

Conference Paper

The Effect of Corporate Social Responsibility and Talent Management on Employee Engagement (A Study at Tirta Komodo Regional Water Company, East Nusa Tenggara, Indonesia)

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Abstract

Objective: The purpose of this research is to examine the effect of Corporate Social Responsibility and Talent Management on employee engagement in Tirta Komodo Regional Water Company (PDAM), East Nusa Tenggara (NTT) Indonesia.

Design/Methodology/Approach: The data collection in this research was conducted through closed questionnaires consisting of 40 statement items. The sampling was done using proportionate random sampling. The number of samples was 120 employees at the Head Office of Tirta Komodo Regional Water Company NTT. Data analysis techniques applied multiple regression.

Research Findings: Based on the results of multiple linear regression analysis on respondents' answer, it can be found out that: (1) Conclusion of this research shows the effectiveness level of implementation of social responsibility and talent management program and its positive and significant effect to increase employee attachment.

Limitations of the Research: The data collection process in this research is representative only because it is located at the Tirta Komodo Regional Water Company headquarter of East Nusa Tenggara Indonesia, not doing research at all branches in the areas spreading throughout East Nusa Tenggara Indonesia.

Value: This research provides contribution to the development of a conceptual model that describes Corporate Social Responsibility, Talent Management, and Employee Engagement.

Keywords: Corporate Social Responsibility, Talent Management, Employee engagement

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1. Introduction

Human Resources have a vital role in the development of a company. The importance of the role of Human Resources must be a special concern of a company in order to always optimize the productivity of its employees as company drivers. Lack of corporate

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attention on the quality of Human Resources will have implications for the degradation of enthusiasm, dedication, and appreciation of employees with their responsibilities. The lack of attention is due to lack of commitment and financial limitations of the company (Ardana et al., 2011: 234). Various problems related to employee engagement with the company require a special strategy from the company so that employee turnover can be minimized. There are various programs run by the company to improve the company's reputation and in line with the intensity of improving the performance, awareness and performance of its employees.

The Corporate Social Responsibility program is a program carried out by a company in managing their responsibilities to stakeholders. Corporate Social Responsibility (CSR) program is a company-run program to enhance corporate reputation in the eyes of stakeholders, so that the effectiveness of the Corporate Social Responsibility program has the potential to prevent confidence crises from corporate stakeholders, so that the company's reputation in their eyes continues to be on guard. Historically, its Corporate Social Responsibility (CSR) program was discovered by Bowen in 1953. Over time, the Corporate Social Responsibility (CSR) program continues to grow and be implemented by companies in the world. The basic concept of Corporate Social Responsibility activities implemented by the company is the concept of 3P (People, Planet, and Profit) (Kodrad, 2009: 261). The three core concepts must run in balance, so that a conducive atmosphere will be created in the company's business practices. The balance of these three key aspects can enhance the company's reputation in the eyes of its stakeholders. In this study, CSR activities focus on corporate co-operation or association with other parties in the implementation of the program and how to increase employee participation in the activity (Imran Ali and Jawara Ali, 2011). In previous research, the focus of CSR activities was generally related to the company's contribution to the company's stakeholders in the external sphere. The increase in employee attachments is influenced by a good company reputation which is the implication of these social activities. Whereas in this study, researchers also discussed the extent of employee participation in CSR activities carried out by the company. By actively participating in CSR activities, it can foster enthusiasm, dedication, and new work appreciation for employees, making them more attached to the company. A good corporate reputation and a positive response from those who are the target of the company's social activities are also things that can boost employee motivation and attachment.

In addition to the social programs, the competence of employees in the company must also be the orientation of the company to increase Human Resource productivity. Bhatnagar (2007) revealed that "talent management is a top priority of companies worldwide".

The contribution of Human Resource Management is the key to improving the quality of employee performance in the company. Increasing the quality of employee competence in the company will have an impact on increasing the productivity of the company as a whole. Implementation of talent management policies results in employee engagement in companies with low turnover rates. This has implications for increasing employee competency productivity (Lockwood, 2006) in Dhanalakshmi and Balanagagurunathan (2014: 183). The company's ability to shape employee skills through talent management greatly determines the employee's journey in the company both in terms of its engagement in the company and the career path of the employee. Previous research on talent management focused on the influence of talent management on overall corporate performance, but in this research talent management was specifically associated with employee engagement as a basis for improving overall organizational performance.

