

UDC 331

## THE EFFECT OF TALENT MANAGEMENT ON EMPLOYEES' INNOVATIVE WORK BEHAVIOR AND COMMITMENT TO CHANGE

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### ABSTRACT

This study aims to examine the influence of talent management on employees' innovative work behavior and commitment to change. This research is conducted on the employees of the State-Owned Enterprises (also called BUMN) in Indonesia. This study used a quantitative approach. This study used one independent variable; that is the talent management. Two dependent variables used in this study are innovative work behavior and the commitment to change. This study worked with a questionnaire consisting of 31 questions. This study employed 58 respondents, who are the employees of the Bank of State Owned Enterprises (BUMN) in Indonesia. The data analysis dealt with the validity and reliability statistics, the classic assumption tests, and the simple linear regression analysis. It is shown that the results of the t / partial test can be seen in which the talent management variable (X) had a significant effect on employees' innovative work behavior (Y1) and commitment to change (Y2); therefore, H1 and H2 were accepted.

### KEY WORDS

Talent management, innovative work behavior, commitment to change, bank of state-owned enterprises.

The business world changes very expeditiously. This causes the business environment to be difficult to predict. Businesses enter a situation of volatility, uncertainty, complexity, and ambiguity. This is due to globalization. Globalization is a condition of high dependence and relations between different actors geographically separated (Archibugi & Iammarino, 2002). The existence of globalization has directly made the competition climate stronger.

In the presence of talent management business competition in, it is important that business organizations can survive with the human aspect as the driving force of the organization. Talent management is a strategic activity aligned with the company's business strategy aiming to attract, develop, and retain employees at every level of the organization (Hatun, 2010).

There are three important assets in business competition: financial capital, products, and labor. The third aspect, labor, has a very strategic role in a business organization (Jackson, 2010). Companies winning the competition are one of the factors supported by the ability of qualified talents (Keraf, 2000). The existence of (high) quality human resources can be a complement to other functional strategies, so that it can make companies far more confident in a business competition (Budiharjo, 2011).

The concept of talent management was introduced in 1997, when the term 'talent war' was created by 'McKinsey & Company' consultant team. Since then, the topic of talent management has become essential for organizations' strategic success of and their top priority throughout the world (Latukha, 2016). One of the main growth opportunities for companies is to attract and retain employees with potentials and develop them.

Talent management has a positive impact on the company. Using talent management strategies will result in filling the top management position with (high) quality people, so the company does not need to doubt the employees' performance as a part of the company's top positions (Pella and Inayati, 2011 ). It can be concluded that when a company invests in talent, it will develop a (high) quality human capital and produce high-quality working performance.

In addition to talent management, employee's innovative attributes are crucial to win the competition. These attributes are defined as the introduction and intentional implementation, processes, ideas, products, and new procedures for the organization. Innovation can be understood through individual approaches, as well as groups and organizations (West and Farr, 1990). This study employed an individual approach to discuss the aspects of innovation. The characteristics of innovative behavior are having the tendency to create new ideas, tolerance of ambiguity, the desire to be effective, as well as the orientation towards innovation and achievement (West, 1997).

Innovation is the keyword in the increasingly complex competition these days. If it is left out, the company will stagnate and will eventually be crushed by the competition. Larsen and Lewis (2007) stated that one of entrepreneurs' most important characteristics is their ability to innovate. Without innovation, the company will not survive for long. This is due to the changing needs, desires, and customer requests. Customers will not always consume the same product. They will look for other products from other companies that seem to satisfy their needs. For this reason, there is a need for continuous innovation if the company wants to further advance and to remain standing with its efforts.

Innovative behavior is defined as the overall individual actions leading to the emergence, introduction, and application of something new and beneficial at all levels of the organization (Kleysen & Street, 2001). The new thing and benefits include the development of new product ideas or technologies, and changes in administrative procedures aimed at increasing their efficiency and effectiveness (Kleysen & Street, 2001).

Innovative behavior is shaped by five components: (1) *Opportunity Exploration*, which means immense learning of opportunities to innovate; (2) *Generativity*, which is the emergence of concepts for the developmental purposes; (3) *Formative Investigation*, which is an activity in giving attention to perfecting ideas, solutions, opinions, and trying to investigate it; (4) *Championing*, which means an attempt to realize ideas; (5) *Application*, which means the process of developing, testing, and commercializing innovative ideas (Kleysen and Street, 2001).

