

Performance Improvement Through Career Development and Talent Management Mediated by Motivation

Dwi Hendro Pudiyanto

Faculty of Economy, Sultan Agung Islamic University, Semarang, Indonesia, E-mail: DwiHendroPudiyanto.std@unissula.ac.id

Abstract. *This study aims to investigate the impact of Career Development and Talent Management on the motivation and performance of personnel at the Central Java Regional Police. The research method used is quantitative descriptive, with a population consisting of all Central Java Regional Police personnel totaling 127 people. The sample of this study uses a census approach, where the entire population is sampled. Data collection was carried out through a questionnaire with a measurement scale of 1 to 5. Data analysis was carried out using the Partial Least Square (PLS) method. The results of the study indicate that Career Development has a positive and significant effect on personnel motivation and performance. In addition, Talent Management also has a positive and significant effect on work motivation and personnel performance. These findings underline the importance of investing in Career Development and Talent Management as a strategy to improve personnel motivation and performance in the Central Java Regional Police work environment.*

Keywords: *Career; Development; Motivation; Personnel; Talent.*

1. Introduction

Talent is a major source of competitive advantage for today's corporate world (Damarasri & Ahman, 2020). The rise in the knowledge economy has resulted in more focus on sourcing and retaining talented workforce. The best talent is critical in achieving the best results. An effective talent management system builds a winning organization with the use of appropriate strategies at various levels.

An organization's competitive advantage depends on its ability to effectively recruit, retain, place, and engage talent at all levels of the hierarchy (Omotunde & Alegbeleye, 2021). Research shows that organizations can build sustainable competitive advantage by investing in a talented workforce (Hongal & Kinange, 2020). Organizations intending to implement talent management must analyze its strategic relevance (Mahjoub et al., 2018).

The importance of human resource management in an organization cannot be underestimated. Human resources are the main pillar that supports the success of an institution. Success in managing employees not only impacts the performance and

profitability of the organization, but also its survival (Hongal & Kinange, 2020).

Leaders must understand that to improve performance and productivity, employees need to be actively involved. They are not only the main determinants in implementing change, but also have a significant role in planning the change.

In the current era of globalization, police institutions in Indonesia are also facing increasingly tight competition. To remain relevant and competitive, these institutions must maximize employee performance. Therefore, human resource management is a major focus in organizational development strategies. The need for qualified and competent employees is essential for institutions to compete effectively. In this case, human resource issues are a very serious concern for police institutions to ensure the continuity and quality of optimal services.

Career development within the police institution is an important strategy that requires personal efforts from police officers to plan and implement steps to achieve their career goals (Estikomah & Alimatus Sahrah, 2019). This process can involve support from the personnel unit, but can also depend on individual initiative. To ensure optimal performance from police officers, institutions need to be committed to meeting their career needs. One key factor in this regard is motivation and career development for police officers (Polii et al., 2023). By providing encouragement and rewards such as career development opportunities and other incentives, institutions can increase individual motivation to achieve their goals (Prakosa, 2023). For most police officers, career advancement is very important because it helps them map out the path to the highest achievement they want to achieve, which in turn, maintains their motivation and dedication to continue improving their skills and loyalty to the institution (Harniati Arfan & Ririn Oktaviani, 2022).

If an organization fails in its human resource management, it can have an impact on hampering the achievement of the organization's mission, including its performance and profitability, and preventing employees from developing and improving their skills and competencies. Providing motivation and career development opportunities will improve employee performance (Niati et al., 2021).

Career development, according to (Mangkunegara, 2005) is a series of activities that help employees plan their future careers in the company so that they and the company can achieve maximum potential. Therefore, employee career development is an effort to adapt to changes and progress in the organization, which is important for management to evaluate performance and plan future goals.

Hedayati Mehdiabadi & Li (2016) define talent development as a comprehensive system consisting of values, activities, and processes with the aim of improving all individuals who have the desire and capability for the mutual benefit of individuals, organizations, and society as a whole. As a key component in talent management, the talent development approach can be inclusive or exclusive (Li et al., 2018).

Career development is a challenge for senior managers who interact directly with employees to create a reliable workforce, so that public trust and satisfaction can be achieved (Shirmohammadi et al., 2021). A leader must have the ability to motivate and influence his subordinates with a positive influence. Because in the context of government agencies, public trust and satisfaction are important things to achieve.

