The Effect Of Good Corporate Governance, Work Life Balance, Talent Management And Person Organization Fit On Employee Performance At The Planning, Research And Development Agency Of Bukittinggi City

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Abstract

The purpose of this research journal is to find out how much "The Influence of Good Corporate Governance, Work Life Balance, Talent Management and Person Organization Fit on Employee Performance at the Planning, Research and Development Agency (Bapelitbang) of Bukittinggi City. Methods of collecting data through surveys, interviews, and questionnaires with a sample of 34 respondents.The analytical method used is Multiple Linear Regression Analysis.The results of data analysis concluded, partially there is a positive and significant effect of Good Corporate Governance on Employee Performance. Partially there is a positive and significant effect of work life balance on employee performance. Partially there is a positive and significant influence of Talent Management on Employee Performance. Partially there is a positive and significant effect of Personorganization Fit on Employee Performance. Simultaneously there is a positive and significant influence of Good Corporate Governance, Work Life balance, Talent Management, Personorganization Fit on Employee Performance. The contribution of Good Corporate Governance, Work Life balance, Talent Management, Personorganization Fit variables is 0.641 or 64.1% while the remaining 35.9% is influenced by other variables.

Keywords: Good Corporate Governance, Work Life balance, Talent Management, Person Organization Fit, Employee Performance.

1. Introduction

Every company has employees who are in charge of carrying out operational activities. In the product service process, which is dominated by humans, the relationship between systems within the organization which is a prerequisite for achieving an effective organization directly requires better human resource management capabilities. The most important factor in determining the success or failure of an organization is the human resource factor.

According to [1] said that human resource management is a planning, organizing, coordinating, implementing and supervising the procurement, development, provision of remuneration, integration, maintenance and separation of workers in order to achieve organizational goals. According to [2] Human resources (HR) is one of the important things to pay attention to in government sector agencies. Its existence is a determining factor in the success of an institution. If there are no human resources, the agency will not be able to carry out all its operational activities. The human resources in question are dedicated employees, who have the creativity and energy needed by the agency in order to achieve the expected goals.

Based on the opinions of the experts above, it can be concluded that human resource management is a science in managing and planning and processing relationships and the role of an individual or employee in carrying out responsibilities towards the company effectively and efficiently in achieving the goals desired by the organization or company. the role of human resources is a very important thing in determining the effectiveness of the running of a company.

Human resources are needed in a competent and quality company, especially in the current era of globalization. In this era, all business organizations must be prepared to adapt and strengthen itself in order to compete so as to address the challenges in the future will come. Human resources in this case, employees must always play an active and dominant role in every activity of the organization because humans are the planners, behavior and determinants of the realization of the goals of an organization. The use of an effective workforce is the key towards improving employee performance so that a company policy is needed to motivate employees to be able to work more productively according to the plan that will be set. In general, performance is a result of work that will be achieved by an employee in carrying out the tasks that will be assigned to him. Performance is the result of employee behavior after carrying out activities or work activities. According to [2] Performance is the result obtained by an organization, both the organization is profit oriented and non profit oriented which is produced over a period of time. According to [1] performance is the end result of the energy and thoughts achieved by a person both in quality and quantity in doing a job. This means that performance is an action / activity to achieve the expected

goals, objectives, vision and mission. Performance can also be said to be a combination of knowledge, abilities, attitudes, and motivations that can be assessed from the results of their work obtained over a certain period of time.

According to [3] Employee Performance is the result of work that can be achieved by a person or group of people in an organization, in accordance with their respective authorities and responsibilities, in an effort to achieve the goals of the organization concerned legally, not violating the law and in accordance with morals and ethics.

In order for the objectives of the Bukittinggi City Planning, Research and Development Agency (BAPELITBANG) to be achieved, employees must have better performance, in addition to achieving the objectives of the Bukittinggi City Planning, Research and Development Agency (BAPELITBANG) which is prosperous, religious and cultured, employees are required to be able to complete duties and responsibilities effectively and efficiently. But in the company there are many problems that occur in the performance of employees. The decline in performance due to a lack of awareness of employees will be liable to the duties and obligations as an employee. The statement is based on employee attendance data. The statement is based on employee attendance data in October 2020 to March 2021 which is presented in table 1 below:

Table 1.1
Recapitulation of Presence Data for the Planning, Research and Development Agency for the City of Bukittinggi (BAPELITBANG) Starting from October 2020 to March 2021