This study tries to test the relationship of talent management with employees' innovative work behavior. Theoretically, these two are related; this is based on behavioral functions. According to Milkovic (2014), behavior is a function of motivation, abilities, and environment, in which motivation is organized based on the three elements: selection, recruitment, and training. These three elements are parts of the talent management. Thus in this study's context, it can be concluded that talent management is related to employees' innovative work behavior. Empirically, talent management has a positive relationship with employees' innovative work behavior. Khaki, Khanzadeh, and Rad (2017) conducted a study in regards to talent management and innovative behavior based on the mediating role of organizational learning, in which talent management was the independent variable, and innovative behavior as the dependent variable; this study showed that talent management had a positive influence on innovative work behavior employee. Khaki *et al.* (2017) used five indicators in talent management; they are selection and placement, learning and training, performance management, payment for performance, and planning for success. While innovation behavior consists of three indicators: creating ideas, propagating ideas, and realizing ideas. Moreover, the indicators on learning organization as intervening variables consist of shared vision, culture, team learning, and knowledge sharing, thinking system, participative leadership, and developing personal competence.

In addition, talent management can be a comprehensive strategic approach to identifying, evaluating, developing, and allocating talented human resources to help achieve the best performance and organization activities (Muhyi, et al., 2016). The previous

explanation broadly asserted that the management of human resources pertaining to the talent management can be started from the process of recruitment, employee placement, performance appraisal, training, and career development until the employees leave the company (Lewis, 2006).

The company can achieve this by using talent management strategies to fill the top management position with (high) quality people, so the company can be confident about the performance of employees who will be appointed as parts of the company's top position (Pella and Inayati, 2011). This is related to the theory issued by Bethke-Langenegger et al., (2011) explaining that investment in talent management can produce (high) quality workers and with high-quality work performance. From this, it is known that there is a significant relationship between talent management and the employees' performance.

Herscovitch and Meyer (in Gelaidan and Ahmad, 2013) asserted that the commitment to change is a mindset owned by someone who needs to successfully change. Smith (in Kling, 2004) stated that when employees have a commitment to change, they will have a higher energy level and dedicate themselves more than those are not committed. This indicates that it is important for companies to involve their employees to make changes. This is in line with what was stated by Klein and Sorra (in Herscovitch and Meyer, 2002); they explained that it is important for companies to make innovations or changes harmonious with their employees' values. As described by Klein and Sorra (1996), this is because the employees believe that if the innovation or change made by their company is in accordance with the values of their beliefs, they will be enthusiastic and committed to the innovation or change. Herscovitch and Meyer (2002) also mentioned that employees' commitment to change is an important factor in achieving organizational success.

The factors influencing the employee's commitment to change, among others are: transformational leadership and leadership change (Herold, et al. 2008), transformational and transactional leadership (Gelaidan and Ahmad, 2013), task environment (Lestari, 2014), employee participation (Jaffe & Scott, 1998) in Cree (2000), work motivation (Parish et al, 2008), appreciation and recognition (Vroom, 1995) in Kling (2004), communication, participation, empowerment (Armenakis & Harris, 2002; Goodman & Truss, 2004; Kotter, 1995) in Pitts (2006), trust in organizations (Peter & Waterman, 1982) in Kling (2004), personal factors, internal factors, external factors, and political factors (Nasir, et al. 2014).

This study will discuss the influence of the task environment on employees' commitment to change, and at the same time, the researcher wants to find out the mediating role of transformational leadership on the relationship between the two variables. Based on the previous explanation, talent management is an important aspect for companies to survive in competitions. In addition, employees' innovation must always be developed. So, the researchers are interested in examining the influence of talent management on employees' innovative work behavior. This research will be conducted to the employees of the State-Owned Enterprises (BUMN) in Indonesia.

## **LITERATURE REVIEW**

It is difficult to identify the meaning of talent management right because there are differences in assumptions made by experts who write about this topic (Lewis & Heckman, 2006). Hatum (2010) mapped the concept of talent management from various experts, each expert emphasizing different attributes. However, it can be concluded that talent management is a strategic activity that is aligned with the company's business strategy that aims to attract, develop, and retain employees at every level of the organization.

