

ABSTRAK

Susanto, Eddy (2025), Peran Motivasi dan Keterlibatan dalam Memediasi Pengaruh Manajemen Talenta terhadap Produktivitas Karyawan (Studi di Pabrik Peleburan Baja PT GSI). Tesis, Ilmu Manajemen, Program Pascasarjana, Universitas Pendidikan Ganesha.

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Kata-kata kunci: Manajemen Talenta, Motivasi, Keterlibatan, Produktivitas.

Produktivitas karyawan merupakan faktor kunci keberhasilan organisasi di industri padat karya seperti pabrik peleburan baja. PT GSI menghadapi tantangan berupa penurunan produktivitas selama tiga tahun berturut-turut pasca pandemi, peningkatan absensi, dan ketidakpuasan kerja, meskipun telah menerapkan berbagai kebijakan manajemen. Penelitian ini bertujuan menganalisis pengaruh manajemen talenta terhadap produktivitas karyawan baik secara langsung maupun tidak langsung melalui mediasi motivasi dan keterlibatan karyawan. Pendekatan kuantitatif digunakan melalui survei pada 153 karyawan tetap PT GSI dengan teknik *purposive sampling*. Data dikumpulkan menggunakan kuesioner dan dianalisis dengan *Structural Equation Modeling berbasis Partial Least Squares* (PLS-SEM). Validitas instrumen diuji melalui validitas konvergen (factor loading dan AVE) serta reliabilitas (*composite reliability* dan *cronbach's alpha*). Hasil penelitian menunjukkan bahwa manajemen talenta berpengaruh positif dan signifikan terhadap motivasi karyawan dan keterlibatan karyawan. Manajemen talenta tidak berpengaruh terhadap produktivitas karyawan. Motivasi berpengaruh positif dan signifikan terhadap produktivitas. Keterlibatan karyawan berpengaruh positif dan signifikan terhadap produktivitas. Analisis jalur menunjukkan bahwa motivasi dan keterlibatan karyawan memediasi pengaruh manajemen talenta terhadap produktivitas. Penelitian ini memberikan kontribusi akademis dan praktis bahwa peningkatan produktivitas di PT GSI lebih efektif dilakukan melalui penguatan motivasi dan keterlibatan karyawan sebagai mediator pengaruh manajemen talenta, bukan melalui pengaruh langsung. Implikasinya, PT GSI disarankan mengembangkan kebijakan yang fokus pada pengembangan talenta, peningkatan motivasi, dan keterlibatan untuk mengoptimalkan produktivitas perusahaan

ABSTRACT

Susanto, Eddy (2025). *The Role of Motivation and Engagement in Mediating the Influence of Talent Management on Employee Productivity (A Study at PT GSI Steel Smelting Plant)*. Thesis, Management Science, Graduate Program, Universitas Pendidikan Ganesha.

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Keywords: Talent Management, Motivation, Engagement, Productivity

Employee productivity is a key success factor for organizations, particularly in labor-intensive industries such as steel smelting plants. PT GSI has faced challenges in declining productivity for three consecutive years after the pandemic, increased absenteeism, and job dissatisfaction, despite the implementation of various management policies. This study aims to analyze the influence of talent management on employee productivity, both directly and indirectly through the mediation of motivation and employee engagement. A quantitative approach was used, involving a survey of 153 permanent employees of PT GSI selected by purposive sampling. Data were collected using questionnaires and analyzed with Structural Equation Modeling based on Partial Least Squares (PLS-SEM). The validity of the instrument was tested using convergent validity (factor loading and AVE) and reliability (composite reliability and Cronbach's alpha). The results show that talent management has a positive and significant influence on employee motivation and engagement. However, talent management has no significant direct effect on employee productivity. Motivation has a positive and significant effect on productivity, as does employee engagement. Path analysis indicates that motivation and employee engagement mediate the influence of talent management on productivity. This research provides both academic and practical contributions, revealing that enhancing productivity at PT GSI is more effectively achieved by strengthening employee motivation and engagement as mediators of the influence of talent management, rather than through direct effects. The implication is that PT GSI should develop policies focused on talent development, motivation, and engagement to optimize company productivity.