Employee attachment is one of the important things that need to get the company's attention. Employee engagement is a process to engage employees in every job within the company, decision-making, and in solving enterprise problems. Employee engagement has several benefits, namely that it can produce good decisions, good planning, can find out how the employees are directly involved with work, increase responsibility and sense of ownership in decision-making because it involves parties who must implement the decision (Tjiptono & Diana, 2003: 18). Employee engagement is needed to improve overall company performance, so companies can achieve business stability in the face of globalization (Agung Adi, 2012: 32). The statement represents the urgency of good employee engagement in its large contribution to organizational performance. Employee engagement is characterized by increased employee commitment and good organizational performance (Garry Desseler, 2015: 377). This study focuses on several matters relating to the influence of CSR programs and talent management on employee ties to Tirta Komodo Regional Water Company, East Nusa Tenggara, Indonesia. Tirta Komodo Regional Water Company is one of the regional government-owned companies that operate in management and distribution of clean water to the community which is a customer of Regional Water Company. Tirta Komodo Regional Water Company has the main task of handling drinking water management in order to improve the welfare of the community which includes the social, welfare and public service aspects of the community. Tirta Komodo Regional Water Company manages 22 springs in several regions of East Nusa Tenggara. Tirta Komodo Regional Water Company service coverage is the largest in some 6 large areas in East Nusa Tenggara. The branch office of Tirta Komodo Regional Water Company is located in the 6 regions. The structure of Tirta Komodo Regional Water Company personnel in the main and branch offices has in

common, which consists of three important parts, namely the administration and finance, the engineering department, and the customer service department. In carrying out the company's business operations, it is not uncommon to find various problems related to the productivity of employee performance of Tirta Komodo Regional Water Company, such as the lack of employee morale, enthusiasm in career development, and motivation in corporate social activities. Therefore, programs are needed that can provide stimulus to increase employee engagement. Some of these programs are corporate social programs (CSR) and employee talent management.

2. Review of Related Literature

2.1. Corporate social responsibility

Corporate Social Responsibility is a corporate action based on ethical considerations to improve the economic prosperity of employees and their families and the quality of life of the surrounding community (Nor Hadi, 2011: 48). Corporate Social Responsibility (CSR) refers to how the responsibility of a business sector with all parties involved in the business activities. A company cannot be separated from the community and the surrounding environment, even though its main intention is to seek profit (Wermasubun, 2008: 1). Corporate social responsibility is the company's commitment to act ethically, to operate legally and to contribute to improving the economic and living quality of its employees and families, and enhancing the quality of local communities and communities more broadly (Wibisono 2007: 7). CSR is also defined as a form of corporate responsibility to stakeholders to behave ethically by minimizing negative impacts and maximizing the positive impact of triple bottom line aspects to maximize sustainable quality development (Wibisono 2007: 8). Based on research conducted by Imran Ali and Jawara Ali (2011), there are several measurement indicators that form the basis of the analysis of Corporate Social Responsibility (CSR) in its impact on the employee's engagement within the company. Some of these indicators are the CSR Association and CSR participation.

2.2. Talent management

Talent Management is an important thing in the development of the organization, especially the development of company employees. Talent management is a process that

consists of the planning process, employee recruitment, employee development, management, and compensation for employees (Dessler, 2015: 118). Talent management is now important starting from the process of recruitment, development, and how to retain employees who have talent in the company (Bhatnagar, 2007: 643). Talent management leads to the company's focus on developing employees' talents or abilities in general without regard to certain job boundaries (Lewis and Heckman, 2006: 140). Aljunaibi (2014: 44), there are several indicators to measure talent management in an organization, namely Talent Development, Recognition, Talent Culture, Policies (Talent Policy), Leadership Support.

2.3. Employee engagement

Employee engagement is a process to engage employees at all levels of the company, such as in the process of making decisions and solving company problems. Employee engagement can increase the likelihood that good decisions are produced, better plans, or improvements are more effective because they also include the views and thoughts of parties that are directly related to the work situation. In addition, employee engagement can also increase the sense of belonging and responsibility for decisions by involving employees who are in direct contact with work (Tjiptono & Diana, 2003: 18). Employee engagement is a condition characterized by the presence of a sense of enthusiasm (strength), dedication, and appreciation of the employee's work (Schaufeli, 2002: 74) in Dhanalakshmi and Balanaga Gurunathan (2014: 184).

