training

Whitener (1997) states that trust has an important role in the success and distrust and the main key to failure in human resource activities. Training is one of the important activities in human resources. The effect of employee trust on the effectiveness of online learning can be explained using social exchange theory (Blau, 1968). Social exchange theory states that someone will give or do something based on what they get. Employees who believe in the company will feel comfort and supported by the company. Because they feel supported, based on social exchange theory, employees will provide feedback by providing support to the company.

H3: Employee trust has a positive effect on the effectiveness of online training

Effect of Talent Management on Employee Performance

Companies that implement talent management are believed to improve company performance (Collings & Mellahi, 2009). This is because talent management are prepared to be an future employee who is fit with the company where they are. Lewis & Heckman (2006) states that talent management is prepared in order to fill important positions in the company. Talent management is managed and maintained since the recruitment process until the work placement process.

H4: Talent management has positive effect on employee performance.

Effect of Servant Leadership on Employee Performance

In order to achieve organizational goals and objectives, there must be a high relationship between leaders and employees. The leadership style of a leader not only affects organizational goals and organizational commitment but also organizational performance (Yen & Chien, 2012). Research has shown that servant leadership is related to employee output, including work

attitudes, organizational citizen behavior, and performance and results at the team and organizational level (Liden et al., 2014).

H5: Servant leadership has a positive effect on employee performance.

Effect of Employee Trust on Employee Performance

Maintaining trust in the company is a very important thing (McAllister, 1995). Employees who feel trust in the company are proven to have better performance (Tzafir, 2005). This happens because the trust possessed by employees makes them more confident in carrying out the tasks assigned by the company. Employee trust encourages the creation of good corporate beliefs. Apart from that, employee trust can minimize the negative effects that might arise in the company. As their trust in their company increases, their perceptions of system success, accuracy and fairness also increase.

H6: Employee trust has a positive effect on employee performance

Effect of The Effectiveness of Online Training on Employee Performance

The company is faced with the challenge of improving the quality of human resources in order to have unique skills to compete with other companies (Waris, 2015). The latest research conducted by Sendawula, Nakyejwe Kimuli, Bananuka, & Najjemba Muganga (2018) shows that training has a positive effect on employee performance. Wright & Geroy (2001) emphasize that employee competency changes through effective training programs. Training conducted by companies can increase the knowledge, skills and behaviors needed by employees who later contribute to improving employee performance.

H7: The effectiveness of online training has a positive effect on employee performance

Effectiveness of Online Training mediates the effect of Talent Management, Servant Leadership and Employee Trust on Employee Performance

Talent in a company that is managed well will facilitate the course of training

conducted by the company. The training will be more effective because the training participants have the skills needed and appropriate with what was expected during the training and expected by the company in the end. This is the support of the training carried out by the company so that it will increase the effectiveness of the training carried out. In addition, when the employees who are members of the talent management are supported by servant leadership, they will get what they need during the training. Servant leadership will always encourage employees to do the best for the company by serving employees. When employees feel underserved and fulfilled, this is believed to encourage the effectiveness of training in the company. Beside the existence of talent management and servant leadership, employee trust is also believed to encourage the effectiveness of training. Trust keeps employees away from something suspicions that arise during activities in the company, including when conducting activities. Employees who trust the company during the training will feel comfortable and supported during the training. This is believed to increase the effectiveness of online training conducted by companies. Based on the explanation above, talent management, servant leadership and employee trusts will increase the effectiveness of online training. By increasing the effectiveness of online training, it is believed that employee performance is encouraged to increase.

H8a: The effectiveness of online training mediates the positive effect of talent management on employee performance

H8b: The effectiveness of online training mediates the positive effect of servant leadership on employee performance

H8c: The effectiveness of online training mediates the positive effect of employee trust on employee performance.

5. Research Methods

Research Strategy

This research was conducted to determine the antecedent factors and consequent factors of Online training. This research is an explanatory research by testing the

hypothesis proposed. The method used in this study is a quantitative method using surveys. This method was chosen because it can accommodate a larger sample size than using other methods.