MONTH	TOTAL EMPLOYEE	PRESENCE						T OTAL
		H	S	C	DL	DD	TK	
October	34	519	7	21	9	0	0	556
November	34	618	26	22	48	0	0	714
December	34	331	15	16	80	0	0	442
January	34	600	22	15	43	0	0	680
February	34	604	22	5	15	0	0	646
March	34	669	16	33	30	0	0	748

Source: Office of the Planning, Research and Development Agency of Bukittinggi City (BAPELITBANG)

From the table above, it can be seen that there have been fluctuations (up and down) in employee attendance at the Bukittinggi City Planning, Research and Development Agency (BAPELITBANG) from the last six months, in October 2020 with a total of 34 employees. The total number of attendance for one month is 519 days, employees who are sick for 7 days, employees who are on leave for 21 days, out of office are 9 days, there is no internal service, then no information without any information. In November 2020 with 34 employees. The total number of attendance for one month is 618 days, sick employees are 26 days, employees are on leave for 22 days, outgoing services are 48 days, there are no internal services, then no information is available. In December 2020 with 34 employees. The total number of attendance for one month is 331 days, sick employees are 15 days, employees are on leave for 16 days, outgoing services are 80 days, there are no internal services, then no information is available. In January 2021

with 34 employees. The total number of attendance for one month is 600 days, employees who are sick 22 days, employees who are on leave of 15 days, outgoing service is 43 days, there is no internal service, then no information is available. In February 2021 with 34 employees. The total number of attendance for one month is 604 days, employees who are sick 22 days, employees who are on leave for 5 days, out of office are 15 days, there is no internal service, then no information is available. In March 2021 with 34 employees. The total number of attendance for one month is 669 days, sick employees are 16 days, employees are on leave for 33 days, outgoing services are 30 days, there are no internal services, then no information is available.

So here we can see that this will have an impact on the implementation of employee duties and responsibilities , the completion of work can be delayed and also the work results will not be optimal which will have an impact on employee performance at the Bukittinggi City Planning, Research and Development Agency (BAPELITBANG). The high level of employee absenteeism is one of the general indications of job stress and job satisfaction.

Based on the phenomena in the table, it can be concluded that the level of absenteeism is still high, indicating that employee performance is not optimal which will later be able to affect employee performance in carrying out the duties and responsibilities in carrying out the work given.

In addition, a decrease in performance can be indicated due to *Good Corporate Governance* (good corporate governance) , *Work Life Balance* (balance of personal and work life) , *Talent Management* (Talent Management) and *Person Organization Fit* (match between individual employee values and organizational values) on employee performance is not optimal due to the quality of work that has not been widely covered, work performance that has not been achieved, lack of responsibility, the process of providing HR information is less effective, and the placement is not right so that organizational goals cannot be achieved effectively and For this reason, the organization must make changes as much as possible to employees in the right position or place and employees can work in groups effectively and efficiently so that they can achieve the targets of the organization.

1.2 Problem Formulation
Based on the background, problem identification and problem boundaries described above, the formulation of this research problem is as follows:

1. What is the effect of *Good Corporate Governance* on employee performance at the Research and Development Planning Agency of Bukittinggi City ?
2. How does *Work Life Balance* affect employee performance at the Research and Development Planning Agency of Bukittinggi City ?
3. What is the influence of *Talent Management* on employee performance at the Research and Development Planning Agency of Bukittinggi ?
4. How is the influence of *Person Organization Fit* on employee performance at the Research and Development Planning Agency of Bukittinggi City ?
5. What is the effect of *Good Corporate Governance, Work Life Balance, Talent Management* and *Person Organization Fit* on employee performance at the Research and Development Planning Agency of Bukittinggi City ?

1. Employee Performance

According to [3] performance is the result of work that can be achieved by a person or group of people in an organization, in accordance with their respective authorities and responsibilities, in an effort to achieve the goals of the organization concerned legally, not violating the law and in accordance with morals and ethics.

According to [4] employee performance indicators are as follows:

1) Quality (Quality)
2) Quantity (Quantity)
3) Time (Term)
4) Cost suppression
5) Supervision
6) Relations between employees

2. Good Corporate Governance (X1)

According to [5] *Good Corporate Governance* (good corporate governance) is a principle that direct and control the enterprise in order to achieve a balance between the strength and authority to the company to provide accountability to stakeholders in particular, and stakeholders in general.

