

# Improving Employee Performance in the Laser Cutting Industry through Talent Management, Innovation Work Behavior, and Work Discipline

Sumartik Sumartik<sup>1\*</sup>, Herlinda Maya Kumala Sari<sup>2</sup>, Mochamad Rizal Yulianto<sup>3</sup>

<sup>1,3</sup> Management, FBHIS, Universitas Muhammadiyah Sidoarjo

\*Corresponding author. E-mail address: [sumartik1@umsida.ac.id](mailto:sumartik1@umsida.ac.id)

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## ABSTRACT

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### Keywords

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The laser cutting company provides precise, efficient and flexible material cutting solutions for various industries. The purpose of this study is to determine the effect of talent management, innovation work behavior and work discipline on employee performance in terms of developing and retaining potential employees. The research method used is quantitative research with an explanatory research approach. The population is all employees of the laser cutting company, totaling 86 employees, the sample was taken as a saturated sample. The questionnaire was distributed to respondents and analyzed using SEM PLS software with inner and outer models. The results of the study indicate that training employees with competency development and the use of the latest technology can improve employee performance. Employees are always looking for the best way to improve cutting efficiency, reduce waste and shorten machine set-up time. Compliance with working hours and work safety standards can improve employee performance. The contribution of this study strengthens the theory of resource Base View, Talent Management Framework and componential theory of creativity and innovation which practically facilitates the laser cutting industry in improving optimal work performance.

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## 1. Introduction

### 1.1. Background

The most important part of the manufacturing industry in Indonesia is the laser cutting industry [1]. This industry helps the precise material cutting process for various manufacturing needs for metals, acrylics and plastics. Employee performance in the laser cutting industry needs proper management [2]. The demand for higher quality products quickly and accurately requires companies to always have employees who perform optimally and are not only influenced by the sophistication of machines and technology (Goffin et al. 2024) Laser cutting technology is widely needed by other industries such as automotive, construction, home appliances and electronics, so that employees' ability to make precise cuts is also needed (Andy Saputra and Nurharyanto 2023) Therefore, talent management, innovative work behavior and work discipline are needed in this study (Oktavia, Sidoarjo, and Sidoarjo n.d.). The focus on human resource management is very important in supporting the achievement of company targets (Khaeruman et al. 2023)

One approach to achieving optimal employee performance is the strategic approach in talent management (Ruswana et al. 2024) Talent management not only includes the process of hiring employees and hiring from advertising media but also involves the development of retention and placement of employees who have competence and potential for work accuracy

(Rožman, Tominc, and Štrukelj 2023) mastery of technology and speed of production completion.

The dynamics of organizational demands that continue to evolve require employees to behave innovatively, namely being able to create new ideas, provide solutions to the company's operational problems and make continuous improvements so that they are able to produce superior products on the scale of the best work process efficiency (Nugroho et al. 2025)

Work discipline plays a crucial role and reflects compliance with the company's regulations on the implementation of work processes and responsibilities for tasks (Diah Pranasari and Khusnul Khotimah 2021) Various mistakes that often occur, namely less precise cutting, are small mistakes due to lack of work discipline that can cause significant material losses and reduced productivity levels of the products produced (Wibowo 2020) Therefore, this research is very important to integrate the three variables that contribute to improving employee performance.

### 1.2.Problem Statement

Various mistakes that often occur, namely less precise cutting, are small mistakes due to lack of work discipline that can cause significant material losses and reduced productivity levels of the products produced (Wibowo 2020) Therefore, this research is very important to integrate the three variables that contribute to improving employee performance. The formulation of the research problem is as follows:

1. Does talent management have a significant positive effect on employee performance
2. Does innovation work behavior have a significant positive effect on employee performance
3. Does work discipline have a significant positive effect on employee performance
4. Whether talent management, innovation work behavior and work discipline have a simultaneously positive and significant effect on employee performance

### 1.3.Objectives and Scope

The scope of this study is to focus on the performance of operational employees at a laser cutting company in Sidoarjo, namely CV Tekad Jaya Mandiri. The limitations of the research include: variable independent talent management, innovation work behavior and work discipline, to determine the partial and simultaneous influence between variable independent and variable dependent employee performance.

The contribution of this study strengthens the theory of resource Base View, Talent Management Framework and componential theory of creativity and innovation which practically facilitates the laser cutting industry in improving optimal work performance. Practically, this research contributes to management in formulating strategies to improve employee performance in minimizing material losses of cutting (Situmorang, Sembiring, and Sianturi 2023) (Sugiarno and Novita 2022).