Employee engagement is also an emotional relationship of employees closely to their work, as well as with companies characterized by good performance, a desire to always work with colleagues and leaders, (Gubman, 2004: 43) in Dhanalakshmi and Balanaga Gurunathan (2014: 184). Employee engagement has become a necessity for the company. This is because it becomes the basis in competing with other competitors. Employees will feel attached to the company if the company provides the best direction and quality of service, (Shuck and Wollard, 2010: 103). In this study, researchers used the measurement scale used by Schaufeli et al. (2006) commonly called Utrecht Work Engagement Scale (UWES). UWES itself is used to measure employee engagement based on multiple indicators or statements. UWES includes vigor, dedication and absorption.

3. Methodology

3.1. Characteristics of samples and data collection

This research is a quantitative research conducted with research type of descriptive explanatory research. The sample of research consisted of 120 respondents from the total population of 172 employees of the Tirta Komodo Regional Water Company (PDAM) East Nusa Tenggara Indonesia. The research instrument used in this research has passed the validity and reliability test. Validity and reliability test results show valid and reliable results on every research instrument.

3.2. Measuring instrument

In measurement, the researcher uses Likert scale (Sugiyono, 2013: 93) consisting of five value ranges, 1) Strongly agree (SS) with score 5; 2) Agree (S) with score 4; 3) Less agree (KS) with a score of 3; 4) Disagree (TS) with a score of 2; and 5) Strongly disagree (STS) with a score of 1.

The measurement of CSR variables adopted the indicators in the journals developed by Imran Ali and Jawara Ali (2011), namely: 1) CSR Association (corporate co-operation) and 2) CSR participation with 8 statements in the research quiz. Talent management variables adopt measurement indicators from Aljunaibi (2014: 44), namely: 1) Talent Development 2) Recognition, 3) Talent Culture, 4) Policies (Talent Policy), 5) Leadership support. Employee attachment variables adopt indicators from Schaufeli et al. (2006), namely: 1) vigor, 2) dedication, 3) absorption.

The research instrument has passed two validity and reliability tests on 30 respondents using SPSS 16. The instrument validity test is a method used to find out whether there are statements contained in research instruments that must be discarded or replaced because they are considered irrelevant. A research instrument will be said to be valid if it is able to measure what is desired (Arikunto, 2010: 211).

How to calculate instrument validation is to calculate the correlation between each question with the total score. The basis of the decision of an item is valid or cannot be seen from the correlation (r) if the r level above 0.361, it can be concluded that the instrument is declared valid. An instrument is said to be valid if it can measure what should be measured and can reveal the data that the researcher wants to examine. If $r\text{-count} \geq r\text{ table (0.361)}$, then the research instrument or item is declared valid, but if the opposite is $r\text{-count} \leq r\text{ table (0.361)}$, then the research instrument or item is declared invalid. The test was done statistically and using SPSS 16 for windows. The results of the validity test (see Table 1).

Reliability test is used to measure whether the research instrument used is reliable enough to be used as a data collection tool and can reveal real data in the object of research. Reliability testing is a test of research instruments, where if the research instrument produces the same data if used several times to measure the same object (Sugiyono, 2013: 127). The most widely used test of reliability is by the method of Cronbach's alpha. The value of Cronbach's alpha which is the reference is above 0.70. Reliability test results (see Table 2).

3.3. Hypothesis test

Hypothesis test in this research uses multiple linear regression analysis. Multiple linear regression analysis is a tool used to predict future demand, based on past data to know the influence of one independent variable to one dependent variable used. Multiple regression analysis is used by researcher to know the influence or relationship between corporate social responsibility and talent management as independent or independent variable (X) and employee involvement as dependent variable (Y).

4. Results

4.1. Multiple linear regression analysis

The results of multiple linear regression analysis have passed the classical assumption test which includes normality test with P plot, and heteroscedasticity test with scatterplot test. So that the variable in the research is feasible to be used in the research.