Based on Silzer and Dowell (2010) there are three aspects which include talent management:

- a. Talent management is a rebranding of neglected human resource management, that is, taking the traditional HR function and doing it better;
- b. Human resource planning and succession planning;
- c. Talent as an attribute usually will contribute with high performance or individuals with high potential.

Talent management is an important aspect of business organizations. Companies have good talent will have employees who are in synergy and full of competence to achieve common goals (Pella and Inayati, 2011). So implementing talent management is must so business organizations survive.

Talent management has the purpose; Blass (2009) explains that the purpose of talent management is "right people, right place, right time, right skills/capabilities". This is intended for each key role provided by the company by placing talented people, in the right place, at the right time and having sufficient skills and capabilities to carry out key roles.

Yarnall (2011) explains that talent management includes the selection and development of employees who are considered talented within the company so that they can produce a group of people whose talents can be developed to become part of the investment in the company. A collection of talented people as a talent pool.

Talent Pool is the result of the selection of the best talents in each group. The best of the best talent will be included in this talent pool which will be promoted to regenerate the company's business leadership. Generally, this talent pool contains 3% of each employee population per unit (Endratno, 2011).

According to Byam in Silzer and Dowel (2009) in many business organizations, the talent pools concept is divided into several talent pools, such as talent pool for executives, the talent pool for corporate functions, the talent pool for the diversity of human resources, and talent pool for supervisors. The following are some levels of the talent pool:

Table 1 – Variables at the Talent Development Center

Talent Pool Level	Variables
Talent Pool Supervisor	Maximizing Performance Continuous Improvement Team Leadership
Talent Pool Coordinator	Work Management Individual Leadership

Source: *Byam in Silzer and Dowel (2009)*.

Innovative work behavior is defined as the overall individual actions that lead to the emergence, introduction, and application of something new and beneficial at all levels of the organization (Kleysen & Street, 2001). More studies of innovation lead to innovation at the organizational level (Amo & Kolvereid, 2005). The fact, innovation is an idea (Scott & Bruce, 1994) and an individual is the originators and implementers of innovative ideas. The idea comes from an individual who acts as a party that brings, develops, reacts, and modify. Getz and Robinson (2008) found that almost 80% of innovative ideas emerged from an individual. While only around 20% of innovations emerge from organizational initiatives. Therefore, this study will highlight innovative behavior as the innovation variable at the individual level in the organization. For this reason, the study of various factors that have an important influence in understanding what supports and enhances innovative behavior in organizations is very important (Parzefall, Seeck, & Leppänen, 2008).

Innovative work behavior is often associated with creativity. These two things are indeed related, but the extraction of innovative behavior and creativity has various differences (De Jong, 2007). Creativity can be expressed as the beginning of the innovation process when the performance problem or gap is recognized and ideas emerge in response to a need for innovation (West in De Jong, 2007). Kleysen and Street (2001) reveal that innovative behavior is formed by five components, namely: (1) Opportunity Exploration, which means learning or knowing more about opportunities to innovate; (2) Generativity, which leads to the emergence of concepts for the purpose of development; (3) Formative Investigation, which means giving attention to perfecting ideas, solutions, opinions, and trying to investigate them; (4) Championing, which means business practices to realize ideas; (5) Application, which means trying to develop, test, and commercialize innovative ideas. Innovative behavior in this study refers to the definition proposed by Scott and Bruce (1994),

namely the intention of individuals to display, promote, and implement new ideas in their work, group or work organization.

Herscovitch & Meyer (2002) defined that commitment to change is a mindset that someone needs to achieve targeted change. Kling (2004) revealed that by definition, commitment to change is defined as a particular action by employees on the basis of their own conscious choice.

Herscovitch & Meyer (2002) revealed that Mind-sets that cause a person to do an act of change can reflect:

- belief in the benefits obtained from these changes (affective commitment to change);
- the view that there will be costs incurred if the change fails (continuance commitment to change);
- feels obliged to support organizational change (normative commitment to change).