According to [6] *Good Corporate Governance* indicators (good corporate governance) are described as follows:

1) Information Disclosure *(Transparency)*
2) Accountability *(Accountability)*
3) Accountability *(Responsibilities)*
4) Professional *(Professional)*
5) Independence *(Independency)*
6) Equality and Fairness *(Fairness)*

3. Work Life Balance (X2)

According to [7] *Work-Life Balance* (Balance Between Personal Life and Work) is a condition in which a person experiences a balanced attachment and satisfaction in his role as a worker and in his family.

According to [4] *Work life Balance* indicators include:

1) Time Balance
2) Engagement Balance
3) Satisfaction Balance

4. Talent Management (X3)

According to [8] *Talent Management* is a series of activities carried out by companies to find the right employees and place them in the right places through the process of identification, development, defense, and placement in appropriate positions.

According to [9] talent management indicators include:

1) Recruitment Process
2) Selection Process
3) Process Orientation
4) Educational Process
5) Training Process

6) Performance Management Process
7) Retention Acknowledgment Process

5. Person Organization Fit (X4)

According to [10] *Person Organization Fit* (the compatibility between individual employee values and organizational values) is the similarity of the characteristics of each individual with an organization that has a function commensurate with the organizational culture in building individual commitment as well as individual guidelines in the organization.

According to [11] the *Person Organization Fit* indicator (conformity between individual employee values and organizational values) :

1) Value fit
2) Purpose fit
3) Meeting employee needs
4) Conformity of culture-personality characteristics

Theoretical Framework
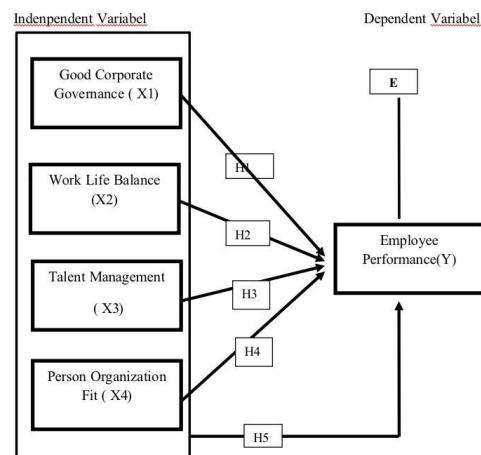
Figure 1.1
Framework

Hypothesis

The hypothesis is a short statement concluded from the literature review (theoretical basis and previous research), and is a temporary answer to the problem under study. In this study, hypotheses will be formulated to provide direction and guidance in conducting research. The hypotheses put forward in this study are:

H1 : It is suspected that *Good Corporate Governance* (X1) has a positive and significant influence on Employee Performance at the Research and Development Planning Agency (BAPELITBANG) Bukittinggi City

H2 : It is suspected that *Work Life Balance* (X2) has a positive and significant influence on employee performance at the Research and Development Planning Agency (BAPELITBANG) Bukittinggi City

H3 : It is suspected that *Talent Management* (X3) has a positive and significant influence on employee performance at the Research and Development Planning Agency (BAPELITBANG) Bukittinggi City

H4 : It is suspected that *Person Organization Fit* (X4) has a positive and significant influence on Employee Performance in Research and Development Planning (BAPELITBANG) Bukittinggi City

H5 : It is suspected that *Good Corporate Governance* (X1) , *Work Life Balance* (X2) , *Talent Management* (X3) *and Person Organization Fit* (X4) together have a positive and significant influence on Employee Performance at the City Research and Development Planning Agency (BAPELITBANG) Bukittinggi

2. Method

The population used in this study were employees of the Planning, Research and Development Agency for the City of Bukittinggi. While the data used as a sample in this study is data on the implementation of *Good Corporate Governance, Work Life Balance, Talent Management* and *Person Organization Fit* on Employee Performance at the Research and Development Planning Agency of Bukittinggi City.

3.2 Data Instrument Test
3.2.1 Validity and Reliability Test

The validity test is to determine the level of validity and the questionnaire instrument used in collecting data. This validity test is carried out to determine whether the items presented in the questionnaire are really able to reveal with certainty what will be studied. The test uses two sides with a significant level of 0.05 to interpret the results of the validity test, because what is used is:

1. If the $_{calculated}$ r value is greater than the r $_{table}$ value , then the instrument or statement items are declared valid and can be used.
2. If the $_{calculated}$ r value is less than the $_{table}$ r value , then the instrument or statement items are declared invalid and cannot be used.

