

**PENGARUH KEPEMIMPINAN, MANAJEMEN TALENTA,  
DAN BUDAYA ORGANISASI TERHADAP KINERJA  
TENAGA KEPENDIDIKAN DI PERGURUAN TINGGI  
SE-JAWA BARAT**

**DISERTASI**

**Diajukan untuk memenuhi sebagian syarat untuk memperoleh  
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# **Pengaruh Kepemimpinan, Manajemen Talenta, dan Budaya organisasi Terhadap Kinerja Tenaga Kependidikan di Perguruan Tinggi Se-Jawa Barat**

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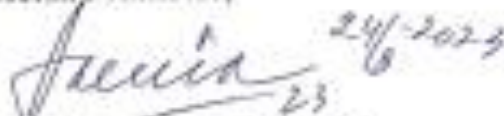
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## ABSTRAK

Dyah Purwaningsih. **Pengaruh Kepemimpinan, Manajemen Talenta, dan Budaya Organisasi Terhadap Kinerja Tenaga Kependidikan di Perguruan Tinggi se-Jawa Barat**, di bawah bimbingan Prof. Dr. Tjutju Yuniarsih, S.E., M. Pd., Prof. Dr. Disman, M.Si., dan Prof. Dr. Janah Sojanah, M.Si.

Tenaga kependidikan di perguruan tinggi merupakan bagian dalam pelayanan kegiatan kampus. Kinerja tenaga kependidikan di perguruan tinggi umumnya masih rendah. Menurut Daft (2015), perilaku karyawan dapat mempengaruhi organisasi. Tujuan penelitian ini adalah untuk mengetahui pengaruh manajemen talenta, kepemimpinan dan budaya organisasi terhadap kinerja tenaga kependidikan perguruan tinggi di Provinsi Jawa Barat. Desain penelitian menggunakan pendekatan kuantitatif deskriptif melalui penyebaran kuesioner kepada para responden. Penelitian ini dilakukan pada masa awal *lockdown* Covid-19 sehingga penyebaran kuesioner dilakukan secara *accidental sampling*. Dari 200 kuesioner penelitian yang disebar, terkumpul 164 jawaban responden dari 19 perguruan tinggi yang berbeda di Provinsi Jawa Barat, kemudian terseleksi 111 data yang memenuhi syarat sesuai kriteria yang diinginkan yakni karyawan yang bertalenta yang diindikasikan memenuhi 3 hal: pernah mendapatkan penghargaan dalam pekerjaan, jabatan di perguruan tinggi dan jenjang pendidikan terakhir. Jawaban angket dari responden diolah secara statistik menggunakan perangkat lunak *Smart PLS 3.0*. Pengolahan data menggunakan SPSS 23. Hasil penelitian menunjukkan bahwa variabel manajemen talenta, kepemimpinan dan budaya organisasi secara bersama terbukti memberikan pengaruh yang positif dan signifikan pada kinerja tenaga kependidikan di perguruan tinggi. Manajemen talenta tidak berpengaruh secara langsung terhadap kinerja karyawan perguruan tinggi, tapi berpengaruh secara tidak langsung melalui mediasi variabel budaya organisasi. Budaya organisasi mempunyai pengaruh yang sangat kuat pada kinerja karyawan. Kepemimpinan mampu memberikan pengaruh positif pada penerapan manajemen talenta dan budaya organisasi.

Kata kunci: budaya organisasi, kepemimpinan, kinerja karyawan, manajemen talenta, perguruan tinggi.

## **ABSTRACT**

Dyah Purwaningsih. *The Influence of Leadership, Talent Management, and Organizational Culture on the Performance of Education Personnel in Universities in West Java*, under the guidance of Prof. Dr. Tjutju Yuniarsih, S.E., M.Pd., Prof. Dr. Disman, M.Si., and Prof. Dr. Janah Sojanah, M.Si.

*Educational staff in tertiary institutions are part of campus activity services. The performance of teaching staff in tertiary institutions is generally still low. According to Daft (2015), employee behavior can affect the organization. The purpose of this study was to determine the effect of talent management, leadership and organizational culture on the performance of tertiary education staff in West Java Province. The research design used a descriptive quantitative approach by distributing questionnaires to the respondents. This research was conducted during the early days of the Covid-19 lockdown so that the distribution of the questionnaires was carried out by accidental sampling. Of the 200 research questionnaires distributed, 164 responses were collected from 19 different tertiary institutions in West Java Province, then 111 data were selected that met the requirements according to the desired criteria, namely talented employees who indicated fulfilling 3 things: having received an award in work, position in tertiary and tertiary education levels. Questionnaire answers from respondents were processed statistically using the Smart PLS 3.0 software. Data processing using SPSS 23. The results showed that the variables of talent management, leadership and organizational culture together proved to have a positive and significant impact on the performance of educational staff in tertiary institutions. Talent management has no direct effect on the performance of university employees, but has an indirect effect through the mediation of organizational culture variables. Organizational culture has a very strong influence on employee performance. Leadership is able to have a positive influence on the implementation of talent management and organizational culture.*

*Keywords: organizational culture, leadership, employee performance, talent management, university.*

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