Based on data analysis using the SPSS program, the regression equation is obtained as follows:

$$Y = a + + + e,$$

$$Y = 4.516 + 0.3218 + 0.498 + e.$$

Therefore from the equation, it can be explained that:

1. A constant value (a) of 4,516 states that if the value of the independent variable is considered constant then the value of the employee attachment variable (Y) is 4,516.
2. b_1 is the regression coefficient of X_1 . This shows that the variables of Corporate Social Responsibility (CSR) can explain the employee attachment variable (Y) of 4.516, assuming that the other independent variables are constant.

TABLE 1: The result of Variables Validity Test of Corporate Social Responsibility (X_1).

Variables	Question Number	Correlation coefficient	r_{table}	Information
X_1 Corporate Social Responsibility	Item 1	0.512	0.361	Valid
	Item 2	0.659	0.361	Valid
	Item 3	0.488	0.361	Valid
	Item 4	0.458	0.361	Valid
	Item 5	0.467	0.361	Valid
	Item 6	0.524	0.361	Valid
	Item 7	0.462	0.361	Valid
	Item 8	0.426	0.361	Valid
X_2 Management	Item 9	0.536	0.361	Valid
	Item 10	0.527	0.361	Valid
	Item 11	0.500	0.361	Valid
	Item 12	0.467	0.361	Valid
	Item 13	0.476	0.361	Valid
	Item 14	0.405	0.361	Valid
	Item 15	0.375	0.361	Valid
	Item 16	0.361	0.361	Valid
	Item 17	0.400	0.361	Valid
	Item 18	0.441	0.361	Valid
	Item 19	0.514	0.361	Valid
	Item 20	0.470	0.361	Valid
	Item 21	0.475	0.361	Valid
	Item 22	0.412	0.361	Valid
	Item 23	0.402	0.361	Valid
	Item 24	0.372	0.361	Valid
	Item 25	0.493	0.361	Valid
	Item 26	0.378	0.361	Valid
	Item 27	0.462	0.361	Valid
Y Employee Engagement	Item 28	0.472	0.361	Valid
	Item 29	0.595	0.361	Valid
	Item 30	0.685	0.361	Valid
	Item 31	0.381	0.361	Valid
	Item 32	0.527	0.361	Valid
	Item 33	0.625	0.361	Valid
	Item 34	0.634	0.361	Valid
	Item 35	0.659	0.361	Valid
	Item 36	0.402	0.361	Valid
	Item 37	0.558	0.361	Valid
	Item 38	0.613	0.361	Valid
	Item 39	0.607	0.361	Valid
	Item 40	0.644	0.361	Valid

TABLE 2: The result of Variables Reliability Test.

Question Number	Variables	Cronbach's Alpha	Information
1	CSR	0.783	Reliable
2	Talent management	0.753	Reliable
3	Employee Engagement	0.739	Reliable

TABLE 3: The effect of CSR and Talent Management on Employee Engagement.

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error			
(Constant) CSR Talent Management			Beta		
	4.516	4.860		0.929	0.355
	0.321	0.142	0.176	2.261	0.026
	0.498	0.164	0.605	7.785	0.000
Dependent Variable: Employee Engagement					
R Square: 0.515					
Multiple Correlation (R): 0.718					
F _{score} : 62.162					
Source: Data processed by researcher, 2018.					

- b_2 is the regression coefficient of X_2 . This shows that the talent management variable can explain the employee engagement variable (Y) of 0.498, assuming that other independent variables are constant.

From the calculation results of multiple linear regression analysis carried out with the help of the SPSS program shows that the effect of independent variable, namely Corporate Social Responsibility (X_1) and Talent Management (X_2) on Employee Engagement (Y) is classified as medium. This can be seen from the R square value of 0.515 which means that 51.5% of the variation of Corporate Social Responsibility and Talent Management can affect employee engagement. While 48.5% is affected by other variables outside of Corporate Social Responsibility and talent management, such as leadership style, financial and non-financial compensation, communication, or organizational culture.