After processing the data using the SPSS 16.0 system, the results of the validity test are obtained as follows:

a . Employee Performance Variable Validity

From the Employee Performance variable, the $_{calculated}$ r value is greater than the r $_{table}$ value , at the significance level (p) = 5% (0.05), Df = n-2, so 34-2 = 32 which shows the number 0.338 , according to the criteria testing whether it is valid or not. From this comparison, all items of the Employee Performance variable statement are declared " valid " .

b . *Good Corporate Governance* **Variable Validity**

The *Good Corporate Governance* variable has a $_{calculated}$ r value greater than the r $_{table}$ value , at the significance level (p) = 5% (0.05), Df = n-2, so 34-2 = 32 which shows the number 0.338 , in accordance with testing criteria regarding whether it is valid or not. From this comparison, all items of the *Good Corporate Governance* variable statement are declared " valid " .

c . *Work Life Balance* **Variable Validity**

From the *Work Life balance* variable, the $_{calculated}$ r value is greater than the r $_{table}$ value , at the significance level (p) = 5% (0.05), Df = n-2, so 34-2 = 32 which shows the number 0.338 , in accordance with testing criteria regarding whether it is valid or not. From this comparison, all items in the *Work Life balance* variable statement are declared " valid " .

d. *Talent Management* **Variable Validity**

From the *Talent Management* variable, the $_{calculated}$ r value is greater than the r $_{table}$ value , at the significance level (p) = 5% (0.05), Df = n-2, so 34-2 = 32 which shows the number 0.338 , according to the criteria testing whether it is valid or not. From this comparison, all items of the *Talent Management* variable statement are declared " valid " .

e . **Validity of** *Person Organization Fit* **.** **Variable**

From the *Personorganization Fit variable,* the $_{calculated}$ r value is greater than the r $_{table}$ value , at the significance level (p) = 5% (0.05), Df = n-2, so 34-2 = 32 which shows the number 0.338 , according to the criteria testing whether it is valid or not. From this comparison, all items of the *Personorganization Fit* variable statement are declared " valid " .

3.2.2 Descriptive Test Results of Research Variables

This study uses the variables of *Good Corporate Governance* , *Work Life balance* , *Talent Management* , *Personorganization Fit* as the independent variable, while the Employee Performance variable as the dependent variable. The following will describe the respondents' answers to each research variable as follows:

1. **Frequency Distribution of Respondents' Answers to Employee Performance Variable Statement Instruments**

In this study, the Employee Performance variable is operationalized using 12 statement instruments, the statement instrument can be seen in table 1.2 below:

Table 1.2
Frequency Distribution of Respondents' Answers to Employee Performance Variable Statement Instruments

No	Statement List	Alternative Answer					
		STS (1) %	TS (2) %	N (3) %	S (4) %	SS (5) %	Total %
1	I do my job accurately and rarely make mistakes	-	-	8 23.5	16 47.1	10 29.4	34 100%
2	I do my work by prioritizing quality work and in accordance with existing regulations	-	-	7 20.6	15 44.1	12 35.3	34 100%
3	I always finish work exceeding the targets set by the company.	-	-	8 23.5	15 44.1	11 32.4	34 100%
4	I work with the quantity that the company has set.	-	1 2.9	6 17.6	21 61.8	6 17.6	34 100%
5	I carry out tasks in accordance with procedures and in accordance with agency standard provisions	-	-	6 17.6	13 38.2	15 44.1	34 100%
6	I always come in and go home from work according to the time set by the agency	-	-	6 17.6	10 29.4	18 52.9	34 100%
7	My boss is very good at keeping expenses down.	-	-	7 20.6	12 35.3	15 44.1	34 100%
8	My boss is good at handling large expenses.	-	1 2.9	7 20.6	16 47.1	10 29.4	34 100%
9	The boss always cares about the work of the employees.	-	3 8.8%	7 20.6	13 38.2	11 32.4	34 100%
10	Employees are always supervised by superiors so that no one makes mistakes at work	2 5.9%	2 5.9%	3 8.8%	13 38.2	14 41.2	34 100%
11	Relations between employees are well established.	4 11.8%	6 17.6%		7 20.6%	17 50.0%	34 100%
12	Between employees work together at work	-	-	7 20.6%	-	27 79.4	34 100%
	TOTAL	6	13	72	151	166	34 100%

Based on the frequency distribution of respondents' answers to the Employee Performance variable statement, it can be seen that the majority of research respondents gave answers in the "Strongly Agree" category.