Conner in Herscovitch & Meyer (2002) revealed that commitment to change is a very important glue between someone and the target of change. So that there is often a failure of the change process due to the weak commitment of someone to the target of change (Conner & Patterson 1982 in Herscovitch & Meyer 2002).

Smith (1996) in Kling (2004) states that when employees commit to change, they will have stronger and more dedicated energy towards these changes than those who do not have a commitment to change. Anderson & Anderson (2009) state that someone or employee will have a greater commitment to change if they clearly see the cause of a change and tend to reject change if they do not see a logical reason for a change.

Anderson & Anderson (2009) say that changes in the business environment make companies change the way they do business. So that employees who understand the changes in the business environment are uncertain and require companies to change their organizations that will make employees have a greater commitment to change than employees who do not understand the changes in the company's business environment.

High economic upheavals and rapid technological changes, in turn, require complexity in work that really requires a specific strategy of company leaders to always build and maintain the commitment to change their employees (Connor, 1992 in Kling, 2004). Those Goldstein & Ford (2002) in Kling (2004) state that workers who successfully adapt to rapid environmental change will produce sustainable company competitiveness.

Company leaders can foster a commitment to their employees when the leader can communicate "what" and "how" the change is carried out. Then let the employee choose their own commitments (Kling, 2004). Employees will only commit if they find out why the change is necessary, what results they get from the change, and how to make that change successful (Smith, 1996 in Kling, 2004). So from the statement above, it can be seen that the corporate environment greatly influences employee commitment to change. Similarly, the role of company leaders in the process of change. Can a company leader act as an encourager in the change process or vice versa, namely discourager for his employees.

In his study, Herscovitch & Meyer (2002) tested an instrument for measuring commitment to change. The instrument is intended to measure commitment in the context of organizational change. It is known from the results of a study conducted by Herscovitch & Meyer (2002) that the affective and normative dimensions of commitment to change provide higher support compared to continuance commitment to change. This illustrates that the higher continuance commitment to change employees, the support for organizational change becomes smaller. The first hypothesis of this research is based on the studies of Khoir (2012) and Yogatama & Widyarini (2015) which reveal that talent management has an influence on employee change commitment. Following the hypothesis in this study:

H1: Talent management variable has a positive relationship to innovative work behavior in employees;

H2: Talent management variable has an influence on a commitment to change in employees.

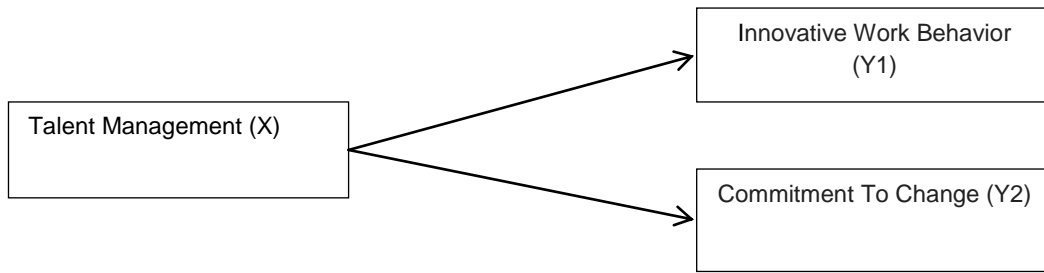


Figure 1 – Hypothesis Model

## METHODS OF RESEARCH

This study uses two data sources, primary and secondary data. The population of this study is employees of the Bank of State Owned Enterprises (BUMN) in Indonesia. Because of the limitations of energy, time and cost, the study used a number of samples taken from the population. The sample in this study were employees of the Bank of State-Owned Enterprises (BUMN) in Indonesia. This study has 58 respondents from employees of state-owned banks in Indonesia. In this study there are sample criteria, as follows:

Table 2 – Sample Criteria

Characteristics	Category	Amount	Total	Percentage	Total
Sex	Female	29	58	50	100%
	Male	29		50	
Age	18-25 years	20	58	34,5	100%
	26-30 years	27		46,6	
	31-35 years	8		13,7	
	36-40 years	3		5,2	
Company	BRI	29	58	50	100%
	BNI	6		10,3	
	Mandiri	17		29,4	
	Mandiri Syariah	1		1,7	
	BTN	4		6,9	
	BTN Syariah	1		1,8	
Work Period	< 2 y.old	18	58	31,0	100%
	2-5 y.old	27		46,6	
	5-8 y.old	9		15,5	
	>8 y.old	4		6,9	
Spending per Month	< 3.000.000	25	58	43,1	100%
	3.000.001-7.000.000	28		48,3%	
	7.000.001-11.000.000	5		8,6%	