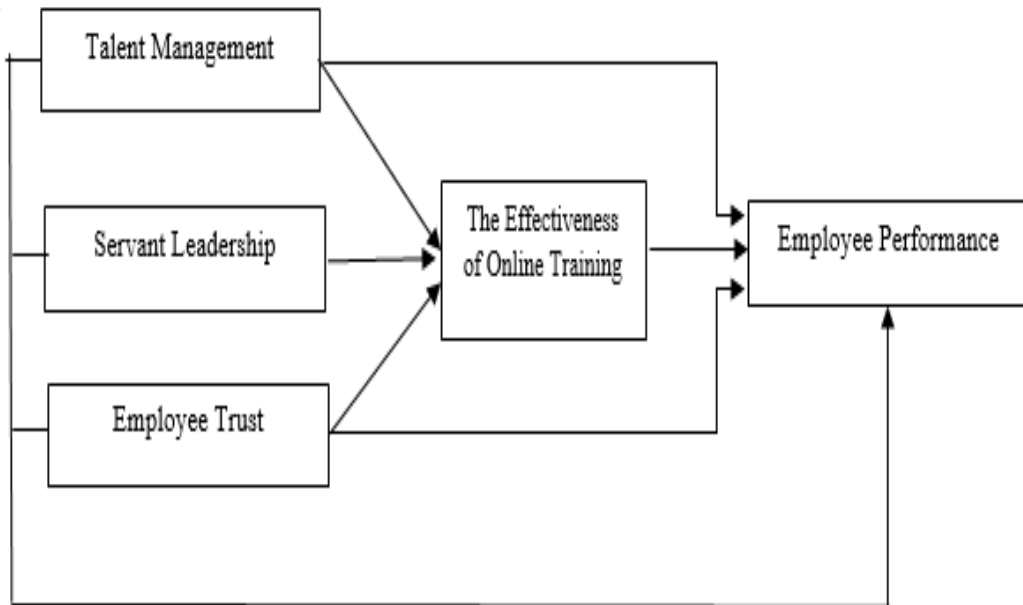


Figure 1. Research Model

Operational Definition
Talent management in this research is defined as employee perceptions of a series of processes designed to ensure adequate availability of employee throughout the organization. Talent Management has six main components; Planning; Recruitment; Employee Engagement; Performance Management; Reward and compensation; and Empowerment of employees (Chikumbi, 2011).

The definition of servant leadership in this study is the perception of employees to what extent they consider their leaders to have an attitude of serving employees in order to improve employee performance. To measure servant leadership, five main indicators are used; altruistic calling, emotional healing,

wisdom, persuasive mapping, organizational stewardship (McCann, Graves, & Cox, 2014).

Trust in this research is the extent to which employees assume that organizations and supervisors will act in ways that do not harm and benefit employees. To measure trust, three main indicators are used; ability, benevolence, integrity (Mayer & Davis, 1999).

The effectiveness of online training in this study is employee perceptions to what extent the effectiveness of a planned learning experience is designed to bring about permanent changes in individual knowledge, attitudes, or skills. The measurement of the effectiveness of online training is carried out

with two main indicators; motivation and behavior (Schmeeckle, 2003).

6. Hypothesis testing

Data analysis technique

Data analysis was performed by Structural Equation Model (SEM) using smart-PLS. SEM was chosen because this multivariate technique can combine multiple regression aspects and factor analysis to estimate a series of simultaneous dependency relationships. In addition, SEM can explain measurement errors in the estimation process that are not able to be explained by regression (Hair et al., 2010).

Validity test

Based on the results of instrument testing, it is known that there are six items that have loading factor less than 0.5. The six items in question are considered to be removed because they do not meet the minimum loading factor requirements which are equal to 0.5 (Hair et al., 2010). In addition, each item in each variable has been extracted perfectly, indicated by valid items is in one column, the valid item is greater when compared to other constructs in another column. The AVE value of each variable has been more than 0.5. This means that there are sufficient variants in latent variables, so that they are able to represent manifest variables on latent constructs (Haryono, 2017). In addition, the discriminant validity of each variable indicates greater than the correlation value between variables. Therefore, based on the results, it can be concluded that the research instrument is valid.

Reliability Test

The composite reliability of each variable shown that all of the variables has a value more than 0.7. Employee trust (0.974), employee performance (0.909), the effectiveness of online training (0.939), servant leadership (0.968), and talent

management (0.979). These results are reinforced by the results of Cronbach's Alpha, a reliable research instrument is those who has a Cronbach's alpha value more than 0.6 (Sekaran & Bougie, 2013). Employee trust (0.972), employee performance (0.886), the effectiveness of online training (0.928), servant leadership (0.965), and talent management (0.978). Thus, the research instruments used in this study are considered reliable.