2. Frequency Distribution of Respondents' Answers to the *Good Corporate Governance* Variable Statement Instrument

In this study, the *Good Corporate Governance* variable is operationalized using 12 statement instruments, the statement instruments can be seen in table 1.3 below:

Table 1.3

Frequency Distribution of Respondents' Answers to the *Good Corporate Governance* Variable Statement Instrument

No	Statement List	Alternative Answer					
		STS (1) %	TS (2) %	N (3) %	S (4) %	SS (5) %	Total %
1	Efforts to develop an e-procurement system based on regulations	-	-	6 17.6	16 47.1	12 35.3	34 100%
2	Efforts to develop open Procurement management information technology	-	2 5.9	5 14.7	14 41.2	13 38.2	34 100%
3	Efforts to establish and re-establish the role and function of internal auditors related to the procurement of goods and services.	-	2 5.9	8 23.5	13 38.2	11 32.4	34 100%
4	Efforts to use a qualified and independent external auditor.	-	-	8 23.5	15 44.1	11 32.4	34 100%
5	Efforts to be professional and comply with ethics.	-	-	10 29.4	12 35.3	12 35.3	34 100%
6	Efforts to consider Social responsibility	-	1 2.9	6 17.6	13 38.2	14 41.2	34 100%
7	I try to work professionally	-	1 2.9	7 20.6	14 41.2	12 35.3	34 100%
8	I am always required to work professionally	-	1 2.9	9 26.5	13 38.2	11 32.4	34 100%
9	Efforts to form a competent procurement committee.	-	1 2.9	7 20.6	13 38.2	13 38.2	34 100%
10	Efforts not to involve outside influences that are not in accordance with the principles	-	-	7 20.6	19 55.9	8 23.5	34 100%
11	Efforts to establish a Procurement policy by e-procurement to protect	-	3 8.8%	6 17.6%	22 64.7%	3 8.8%	34 100%
12	Efforts to fairly disclose the Procurement information system by e-procurement through a web-based information system.	3 8.8%	9 26.5	3 8.8%	-	19 55.9	34 100%
	TOTAL	3	20	82	164	138	34 100%

Based on the frequency distribution of respondents' answers to the statement of the *Good Corporate Governance*

variable , *it can be* seen that the majority of research respondents gave answers in the "Strongly Agree" category.

3. Frequency Distribution of Respondents' Answers to the *Work Life Balance* Statement Instrument

In this study, the *Work Life balance* variable is operationalized using 6 statement instruments, the statement instruments can be seen in table 1.4 below:

Table 1.4

Frequency Distribution of Respondents' Answers to the *Work Life Balance* Statement Instrument

No	Statement List	Alternative Answer					
		STS (1) %	TS (2) %	N (3) %	S (4) %	SS (5) %	Total %
1	The company 1 work for provides flexible working hours and has part-time working hours with *shifts*	-	6 17.6	1 2.9	15 44.1	12 35.3	34 100%
2	I have enough time for my family	1 2.9	3 8.8	6 17.6	-	24 70.6	34 100%
3	Activities in personal life support and Motivate me to do my job	3 8.8%	7 20.6%	-	9 26.5	15 44.1	34 100%
4	The atmosphere at work supports activities that i like in personal life	-	1 2.9	9 26.5	4 11.8	20 58.8	34 100%
5	The company 1 work for provides access call during business hours so I can receive urgent calls and messages from family in working hours	1 2.9	-	12 36.1	6 17.6	15 44.1	34 100%
6	I work in a safe location and feel welfare in the company	-	-	9 26.5	10 29.4	15 44.1	34 100%
	TOTAL	5	17	37	44	91	340 100%

Based on the frequency distribution of respondents' answers to the statement of the *Work Life balance* variable, it can be seen that the majority of research respondents gave answers in the "Strongly Agree" category.