## 2. Literature Review

### 2.1. Related Work

#### **Talent Management**

Talent management is a strategic process to attract and develop and retain individuals who have competence and potential in achieving the Company's goals (Purnawan et al. 2023) Indicator Talent Management (Haudi et al. 2021):

1. Talent Planning – Determination of strategic workforce needs and identification of critical positions.
2. Recruitment and Selection – The suitability of the recruitment process with the needs of technical competence and soft skills.
3. Employee Development – Availability of technical training and career development.
4. Talent Retention – Strategies to retain superior employees through incentives, promotions, and work culture.
5. Proper Placement – The fit between the employee's skills and the assigned task.

### **Innovative Work Behavior**

Innovative performance behaviors are an individual's effort in generating ideas, implementing ideas and promoting new ideas in the workplace (Santoso and Nugraheni 2022)

Innovative Work Behavior Indicators (Nurchahyo S A 2024):

1. Idea Exploration – The ability to find and explore new ideas.
2. Idea Generation – An initiative to develop a new solution or approach to work.
3. Idea Promotion – The skill of convincing the other party to accept the idea.
4. Idea Realization – The ability to implement ideas into real actions in work.
5. Persistence – Perseverance in maintaining an idea in the face of obstacles

### **Work Discipline**

Work discipline is compliance with the Company's regulations and established standards so as to be able to create a safe and productive work climate (Fauzi et al. 2023)

Work Discipline Indicators (Suryawan and Salsabilla 2022):

1. Attendance and Punctuality – Employees show up and start working on the stipulated time.
2. Compliance with SOPs – Employees follow the work procedures that have been set by the company.
3. Responsibility to Tasks – Employees complete work according to targets and standards.
4. Compliance with Company Rules – Not committing offenses such as unauthorized absences, conflicts, or occupational safety violations.
5. Work Ethics – Be polite, professional, and maintain healthy working relationships.

### **Employee Performance**

Employee performance is quantity and quality as well as effectiveness and efficiency as well as ability to complete work targets (Ernanto and Hermawan 2022)

Employee Performance Indicators (Nabilah, Sumartik, and Andriani n.d.):

1. Quality of Work – Accuracy, neatness, and minimal error rate in the work.
2. Productivity – The amount of work completed in a given time.
3. Punctuality – Work is completed according to the deadline.
4. Ability to Work Together – Involvement in a team and good interpersonal relationships.
5. Initiative and Responsibility – The desire to do more than the main task and take responsibility for the results of the work

## **2.2. Research Gap**

The existing literature on talent management, innovation work behavior, and work discipline predominantly focuses on their individual impacts on employee performance, with limited studies examining their simultaneous and integrated effects, especially within the context of the laser cutting industry in Indonesia. Previous research tends to explore these variables separately or in non-technical manufacturing settings, leaving a gap in understanding how

their combined influence can enhance employee performance in highly skilled, technical environments. Moreover, there is a scarcity of research that investigates the interplay of these variables specifically in the Indonesian manufacturing sector, where unique cultural and operational factors may moderate their effects. This study aims to address this gap by exploring the combined impact of talent management, innovative work behavior, and work discipline on employee performance within the laser cutting industry, offering a more comprehensive and contextual understanding of their synergies in improving organizational outcomes.

### 3. Methodology

#### 3.1. Data Collection

The study population comprised 86 employees employed at a laser cutting company. The sampling technique involved including all 86 operational staff members. Data collection was carried out by administering questionnaires to these employees, utilizing a Likert scale from 1 to 5. The instrument consisted of 4 variables, 20 indicators, and 25 statement items.

#### 3.2. Analysis Techniques

The data will be analyzed using either multiple linear regression or Partial Least Squares Structural Equation Modeling (PLS-SEM) to explore the connections among variables. This process involves evaluating both the inner and outer models by examining R-Square values, Average Variance Extracted (AVE), and the outcomes of the path analysis.

#### 3.3. Validation

Evaluations of construct validity and discriminant validity will be performed, accompanied by the outcomes of the convergent validity analysis. The results related to discriminant validity will also be reported accordingly.