Descriptive Statistics

Descriptive statistics in this study contain an overview of each variable used in this study. Descriptive statistics displayed in this study are mean and standard deviations. The greater the standard deviation value means the higher the data deviation with the average value. Conversely, the smaller the standard deviation value means the group data around the average value and does not show much variation (Sekaran and Bougie, 2013). The results of testing the descriptive statistics of this study are presented in Table 1.

Table 1. Mean and Standard Deviation

Variable	Mean	Std. Deviation
Talent Management	4.0729	0.49443
Servant Leadership	3.7796	0.55203
Employee Trust	3.8060	0.61759
Effectiveness of Online Training	3.5445	0.49704
Employee Performance	3.6822	0.55752

Based on the table 1, the variable with the highest average value is talent management. This means that the research respondents felt that the existence of talent management was quite high at PT. RUMA. Talent management in this study is predicted to influence employee performance.

7. Results and Discussion

7.1 Result

The hypothesis testing in this study was

carried out using the Structural Equation Model (SEM) by smart-PLS. The hypothesis is stated to be supported if the value of t-statistical at the output of the SMART-PLS application path coefficients is greater than 1.96 and the original sample value must show a positive number (Haryono, 2017).

The significance of the results of the study was also strengthened by p-value, a p-value of less than 0.05 showed significant results. The results of hypothesis testing are presented in Table 2.

Table 2. Result

Hypothesis	Variable	Original Sample (O)	T Statistic (O/STDEV)	P Values	Result
H1	Talent Management -> Online Training	0,387	2,736	0,006	Supported
H2	Servant Leadership -> Online Training	0,262	2,185	0,029	Supported
H3	Employee Trust -> Online Training	0,143	1,399	0,162	Not Supported
H4	Talent Management -> Employee Performance	0,178	1,430	0,153	Not Supported
H5	Servant Leadership -> Employee Performance	-0,027	0,271	0,786	Not Supported
H6	Employee Trust -> Employee Performance	0,154	0,846	0,398	Not Supported
H7	Online Training -> Employee Performance	0,442	5,235	0,000	Supported
H8a	Talent Management -> Online Training -> Employee Performance	0.243	2.323	0.021	Supported
H8b	Servant Leadership -> Online Training -> Employee Performance	0.161	2.079	0.038	Supported
H8c	Employee Trust -> Online Training -> Employee Performance	0.090	1.450	0.148	Not Supported

Based on the results in the table above, it can be conclude that from the overall hypothesis proposed by the researchers, five of them were supported statistically and five of them were not supported. The first hypothesis states that talent management has a positive effect on the effectiveness of online training. The statistical test results show that the t-statistic value is 2.736, the p-value shows 0.006, with the original sample value of 0.387. The results show that the t-statistic value is more than 1.96, the p-value is less than 0.05 and the original sample value is positive. Therefore, the first hypothesis of

this study is supported. The second hypothesis states that servant leadership has a positive effect on the effectiveness of online training. The results of statistical tests show that the t-statistic value is 2.185, the p-value shows 0.029, with an original sample value of 0.262. The results show that the t-statistic value is less than 1.96, the p-value is less than 0.05 and the original sample value is positive. Therefore, the second hypothesis of this study is supported.

The third hypothesis states that employee trust has a positive effect on the

effectiveness of online training. The results of statistical tests show that the t-statistic value is 1.399, the p-value is 0.162, with the original sample value of 0.143. The results show that the t-statistic value is less than 1.96 and the p-value is more than 0.05. Therefore, the third hypothesis of this study is not supported. The fourth hypothesis states that talent management has a positive effect on employee performance. The statistical test results show that the t-statistic value is 1.430, the p-value shows 0.153, with the original sample value of 0.178. The results show that the t-statistic value is less than 1.96 and the p-value is more than 0.05. Therefore, the fourth hypothesis of this study is not supported.

The fifth hypothesis states that servant leadership has a positive effect on employee performance. The results of statistical tests show that the t-statistic value is 0.271, the p-value shows 0.786, with the original sample value of -0.027. The results show that the t-statistic value is less than 1.96, the p-value is more than 0.05 and the original sample value is negative. Therefore, the fifth hypothesis of this study is not supported. The sixth hypothesis states that employee trust has a positive effect on employee performance. The statistical test results show that the t-statistic value is 0.846, the p-value shows 0.398, with the original sample value of 0.154. The results show that the t-statistic value is less than 1.96 and the p-value is more than 0.05. Therefore, the sixth hypothesis of this study is not supported.