4. Frequency Distribution of Respondents' Answers to the *Talent Management* Variable Statement Instrument

In this study, the *Talent Management* variable was operationalized using 14 statement instruments, the statement instruments can be seen in table 1.5 below:

Table 1.5
Frequency Distribution of Respondents' Answers to the *Talent Management* Variable Statement Instrument

No	Statement List	Alternative Answer					
		STS (1) %	TS (2) %	N (3) %	S (4) %	SS (5) %	Total h %
1	The recruitment process is quite strict	-	-	9 26.5	13 38.2	12 35.3	34 100%
2	In recruiting new employees, leaders always choose carefully	-	2 5.9	8 23.5	13 38.2	11 32.4	34 100%
3	The selection process for new employees is carried out strictly	-	-	5 14.7	17 50.0	12 35.3	34 100%
4	Selection made by superiors according to the competence of prospective employees	-	-	4 11.8	20 58.8	10 29.4	34 100%
5	Bosses help workers to recognize well and be able to adapt to a situation or a business environment/climate of an organization/company.	-	1 2.9	7 20.6	19 55.9	7 20.6	34 100%
6	The boss is able to adapt to a business environment/climate of an organization/company.	-	-	6 17.6	17 50.0	11 32.4	34 100%
7	Bosses will choose employees who are well educated	-	-	7 20.6	17 50.0	10 29.4	34 100%
8	Bosses always choose employees with high educational backgrounds	-	1 2.9	7 20.6	16 47.1	10 29.4	34 100%
9	The training process is carried out by superiors strictly	-	1 2.9	5 14.7	17 50.0	11 32.4	34 100%
10	The boss always conducts training for new employees	-	-	7 20.6	17 50.0	10 29.4	34 100%
11	The performance management process is carried out well by superiors	-	-	7 20.6	11 32.4	16 47.1	34 100%
12	The boss always manages the performance well	-	-	11 32.4	-	23 67.6	34 100%
13	Retention acknowledgment process is well done	-	11 32.4	-	-	23 67.6	34 100%
14	The boss always carries out the retention recognition process carefully	3 8.8	9 26.6	3 8.8	-	19 55.9	34 100%
	TOTAL	3	25	86	178	185	34 100%

Source: Primary Data Processing Results , SPSS 16.0 Windows Evaluation Version

Based on the frequency distribution of respondents' answers to the *Talent Management* variable statement, it can be seen that the majority of research respondents gave answers in the "Agree" category.

5. Frequency Distribution of Respondents' Answers to the *Personorganization Fit* . Variable Statement Instrument

In this study, var iabel *Personorganization Fit* operationalized using instruments 8 statement, the statement of instruments can be seen in table 1.6 below:

Table 1.6
Frequency Distribution of Respondents' Answers to the *Personorganization Fit* . Variable Statement Instrument

No	Statement List	Alternative Answer					
		STS (1) %	T (2) %	N (3) %	S (4) %	SS (5) %	Total h %
1	I feel my personal values are compatible with where I work.	-	-	5 14.7	12 35.3	17 50.0	34 100%
2	I think the company is looking for employees who have the same values as the company	-	1 2.9	3 8.8	14 41.2	16 47.1	34 100%
3	My work goals are in line with company goals.	1 2.9%	-	6 17.6	13 38.2	14 41.2	34 100%
4	My work goals match my work	8 23.5%	4 11.8	5 14.7	9 26.5	8 23.5%	34 100%
5	The company meets my needs according to what I need	-	1 2.9%	1 2.9%	15 44.1	17 50.0	34 100%
6	My needs are met by the company	-	1 2.9%	4 11.8	14 41.2	15 44.1	34 100%
7	My character fits the pattern of the environment where I work	-	-	5 14.7	12 35.3	17 50.0	34 100%
8	My character matches where I work	-	1 2.9%	3 8.8	20 58.8	10 29.4	34 100%
	TOTAL	9	8	32	99	114	34 100%

Source: Primary Data Processing Results , SPSS 16.0 Windows Evaluation Version

Based on the frequency distribution of respondents' answers to the *Personorganization Fit* variable statement, it *can be* seen that the majority of research respondents gave answers in the "Strongly Agree" category.

Based on the frequency distribution of respondents' answers to the *Personorganization Fit* variable statement, it *can be* seen that the majority of research respondents gave answers in the "Strongly Agree" category.