5. Discussion

The effect of corporate social responsibility on employee engagement at Tirta Komodo Regional Water Company, Regency of Manggarai

Based on the results of the study, it can be found out that Corporate Social Responsibility has a positive and significant effect on the employee engagement (Y) of Tirta Komodo Regional Water Company, East Nusa Tenggara. The results of the beta coefficients that are positively related indicate that with the higher and effective Corporate Social Responsibility activities or corporate social responsibility, it can increase the employee engagement of Tirta Komodo Regional Water Company, East Nusa Tenggara. In addition, the level of significance also shows that there is a significant effect between CSR and employee engagement of Tirta Komodo Regional Water Company. Thus the results of this research are in line with several results of research by several researchers who stated that Corporate Social Responsibility had a positive and significant effect on the employee engagement of Tirta Komodo Regional Water Company NTT, as was the study conducted by Ali Abbaas Albdour & Ikhlas Ibrahim Altarawneh. 2012, "Corporate Social Responsibility and Employee Engagement in Jordan", Hummaira Qudsia Yousafa Research, Iftikhar Alib, Ali Sajjad, Muhammad Ilyasd, 2016, "Impact of Internal Corporate Social Responsibility on Employee Engagement, A Study of Moderated Mediation Model", Hummaira Qudsia Yousafa Research, Iftikhar Alib, Ali Sajjad, Muhammad Ilyasd, in 2016 "Impact of Internal Corporate Social Responsibility on Employee Engagement a Study of Moderated Mediation Model" which resulted in the conclusion that CSR has a positive and significant effect on employee engagement in the company.

The results of this research are supported by the theory put forwarded by Wibisono (2007: 8), the concept of triple bottom line theory where it is explained that the company has the responsibility to the stakeholders to apply ethically, maximizing positive effects that include responsibility in economic, social, and environmental aspects. Corporate Social Responsibility is a company's ethical actions aimed at improving the economy, quality of life of employees and their families, as well as improving the quality of life of local communities and the public (Nor Hadi, 2011: 48). There are several things that target corporate social responsibility: employee protection, employee guarantees, community engagement, leadership and shareholders, customer handling, products, and suppliers (Wibisono, 2007: 134).

These theories support the results of this study that corporate social responsibility activities aim to aim for the welfare of society, the environment, and benefit. In more detail the concept of the theory shows the intention of CSR activities is to improve

the welfare of stakeholders, including the community, government, environment, suppliers and employees. Employee engagement is one of the objectives of corporate social responsibility activities so that performance and effectiveness of work are guaranteed and bring the company's attention. Thus it can be concluded that this research is accepted, which means that CSR of Tirta Komodo Regional Water Company East Nusa Tenggara is one of the causes to increase employee engagement. Corporate Social Responsibility has a positive and significant impact on employee engagement, so the researcher believes that the more effective a social program is run, the more attachment the employee achieves.

The effect of talent management on the involvement of employees at Tirta Komodo Regional Water Company East Nusa Tenggara Indonesia

Employee competence as a valuable asset for a company needs to get the attention of the company's management. Increased ability and appreciation of talents owned by employees will help them in their work. Completion of a job must be in line with the provision of quality competencies to employees. Increased competence can be done through various ways, one of which is talent management.

Based on the results of the analysis in the previous chapter, it can be noticed that talent management has a positive and significant effect on the employee engagement of Tirta Komodo Regional Water Company East Nusa Tenggara. The positive Coefficient Beta results show that with the more effective employee talent management policy in the Company, it can increase the employee engagement of Tirta Komodo Regional Water Company East Nusa Tenggara. In addition, the level of significance also shows that talent management policies have a significant influence on the employee engagement of Tirta Komodo Regional Water Company. Thus, the results of this study are in line with the results of research conducted by some researchers, such as research conducted by Mohamed Musallam Aljunaibi, 2014 "Talent Management and Employee Engagement" and Mohamed Wahba's research, 2015, "Talent Management Practices Effect On Employee Engagement: Applied In Logistics Sector in Egypt", which led to the conclusion that talent management has a positive and significant influence on employee engagement within the company.

The results of this research are supported by the theory proposed by Lockwood, (2006) in Dhanalakshmi and Balanagagurunathan (2014: 183) that talent management practices and policies represent the company's commitment to Human Resources,

resulting in employees who are more bound and reduce employee turnover. This has an impact on employee productivity and increased employee competency. Employee engagement and talent management have a positive relationship (Wibisono, 2007: 134). The statement represents that the talent management policy carried out by the company has the essence that talent management has a stake in boosting the quality of employees so they can have good competencies to fill the strategic needs of the company. Thus, it can be concluded that H_2 in this research it was accepted, which means that talent management carried out by Tirta Komodo Regional Water Company in East Nusa Tenggara is one of the causes to increase employee engagement.

Talent Management has a positive and significant effect on employee engagement, so the researcher believes that the better the talent management policy run by the company, the more engagement of the employee because the competence is honed and get intensive attention from the company.