The seventh hypothesis states that the effectiveness of online training has a positive effect on employee performance. The statistical test results show that the t-statistic value is 5.235, the p-value shows 0,000, with the original sample value of 0.442. The results show that the t-statistic value is more than 1.96 and the p-value is less than 0.05. Therefore, the seventh hypothesis of this study is supported. Hypothesis 8a states that the effectiveness of online training mediates the effect of talent management on employee

performance. The statistical test results show that the t-statistic value is 1.450, the p-value shows 0.148, with an original sample value of 0.090. The results show that the t-statistic value is less than 1.96 and the p-value is more than 0.05. Therefore, the hypothesis 8a of this study is not supported.

Hypothesis 8b states that the effectiveness of online training mediates the effect of servant leadership on employee performance. The results of statistical tests show that the t-statistic value is 2.079, the p-value shows 0.038, with the original sample value of 0.161. The results show that the t-statistic value is more than 1.96 and the p-value is less than 0.05. Therefore, the research 8b hypothesis is supported. The 8c hypothesis states that the effectiveness online training mediates the effect of employee trust in employee performance. The results of statistical tests show that the t-statistic value is 2.323, the p-value shows 0.021, with the original sample value of 0.243. The results show that the t-statistic value is more than 1.96 and the p-value is less than 0.05. Therefore, the research hypothesis 8c is supported.

8. Discussion

The first hypothesis of this study states that talent management has a positive effect on the effectiveness of online training. The results of data analysis show that the first hypothesis is supported. The findings of this study indicate that the higher talent management will increase the effectiveness of online training conducted by PT. RUMA. Research conducted by Tziner, Fisher, Senior, & Weisberg (2007) shows that training participants' characteristics influence the effectiveness of training. Trainees who are ready to receive training such as talent management will accelerate the process of effective online training because it has been prepared in advance through the development of a company's talent management. The existence of talent

management in PT. RUMA is prepared to have strong experience and knowledge related to the company.

The second hypothesis of this study states that servant leadership has a positive influence on the effectiveness of online training. Based on the results of the analysis in Table 2, the second hypothesis of this study is supported. This indicates that the higher the presence of servant leadership at PT. RUMA, the more effective the online training will be. The influence of leadership that serves the effectiveness of online training can be explained using social learning theory (Bandura, 1977). The theory explains that someone will do learning by seeing and imitating other people. Servant leadership implies the desire of leaders to provide the best for the development of employees (Andre & Lantu, 2015).

The third hypothesis of this study states that employee trust has a positive effect on the effectiveness of online training. Based on the results of the analysis in Table 2, the third hypothesis of this study is not supported. This indicates that the higher employee confidence in the company, does not affect the effectiveness of online training. Trust is a foundation that companies and employees need to build good long-term relationships (McCauley & Kuhnert, 1992). Online training conducted at PT. RUMA is not seen as a long-term relationship by employees.

The fourth hypothesis of this study states that talent management has a positive effect on employee performance. Based on the results of the analysis in Table 2, the fourth hypothesis of this study is not supported. This indicates that the presence of talent management does not affect employee performance. Talent management is managed and maintained since the recruitment process to the job placement process (Lewis & Heckman, 2006). When talent management is carried out continuously from the beginning of the recruitment process to work placement, this means that this is a long-term process that is

not interrupted with each other. This research is carried out in a cross section or capturing events in a certain time. This is able to make talent management influence on employee performance is not well captured. In addition, this can be explained empirically because of the effect of talent management on employee performance that is too far.

The fifth hypothesis of this study states that servant leadership has a positive effect on employee performance. Based on the results of the analysis in Table 2, the fifth hypothesis of this study is not supported. This indicates that the existence of servant leadership does not affect employee performance. Servant leadership is based on the premise that leaders who are best able to motivate followers are those who at least focus on fulfilling their own personal needs and the most important is prioritizing followers' needs (Greenleaf, 1970). The statement implies that leadership that serves is something that is done by their leader. Leaders and employees are two different objects. When servant leadership is applied, employee performance will still depend on the employee itself. The concept of leadership that serves is its influence on others (Sendjaya, Sarros, & Santora, 2008).

The sixth hypothesis of this study states that employee trust has a positive effect on employee performance. Based on the results of the analysis in Table 2, the sixth hypothesis of this study is not supported. This indicates that the higher the trust, does not affect employee performance. The length of time an employee is assigned under a supervisor or manager must be linked to the level of trust that the person gives (Perry & Mankin, 2004). This shows that trust is built up for quite a long time through intense interaction. The longer the employee is in a company, the more they will be able to assess their trust in the company. PT. RUMA, as a hi-tech company, is one of the companies that uses technology to interact. This resulted in relations between elements

in the company being limited by normality. The use of higher technology than direct interaction will reduce the affective level between elements. This means that trust in employees of PT. RUMA is difficult to catch because employees lack of direct interaction and emotional bonding.