3.3 Multiple Linear Regression Analysis Results

Table 1.7
Multiple Linear Regression Analysis of *Good Corporate Governance* , *Work Life Balance* , *Talent Management* , *Personorganization Fit* on Employee Performance

Coefficients					
Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
1 (Constant)	7,718	5,754		1.341	,185
Good Corporate Governance	,622	,156	,735	3,992	,000
Work-life balance	,317	,109	,349	2,898	,005
Talent Management	,386	,105	,425	3,684	,001
Personorganization Fit	,417	,114	,420	3,656	,001
a. Dependent Variable: Employee Performance					

Based on table 1.7 above, it can be seen that the regression equation is:

$$Y = 7.718 + 0{,}622X1 + 0{,}317X2 + 0{,}386X3 + 0{,}417X4 + e$$

Interpretations based on these equations can be interpreted as follows:

1. The constant of 7.718 means that if there is no *Good Corporate Governance* , *Work Life balance* , *Talent Management* , *Personorganization Fit* , the Employee Performance remains at a constant of 7.718.

2. Positive regression coefficient of 0.622 means that if *Good Corporate Governance is* increased by one unit, assuming *Work Life balance* , *Talent Management* , *Personorganization Fit are* ignored, it will result in an increase in Employee Performance of 0.622.

3. Positive regression coefficient of 0.317 means that if *Work Life balance is* increased by one unit, assuming *Good Corporate Governance* , *Talent Management* , *Personorganization Fit are* ignored, it will result in an increase in Employee Performance of 0.317.

4. Positive regression coefficient of 0.386 means *Talent Management* if it is increased by one unit, assuming *Good Corporate Governance* , *Work Life balance* , *Personorganization Fit are* ignored, it will result in an increase in Employee Performance of 0.386.

5. Positive regression coefficient of 0.417 means *Personorganization Fit* if it is increased by one unit, assuming *Good Corporate Governance* , *Work Life balance* , *Talent Management* , Empathy are ignored, it will result in an increase in Employee Performance of 0.417.

3 .Result
3.4. 1 Partial Test (t Test)

The t test is intended to test the significant effect of the independent and dependent variables partially. Where this test compares the significant probability with an alpha of 0.05. From the results of this test when the probability is significantly smaller than the alpha of 0.05, the obtained H_o rejected and H_a accepted, meaning there is a significant and if the probability is greater than the 0.05 alpha then H_o accepted and H_a rejected, meaning no connection. The degrees of freedom (df) nk 1 are $34 - 4 - 1 = 29$ (n is the number of respondents and k is the number of independent variables) so that the results obtained for the t-table are 2.045 .

Based on table 1.8 the following is an explanation of the t test

Tabel 1.8
Uji T *Good Corporate Governance, Work Life balance, Talent Management, Personorganization Fit* terhadap Kinerja Pegawai

Coefficients

Model		T	Sig.
1	(Constant)	1,341	,185
	Good Corporate Governance	3,992	,000
	Work Life balance	2,898	,005
	Talent Management	3,684	,001
	Personorganization Fit	3,656	,001

a. Dependent Variable: Kinerja Pegawai
Sumber: Hasil Pengolahan Data Primer, SPSS 16.0 Windows Evaluation Version

1. The Influence of *Good Corporate Governance* on Employee Performance.

From table 1.8 above, it can be seen that the t-count is 3.992 and the t-table is 2.045 where the t-count is greater than t-table (3.992 > 2.045) or a small significant level of alpha (0.000 < 0.05) then it can be obtained that H_0 is rejected Ha is accepted.

2. Effect of *Work Life Balance* on Employee Performance.

From table 1.8 above, it can be seen that the t-count is 2.898 and t-table is 2.045 where the t-count is greater than t-table (2.898 > 2.045) or the level is significantly smaller than alpha (0.005 < 0.05), then it can be obtained that H_0 is rejected. Ha accepted.

3. Effect of *Talent Management* on Employee Performance

From table 1.8 above, it can be seen that the t-count is 3.684 and the t-table is 2.045 where the t-count is greater than t-table (3.684 > 2.045) or the level is significantly less than alpha (0.001 < 0, 05) then it can be obtained H_0 rejected Ha accepted.

4. Effect of *Personorganization Fit* on Employee Performance

From table 1.8 above, it can be seen that the t-count is 3.656 and the t-table is 2.045 where the t-count is greater than t-table (3.656 > 2.045) or the level is significantly smaller than alpha (0.001 < 0, 05) then it can be obtained H_0 rejected Ha accepted.