5.1. Implications

The findings in this research suggest that companies should contribute more intensely to increased employee engagement in the implementation of social activities, such as by providing socialization activities and motivation in the implementation of activities. This has implications for increasing employee awareness of the urgency of developing their talents through organizing these social activities.

5.1.1. Limitations

This research still has some limitations, both in the form of the data collection process of respondents and the use of research instruments that are still not fully representative. The extent of the research area makes researchers must use representative data at the Regional Water Company head office, so that the data that is still needed in several branch offices is still not represented. In addition, the research sample used was only 120 people, further researchers were expected to increase the sample of the study so that it would better represent the population and avoid research refraction.

5.2. The closing

Based on the results of research that has been done on the effect of Corporate Social Responsibility and Talent Management on Employee Engagement of Tirta Komodo

Regional Water Company, East Nusa Tenggara Indonesia, the following conclusions are obtained:

- Variable of Corporate Social Responsibility at Tirta Komodo Regional Water Company, East Nusa Tenggara shows statistic value with very high category. It indicates that there is an optimization of CSR policies so as to get good responses from stakeholders and implicate the increase in employee engagement. Based on the results of the analysis, there are still employees who do not fully respond positively to CSR policies. This is due to the lack of employee opportunities to be fully involved in corporate social activities and employees assume that such activities have no effect on improving their skills. This is due to the lack of work ethic and the lack of corporate management communication with employees about the implementation of activities, activity goals, useful activities, and the essence of these activities.
- Talent Management Variables in Tirta Komodo Regional Water Company show the value of statistics with a very high category. It shows that the company has been working to improve employees' competence through their talent management since they were in the company until their placement in a certain position in Tirta Komodo Regional Water Company. However, there are still employees who do not fully respond positively with the talent management program run by the company. This is especially in the company's attention to employee growth and development. Researchers found information that the key level position was only for certain parties appointed by the government. Potential employees can only occupy the middle position as a sub-section in corporate management. This has an impact on the company's lack of attention to the career growth of its employees. In addition, the attitude of employees who just get rewards regardless of their quality also affects the lack of their participation in the development of their careers within the company.
- Overview of employee engagement Tirta Komodo Regional Water Company has a very high category value. This shows that their high spirit, dedication, and appreciation of the work given and entrusted to them by Tirta Komodo Regional Water Company. However, not all employees respond positively with employee talent management programs. This is because employees are still less able to work under pressure. Researchers found information that the cause of this is less effective management of mental training employees. Hard mental training owned by Tirta Komodo Regional Water Company employees still need attention, so that it

will create conducive working conditions and in conditions when getting pressure from supervisors and company regulations.

- There is a positive and significant effect on Corporate Social Responsibility to the employee engagement of Tirta Komodo Regional Water Company East Nusa Tenggara.
- There is a positive and significant influence Talent Management on employee engagement of Tirta Komodo Regional Water Company East Nusa Tenggara.

5.3. Suggestion

Based on the above conclusions, the researchers formulated some suggestions that were directed at the company related to how to improve the quality of CSR, Talent Management, and employee attachments in Tirta Komodo Regional Water Company. These suggestions include:

5.3.1. For Tirta Komodo Regional Water Company

1. Employee response to corporate social activities is good, however, there are still employees who still have a poor response to these activities. This is due to the lack of employee involvement in these activities. Therefore, Tirta Komodo Regional Water Company must pay attention to the involvement of employees in the social programs that will be carried out, so that their presence is valued and their participation in social activities is also enhanced.
2. Employee response to the implementation of social activities of the company is good, however, there are still employees who still have an unfavorable response due to lack of socialization. Therefore, Tirta Komodo Regional Water Company must give direction to all employees about the urgency of the social program being implemented, so that employees know and make these activities as a reference to increase their awareness and to improve their work skills.
3. Employee response to Talent management policy is good, however, there are still employees who still have a poor response because of the lack of management attention in career development. Therefore, the management of Tirta Komodo Regional Water Company need to streamline the management of employee talents. Although the top position is designated by the region, it is not an excuse not to pay attention to employee competence and their career development.

By streamlining employee talent management, employee competencies will be increasingly rewarded so as to provide the best for their work. It will also affect the overall performance of Tirta Komodo Regional Water Company.

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