This study uses one independent variable, talent management. Two dependent variables used in this study are innovative work behavior and commitment to change. This study uses a quantitative approach. According to Sugiyono (2014), quantitative approach is a method that is objective, measurable, rational, and systematic and research data in the form of numbers and analysis using statistics. Simple Linear Regression Analysis is used to analyze the relationship between one independent variable and one dependent variable. This analysis aims to predict the magnitude of the value of the independent variable influenced dependent (Siregar, 2013). In analyzing the data the author of the application SPSS for Windows version 21. With the general equation simple linear regression as follows:

$$Y = a + bX$$

Information: Y = Dependent Variables; X = Independent Variables; a = constant; b = regression coefficient.

## RESULTS AND DISCUSSION

Based on the results of the validity test in table 3 that the talent management variable is known if the value of all items from items 1 to 15 has a significant value  $<0.05$ , which is equal to 0.000. Whether all items are valid can be seen at significance values. It can be seen if all items are valid because the value is significant  $<0.05$ . Besides that, you can also compare r count with r table. It is known that r table is 0.258. Based on all the results of the calculated r-value that the value is  $> 0.258$ , it can be seen if the validity test is fulfilled.

Table 3 – The Validity Test of Talent Management Variable

Item	Correlation Coefficient	Sig.	Criteria
1	0,728	0,000	Valid
2	0,776	0,000	Valid
3	0,680	0,000	Valid
4	0,786	0,000	Valid
5	0,786	0,000	Valid
6	0,756	0,000	Valid
7	0,768	0,000	Valid
8	0,713	0,000	Valid
9	0,684	0,000	Valid
10	0,736	0,000	Valid
11	0,611	0,000	Valid
12	0,740	0,000	Valid
13	0,827	0,000	Valid
14	0,780	0,000	Valid
15	0,686	0,000	Valid

Table 4 - The Validity Test of Innovative Work Behavior Variable

Item	Correlation Coefficient	Sig.	Criteria
1	0,755	0,000	Valid
2	0,810	0,000	Valid
3	0,789	0,000	Valid
4	0,726	0,000	Valid
5	0,790	0,000	Valid
6	0,690	0,000	Valid

Based on the results of the validity test in table 4, innovative work behavior variables is known if the value of all items from items 1 to 6 has a significant value  $<0.05$ , which is equal to 0.00. To be able to determine whether all items are valid or cannot be seen at significance values. It can be seen if all items are valid because the value is significant  $<0.05$ . Besides that, you can also compare r count with r table. It is known that r table is 0.258. Based on all the results of the calculated r-value that the value is  $> 0.258$ , it can be seen if the validity test is fulfilled.

Table 5 – The Validity Test of Commitment to Change Variable

Item	Correlation Coefficient	Sig.	Criteria
1	0,674	0,00	Valid
2	0,612	0,00	Valid
3	0,442	0,00	Valid
4	0,686	0,01	Valid
5	0,755	0,00	Valid
6	0,801	0,00	Valid
7	0,789	0,00	Valid
8	0,726	0,00	Valid
9	0,790	0,00	Valid
10	0,765	0,00	Valid

Based on the results of the validity test in table 5, commitment to change variables is known if the value of all items from items 1 to 10 has a significant value <0.05, which is equal to 0.000. To be able to determine whether all items are valid or cannot be seen at significance values. It can be seen if all items are valid because the value is significant <0.05. Besides that, you can also compare r count with r table. It is known that r table is 0.258. Based on all the results of the calculated r-value that the value is > 0.258, it can be seen if the validity test is fulfilled.

**Table 6 – Reliability Test**

Cronbach's Alpha	N of Items
,967	31

The results of the reliability test indicate that the Cronbach's Alpha value is 0.967. This value is more than 0.6, therefore, it is concluded that this research instrument is reliable.