3.4.2 Simultaneous Test (F)

The regression coefficient test was jointly carried out with the F test (ANOVA). This test is used to determine whether the independent variables together have a significant effect on the dependent variable. Or to find out whether the regression model can be used to predict the dependent variable or not. Significant means that the relationship that occurs can apply to the population (can be generalized). The test was carried out with the F test (ANOVA). The F test uses a significant level of 0.05 (2-sided test) with 95% degrees of freedom, alpha = 5%, df 1 (number of variables-1) or 5-1 = 4, and df 2 (nk-1) or 34- 4-1 = 29, then the result obtained for F is 2.70.

The F test is intended to test the hypothesis of the research which states that the variables of Good Corporate Governance, Work Life balance, Talent Management, Personorganization Fit have a significant influence on employee performance. The results of joint hypothesis testing can be seen in table 1.9 as follows:

Tabel 1.9
Pengujian Hipotesis Secara Bersama-Sama (Uji F)

ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	739,264	4	184,816	15,728	,000
	Residual	340,765	29	11,751		
	Total	1080,029	33			

a. Predictors: (Constant), Personorganization Fit, Work Life balance, Talent Management, Good Corporate Governance
b. Dependent Variable: Kinerja Pegawai
Sumber: Hasil Pengolahan Data Primer, SPSS for windows version 16.0

From table 1.9 above, it can be seen that this test was carried out by comparing the F value with F because the F value was greater than the F value (15.728 > 2.70). F value 15,728 with a significant level of 0.000 less than 5%. Then Ho is rejected and Ha is accepted, which means that this is done jointly between Good Corporate Governance, Work Life balance, Talent Management, Personorganization Fit on Employee Performance.

3.4.3 Coefficient of Determination (R2)

Analysis of the coefficient of determination in multiple linear regression is used to determine the percentage of the contribution of the influence of the independent variables consisting of Good Corporate Governance, Work Life balance, Talent Management Personorganization Fit together on employee performance.

Tabel 1.10
Hasil Pengujian Determinasi

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,827	,684	,641	3,428

a. Predictors: (Constant), Personorganization Fit, Work Life balance, Talent Management, Good Corporate Governance
b. Dependent Variable: Kinerja Pegawai
Sumber: Hasil Pengolahan Data Primer, SPSS for windows version 23.0

Based on table 4.24 above, the Adjusted R Square figure of 0.641 shows that the contribution of the Good Corporate Governance, Work Life balance, Talent Management, Personorganization Fit variables is 0.641 or 64.1% while the remaining 35.9% is influenced by other variables.

IV. Conclusion

From the previous discussion, some conclusions can be drawn as follows:

1. That partially there is a positive and significant effect of Good Corporate Governance on Employee Performance. Where t-count is greater than t-table (3.992 > 2.045) or a small significant level of alpha (0.000 < 0.05) then it can be obtained that H0 is rejected. Ha is accepted.

2. That partially there is a positive and significant effect of Work Life balance on Employee Performance. Where the t-count is greater than t-table (2.898 > 2.045) or the level is significantly smaller than alpha (0.005 < 0.05), then it can be obtained that H0 is rejected. Ha is accepted.

3. Whereas partially there is a positive and significant influence of Talent Management on Employee Performance. Where the t-count is greater than the t-table (3.684 > 2.045) or the level is significantly less than alpha (0.001 < 0.05), it can be obtained that H0 is rejected. Ha is accepted.

4. Whereas partially there is a positive and significant influence on Personorganization Fit on Employee Performance. Where the t-count is greater than t-table (3.656 > 2.045) or the level is significantly less than alpha (0.001 < 0.05), it can be obtained that H0 is rejected. Ha is accepted.

5. Whereas simultaneously there is a positive and significant influence of Good Corporate Governance, Work Life balance, Talent Management, Personorganization Fit on Employee Performance. Where the value of F is greater than the value of F (15.728 > 2.70). F value 15,728 with a significant level of 0.000 less than 5%. Then obtained Ho is rejected and Ha is accepted.

6. The contribution of Good Corporate Governance, Work Life balance, Talent Management, Personorganization Fit variables is 0.641 or 64.1% while the remaining 35.9% is influenced by other variables.

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