Apart from the career development aspect, low employee performance is also thought to be caused by a lack of attention to talent development (Prakosa, 2023). Talent development plays an important role in encouraging employees to be more loyal and responsible to the company. The fundamental problem in improving employee performance is how to create a supportive environment so that employees can become trained and professional, so that they can develop their careers and become motivators for other employees to work in accordance with the goals set by the organization.

2. Research Methods

Descriptive analysis is an analysis that is shown in the development and growth of a condition and only provides a description of a certain condition by describing the characteristics of the research object (Umar, 2012). In this case, it is done by using non-statistical analysis to analyze qualitative data, namely by reading tables, graphs / numbers based on the results of respondents' answers to the research variables, then descriptions and interpretations are carried out.

3. Results and Discussion

By presenting the results of the data processing, testing can then be carried out for each research hypothesis, namely:

1) Career development has a positive and significant influence on personnel hygiene motivation.

The first hypothesis test was conducted by looking at the estimated coefficient value (original sample estimate) of the influence of career development on personnel hygiene motivation, which was 0.312. This result provides evidence that career development has a positive influence on motivation. The results of the t-test confirmed this finding, where it was known that the t-count (5.595) was greater than the t-table (1.96) with p (0.000) less than 0.05.

The conclusion of the test is that career development positively and significantly affects motivation. This result means that if career development is better, employee motivation tends to increase. On this basis, the first hypothesis proposed in this study is accepted.

These results support previous studies, namely (Fahmi & Ali, 2022; Nuriman, 2021; Sugiarti, 2021) which state that career development has a positive and significant influence on employee work motivation.

Career development is built with indicators of exploration, consolidation, maintenance and possible decline. While motivation is built with indicators of Growth, Achievement, Responsibility and Recognition. The career development variable indicator with the highest loading factor value is consolidation while the motivation variable indicator with the highest loading factor value is Recognition. The implication of this result is that the more effective the personnel career consolidation process, the greater the sense of appreciation and recognition felt by personnel for their contributions and achievements.

Meanwhile, the career development indicator that got the lowest mean was in the aspect of the possibility of decline while the lowest motivation variable indicator was responsibility. This shows that there is a concern or perception among personnel that there is a risk of decline in their careers such as uncertainty or lack of promotion, job rotation, or skill development that can lead to stagnation or decline in career. Thus, the organization must strive to improve the system to review and strengthen aspects of career development related to reducing the risk of decline, so that all personnel feel that there is fairness and transparency in the management of their careers at Ditpamobvit Polda Jawa Tengah. Then, the organization must also provide sufficient responsibility so that personnel feel fully empowered in their roles.

2) Career development has a positive and significant influence on personnel performance.

The second hypothesis test was conducted by looking at the estimated coefficient value (original sample estimate) of the influence of career development on personnel hygiene motivation, which was 0.484. This result provides evidence that career development has a positive influence on personnel performance. The results of the t-test confirmed the findings, where it was known that the magnitude of the t-count (5.813) was greater than the t-table (1.96) with p (0.000) less than 0.05. The conclusion of the test is that career development positively and significantly affects personnel performance. This result means that if career development is better, then the performance of employee personnel tends to increase. On this basis, the second hypothesis proposed in this study is accepted.

This study confirms previous studies that career development and management were found to have a significant positive impact on performance (Aina & Atan, 2020; Febrianti et al., 2020; Nuriman, 2021; Wau & Purwanto, 2021; Widisono et al., 2021).

Career development is built with indicators of exploration, consolidation, maintenance and possible decline. While the performance of police personnel is built with indicators of quality, quantity, timeliness, cost effectiveness, level of supervision required, and interpersonal relationships.

The indicator with the highest career development value is consolidation, while the police personnel performance indicator with the highest loading value is punctuality. This means that the more successful the personnel career consolidation process is, the higher the level of punctuality in completing work by personnel.

Meanwhile, the lowest indicator in career development is the aspect of possible decline, and the lowest indicator in police personnel performance is quality. This shows that when concerns or perceptions among personnel about the risk of career decline increase, the achievement of their performance quality is not optimal. In this situation, the organization needs to increase personnel's confidence in the career potential they can achieve. This can be achieved by involving personnel in the decision-making process and allocation of responsibilities, thereby increasing their sense of involvement in the work.

Furthermore, personnel development needs to be carried out to increase awareness of the concept of sincere work, where the highest achievement is not only measured from career achievements alone, but also from spiritual aspects and transcendent values. Thus, the focus in completing work is not only on the career achievements obtained, but also on the blessings obtained through sincere work.

3) talent management has a positive and significant influence on personnel work motivation.