The seventh hypothesis of this study states that the effectiveness of online training has a positive effect on employee performance. Based on the results of the analysis in Table 2, the seventh hypothesis of this study is supported. This indicates that the higher the effectiveness of online training, will encourage increased employee performance. The effectiveness of training is the company's ability to achieve the right planned training goals (Gustina, 2015). One of the company's goals in conducting training is to improve employee performance. When the effectiveness of online training is achieved, this shows that PT. RUMA can achieve the company's goals. This study supports previous studies conducted by Sendawula, NakyejweKimuli, Bananuka, & NajjemberMuganga (2018) showing that training has a positive effect on employee performance. Through online training, employees can improve their skills, knowledge and attitude that make them more effective and efficient at work. Therefore, this study empirically supports that the higher the effectiveness of training, the higher the performance of employees.

The hypothesis 8a of this study states that the effectiveness of online training mediates the positive effect of talent management on employee performance. Based on the results of the analysis in Table 2, the hypothesis 8a of this study is supported. This indicates that the higher talent management, the effectiveness of online training will increase and will encourage employee performance improvement. Crane & Hartwell (2018) defines talent as a combination of human resources and social resources owned by individuals. This implies that talent in the company is a resource for the company.

When employees have sufficient resources, while training is carried out, the company will more easily achieve its effectiveness. This is because employees with good resources will have better capital in carrying out training. Likewise, with the training conducted at PT. RUMA employees. Talented employees have good human resources and social resources that can support the effectiveness of online training conducted by PT. RUMA. Effective training is believed to be able to improve employee performance. Training is conducted with the aim of improving individual skills (Campbell, Marvin, III, Weick, & York, 1971). Achieving the effectiveness of training can improve employee capabilities that have an impact on improving employee performance. Therefore, the effectiveness of online training in this study empirically is mediate the positive effect of talent management on employee performance.

The hypothesis 8b of this study states that the effectiveness of online training mediates the positive effect of servant leadership on employee performance. Based on the results of the analysis in Table 2, the research hypothesis 8b is supported. This indicates that the higher the servant leadership, the effectiveness of online training will increase and will encourage the improvement of employee performance. Liden et al., (2014) proposed that service culture encourages the effectiveness of the entity as a whole. Employees who see serving leaders will be motivated to emulate and provide the best service for colleagues and customers. One characteristic of servant leadership is providing direction to ensure that people know what is expected of them, which benefits employees and organizations (van Dierendonck, 2011). This means that serving leaders provide clear direction assistance to ensure their employees get what they need. When employees get what they need, especially during training, it encourages effective training. This effective training then provides an effect on improving

employee performance. Someone who is trained will accomplish their tasks more effectively and efficiently, so that they will be able to achieve improved performance. These findings support empirically that the effectiveness of online training mediates the positive effect of servant leadership on employee performance.

The hypothesis 8c of this study states that the effectiveness of online training mediates the positive effect of employee trust on employee performance. Based on the results of the analysis in Table 2, the research hypothesis 8c is not supported. This indicates that the higher the trust, the effectiveness of online and the improvement of employee performance are not affected. Basically, all trust relationships are reciprocal, and in them some measures of symmetrical exchange are very important (Morgan & Zeffane, 2003). As explained above, trust takes a long time to form. When trust is not formed perfectly between

employees and companies, then as a reciprocal relationship employee performance will be less than optimal. Trust is the expectations, assumptions, and beliefs of employees that organizations and supervisors will act in ways that do not harm and benefit employees (Grayson, 2016). When trust is not formed, it means that employees will assume that the company has the possibility to act in a way that is detrimental and unfavorable to employees. This encourages employees to feel uncomfortable while working in the company. The inconvenience of employees in the company causes the ineffectiveness of all types of activities carried out by the company, including online training. Because trust is not formed, the effectiveness of online training is difficult to achieve so that employee performance will be difficult to improve.

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Muafi Muafi

Department of
Management, Faculty of
Economics, Indonesian
Islamic University,
Indonesia
[active email adress](#)

Asep Ismail

Management, Faculty of
Economics, Universitas Islam
Indonesia,
Yogyakarta,
Indonesia
asep.student.mmuui@gmail.com

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