This study using classic assumption tests. The results of the calculation of the normality test with a significance value are 0.540. Because the significance value is more than 0.05, the residual value is normally distributed. Heteroscedasticity test that these points spread over and below the number 0 on them, therefore, it can be seen if the study is not heteroscedasticity. So that, in general, it can be concluded if the classical assumption test in this study is fulfilled which means that the regression model which will be carried out later will be unbiased and this test can be trusted. If the classical assumption test is fulfilled then a simple linear regression test can be carried out.

**Table 7 – Results of Simple Linear Regression Analysis (Y1)**

Model	Unstandardized Coefficients	
	B	Std. Error
1 (Constant)	1,267	,458
X	,742	,088

Based on the results of simple linear regression analysis in table 7 with an independent variable with one dependent variable the equation can be determined as follows:

$$Y = 1,267 + 0,742X$$

The meaning of the number above, namely the talent management regression coefficient value (b) is positive, which is 0.742; it can be interpreted that an increase in talent management is 1 unit, it will increase innovation work behavior in employees by 0.742 units.

**Table 8 – Results of Simple Linear Regression Analysis (Y2)**

Model	Unstandardized Coefficients	
	B	Std. Error
1 (Constant)	1,401	,449
X	,725	,086

Based on the results of simple linear regression analysis in table 8 with an independent variable with one dependent variable the equation can be determined as follows:

$$Y = 1,401 + 0,725X$$

The meaning of the number above, namely the talent management regression coefficient value (b) is positive, which is 0.725; it can be interpreted that an increase in talent management is 1 unit, it will increase commitment to change in employees by 0.725 units.

Based on the results of the t / partial test according to the table 9, it can be seen the significance value for the talent management variable (X) of 0.00 <0.05 and t count (8,412) > t table (2,002). It can be seen if the talent management variable partially has a significant



effect on the ability of innovation work behavior in employees, therefore, H1 is accepted. The R Square results (coefficient of determination) of 0.558 or 55,8%, meaning that the talent management variable (X) will affect the innovation work behavior variable (Y1) by 55,8%%, while the remaining 45,2% is influenced by other variables not examined in this study.

Table 9 – t / Partial Tests (Y1)

	Model	t	Sig.	R Square
1	(Constant)	2,777		,558
	X	8,412		

Table 10 - t / Partial Tests (Y2)

	Model	t	Sig.	R Square
1	(Constant)	2,777		,557
	X	8,391		

Based on the results of the t / partial test according to the table 10 it can be seen the significance value for the talent management variable (X) of  $0.00 < 0.05$  and t count  $(8,391) > t$  table  $(2,002)$ . It can be seen if the talent management variable partially has a significant effect on the ability of commitment to change in employees, therefore, H2 is accepted. The R Square results (coefficient of determination) of 0.557 or 55,7%, meaning that the talent management variable (X) will affect the commitment to change variable (Y2) by 55,7%%, while the remaining 45,3% is influenced by other variables not examined in this study.

## CONCLUSION

Based on the results of the t / partial test can be seen talent management variable partially has a significant effect on the ability of innovation work behavior and commitment to change in employees, therefore, H1 and H2 are accepted. This study strengthens the research conducted by Khaki, Khanzadeh, and Rad (2017) conducted a study entitled talent management and innovative behavior based on the mediating role of organizational learning, where talent management as the independent variable, innovative behavior as the dependent variable shows that talent management has a positive influence on employees' innovative work behavior. In addition, according to Milkovic (2014), that behavior is a function of motivation, abilities, and environment. Where motivation is organized based on three elements, namely selection, recruitment, and training. These three elements are part of talent management. So that it can be concluded that talent management with employee behavior in the context of this study is that innovation behavior is related. When a company wants to increase employee commitment in teaching, the company must increase the value of talent management indicators consisting of Maximizing Performance, Continues Improvement, Team Leadership, Work Management, and Individual Leadership. The results of the calculation of the average talent management variable items are 5.14. This value indicates that the rating of respondents of state-owned bank employees (BUMN) in Indonesia to talent management is included in the good category. The results of the calculation of the average item on the commitment change variable for employees is 5.12. This value indicates that the rating of respondents of state-owned bank employees (BUMN) in Indonesia on the commitment to change in employees is included in good category.

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