### 4. Results and Discussion

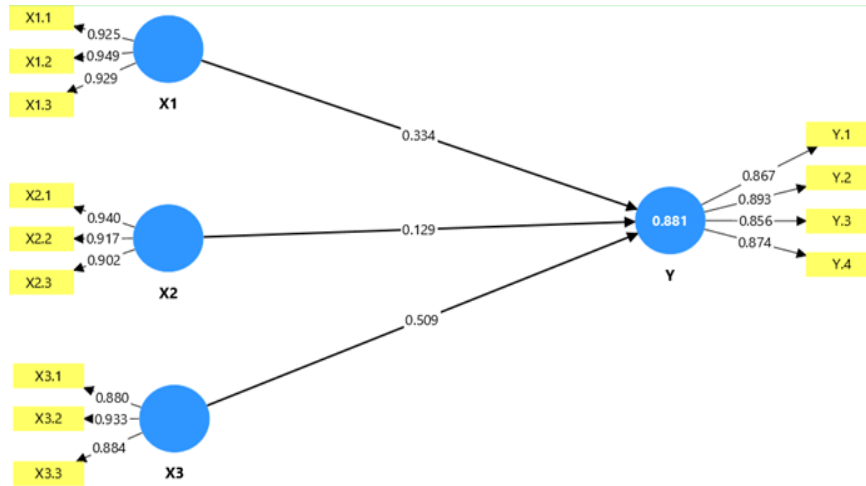
#### 4.1. Key Findings

**The results of the Convergent Validity.** The test results show that the Loading Factor for each variable (instrument) exceeds the required threshold of 0.700. Consequently, it can be determined that all indicators are valid as they meet the necessary correlation criteria. With these loading factor values confirmed, the study is ready to advance to the subsequent phase.

**The results of Discriminant Validity,** The Discriminant Validity findings, derived from the reflective model, show that the cross-loading evaluation and Cronbach's Alpha meet the criteria for construct reliability. A construct is deemed reliable and acceptable when its value surpasses 0.70.

**Results of testing the Outer Model stage.** The stages involved in working with SEM-PLS version 4.0 include conducting the Convergent Validity Test through the Outer Model output to determine the convergent validity of the distributed questionnaire results. Convergent validity refers to the relationship between indicators X and Y, assessing how well each indicator explains the associated latent variables. In the Outer Model assessment, several steps must be performed, including Convergent Validity, Discriminant Validity, and Composite Reliability Testing. As shown in Figure 1, indicators with loading factor values greater than 0.700 indicate strong variables, with higher loading factors representing dominant measures. Each indicator, Talent Management (X1), Career Development (X2), Work Discipline (X3), and Employee Performance (Y) has a loading factor exceeding 0.700. This finding justifies

proceeding to the subsequent research stage.



Outer Model Images  
Source: SEM PLS data processed,2025

Table 1. R-Square Results

	R-square	R-square adjusted
Y	0.881	0.876

Source: SEM PLS data processed 2025

According to the table above, the R-Square value for the employee performance variable (Y) is 0.881, or 88%. Table 6 shows that the combined influence of Talent Management (X1), Career Development (X2), and Work Discipline (X3) explains 88% of the variance. The remaining 12% is attributed to other factors not included in this study.

In terms of the Average Variance Extracted (AVE), all variables have AVE values exceeding 0.5, indicating their validity. Thus, it can be inferred that variables with AVE values above 0.5 are appropriate for accurately representing the strength of the indicators associated with their respective constructs.

## 4.2. Interpretation of Result

Table 2. Path Coefficient Results

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P values
X1 -> Y	0.334	0.336	0.109	3.069	0.002
X2 -> Y	0.129	0.148	0.108	3.195	0.002
X3 -> Y	0.509	0.486	0.110	4.605	0.000

Source: SEM PLS data processed 2025

The table indicates that the Original Sample (O) value for the Talent Management variable

in relation to Employee Performance is 0.334, meaning Talent Management contributes 33.4%. Similarly, the Career Development variable has an Original Sample (O) value of 0.129 on Employee Performance, signifying a 12.9% contribution. In contrast, the Work Discipline variable has an Original Sample (O) value of 0.509, reflecting a 50.9% contribution. These results demonstrate that the independent variables positively influence Employee Performance.

## 5. Discussion

### 5.1. Comparison with Prior research

This study aims to examine the influence of talent management, innovative work behavior, and work discipline on improving employee performance in the laser cutting industry. To provide a solid foundation, this study was compared with several previous studies that had relevance to the variables used. This comparison aims to highlight the similarities, differences, and original contributions of this research.

#### 1. *Talent Management and Employee Performance*

The results of the study show that variable talent management has an effect on employee performance. The process of recruitment, employee retention and employee development had the potential to directly improve the quality of employee work. Employee placement in the laser cutting manufacturing industry requires high precision with the right competencies so that it is the key to work effectiveness. These findings support the theory of the Talent Management Framework which includes talent acquisition, talent development and performance management (Fahmi and Anwar 2023)

Research suggests that strategic talent management contributes significantly to increasing organizational productivity through the utilization of high-potential individuals (Novriyanti 2016) Meanwhile, research from shows that the implementation of effective talent management has a positive impact on employee motivation and performance (Rahayu 2024) (Fajriyah 2024)

The difference in this research lies in the industrial context. Most of the previous research has been done in the banking, education, or large-scale manufacturing sectors, while this study has led to the laser cutting industry sector, which has not been explored much in the context of talent management.

#### 2. *Innovation Work Behavior and Employee Performance*

The results of the study show that innovative work behavior can affect employee performance. Employees who actively propose new ideas, improve work procedures and create solutions to cutting problems can show optimal work performance. These findings support the RBV theory and *the componential theory of creativity and innovation*, that employees with new value creation are the advantages of the Company Where employees behave innovatively if they have skills, motivation and a supportive environment and a competent team.

Studies from (Melani Kadar et al. 2023) and (Edward and Frinaldi 2024) found that innovative work behaviors can improve work efficiency and provide creative solutions to problems facing organizations. Research from (Yurika and Rosita 2022) also confirms that



innovative behaviors are influenced by psychological factors and a supportive work environment.

A new contribution from this research is the integration between innovative work behavior and work discipline variables simultaneously in influencing performance in technical and skill-intensive work environments such as the laser cutting industry.

### ***3. Work Discipline and Employee Performance***

The results of the study show that work discipline has an effect on employee performance. Employees who are present on time and responsible for the execution of tasks and comply with the Company's regulations can produce optimal performance, indiscipline can lead to product defects, production delays and even work accidents.

Research by (Wahdatun Aulia, Mukhlis, and AmirulMukminin 2024) and (Putra and Haryadi 2022) states that work discipline is a key factor that directly affects employee productivity and work quality. High discipline indicates responsibility and adherence to work procedures.

However, the main difference in this study is how work discipline is viewed not only as an administrative obligation, but also as a factor that can reinforce the effectiveness of innovative behaviors and the application of talent management in improving performance.

### ***4. Incorporation of the Three Variables***

The results of the study show that the combination of talent management, innovation work behavior and work discipline can create optimal employee performance, not only compliance with procedures to create a work system that is not only productive but also adaptive and sustainable and resilient.

There have not been many previous studies that have simultaneously tested the influence of the three variables of talent management, innovative work behavior, and work discipline in one integrated model on employee performance, especially in the laser cutting industry. Thus, this research offers a new approach that is more comprehensive and contextual according to the needs of the industry.

## **5.2. Limitation**

The limitations of this study include its focus on small and medium-sized enterprises within a specific region in Indonesia, which may restrict the generalizability of the findings to other sectors or geographical areas. Additionally, the research employs both quantitative and qualitative approaches limited to data collection through surveys and interviews with selected business actors and policymakers, which may not fully represent the entire population of businesses in the country. Furthermore, the variables analyzed are restricted to external factors such as economic policies and training programs, without considering other internal factors that could also influence performance and sustainability of SMEs. As a result, the findings should be interpreted cautiously and warrant further, more comprehensive and expansive studies.

### 5.3. Future Research

The researcher can further develop the scale of research in the manufacturing scope of the country and can also add variables of managerial involvement in handling employee talent more broadly.

### 6. Conclusion

1. Talent management in terms of talent planning and superior employee retention can improve the quality of employee work
2. Innovative performance behavior, employees who are active in exploring ideas and developing solutions to problems can improve production efficiency in terms of reducing raw material waste and material cutting errors.
3. Work discipline in punctuality is an important foundation in ensuring smooth production and work process efficiency
4. The integration of the three variables is a strategic key for laser cutting companies in improving employee performance.

### 7. Recommendation

1. Laser cutting manufacturing companies need to focus more on machine needs-based technical training and employee career path development
2. Companies can provide idea boxes in weekly employee meetings
3. Strengthen the Company's regulations with rewards and punishments

### Appendix

Table 1 Loading Factor Results

	X1	X2	X3	Y
X1.1	0.925			
X1.2	0.949			
X1.3	0.929			
X2.1		0.940		
X2.2		0.917		
X2.3		0.902		
X3.1			0.880	
X3.2			0.933	
X3.3			0.884	
Y.1				0.867
Y.2				0.893
Y.3				0.856
Y.4				0.874

Source: SEM PLS data processed, 2025

Table 2. Results of Discriminant Validity



	X1	X2	X3	Y
X1				
X2	0.976			
X3	0.969	1.000		
Y	0.981	0.979	1.032	

Source: SEM PLS data processed, 2025

Table 3 Average Variance Results Extracted

	Average variance extracted (AVE)	Ket
X1	0.873	Valid
X2	0.846	Valid
X3	0.809	Valid
Y	0.761	Valid

Source: SEM PLS data processed, 2025

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