The third hypothesis test was conducted by looking at the estimated coefficient value (original sample estimate) of the influence of career development on personnel hygiene motivation, which was 0.279. The results provide evidence that career development has a positive influence on hygiene motivation. The results of the t-test strengthen these findings, where it is known that the magnitude of the t-count (3.798) is greater than the t-table (1.96) with p (0.000) less than 0.05. The conclusion of the test is that career development positively and significantly influences hygiene motivation. This result means that if actual career development is better, then personnel motivation tends to increase. On this basis, the third hypothesis proposed in this study is accepted.

The findings of this study support the results of previous studies that talent management has a positive and significant relationship between work motivation (Barkhuizen et al., 2014b; Damanik et al., 2020; Damarasri & Ahman, 2020; Li et al., 2018; Mitosis et al., 2021; Rastgoo, 2016).

Talent management is built from talent recruitment, talent development and talent retention while hygiene motivation is built with indicators of Growth, Achievement, Responsibility and Recognition. The talent management variable indicator with the highest loading factor value is talent development while the hygiene motivation variable indicator with the highest loading factor value is Recognition. This means that personnel value opportunities to grow and advance their careers as key factors influencing their satisfaction and engagement with the organization. These results indicate that the better the talent development system in an organization, the greater the likelihood that recognition of individual contributions will increase. Effective talent development usually includes relevant training programs, challenging assignments, and career opportunities that allow individuals to develop and utilize their strengths and interests. When employees feel that there is room for growth and learning, and feel the organization's investment in their progress, engagement and motivation levels will generally be higher. Recognition is one of the key

aspects of hygiene motivation that explains elements that, when present, can prevent dissatisfaction and provide job satisfaction. When employees receive recognition for their hard work and achievements, it validates their efforts and increases their sense of self-worth and loyalty to the organization. On the other hand, when recognition is not given frequently or does not seem commensurate with the effort put in, employees may feel unappreciated, which can have a negative impact on their motivation.

The talent management variable indicator with the lowest loading factor value is talent acceptance while the hygiene motivation variable indicator with the lowest loading factor value is responsibility. Employees who feel their talents and skills are appreciated tend to be more motivated to be responsible in their roles. These results indicate that the more optimal the recruitment process carried out by the organization, the greater the level of responsibility possessed by the recruited individuals. This means that a good selection process is able to attract individuals who have a high awareness of responsibility for the tasks and obligations given to them.

Organizations should review and update their recruitment processes and reevaluate their selection criteria and assessment methods to ensure that they reflect the organization's needs and values, and allow for the identification of individuals with high levels of responsibility. Next, organizations need to increase transparency and openness in the recruitment process, so that prospective employees have a clear understanding of the expectations and responsibilities they will face. Furthermore, organizations need to provide appropriate training and development to recruited personnel. This training can include building leadership skills, time management, and responsible decision-making. By providing these resources to employees, organizations can help them understand the importance of responsibility in their jobs and guide them to take initiative and be accountable for the tasks assigned.

4) Talent management has a positive and significant influence on personnel performance.

The fourth hypothesis test was conducted by looking at the estimated coefficient value (original sample estimate) of the influence of career development on personnel hygiene motivation, which was 0.273. The results provide evidence that career development has a positive influence on hygiene motivation. The results of the t-test strengthen these findings, where it is known that the magnitude of the t-count (4.267) is greater than the t-table (1.96) with p (0.000) less than 0.05. The conclusion of the test is that career development positively and significantly influences hygiene motivation. This result means that if actual career development is better, then employee hygiene motivation tends to increase. On this basis, the fourth hypothesis proposed in this study is accepted.

Talent management in previous research by several experts has been confirmed to have a significant influence in driving increased Employee Performance (Aina & Atan, 2020; Damanik et al., 2020; Damarasri & Ahman, 2020; Hongal & Kinange, 2020; Omotunde & Alegbeleye, 2021; Sopiha et al., 2020b).

Talent management is built from talent recruitment, talent development and talent retention while police personnel performance is built with indicators of quality, quantity, timeliness, cost effectiveness, level of supervision required, and interpersonal relationships.

The talent management variable indicator with the highest loading factor value is talent development while the police personnel performance variable indicator with the highest loading factor value is punctuality. These results indicate that the more optimal the talent development within an organization, the better the punctuality of the personnel's work. The punctuality of the personnel's work can be the result of various factors, including efficiency in time management, motivation to complete tasks on time, and the ability to manage workload effectively. Talent development includes efforts to improve the skills, knowledge, and abilities of individuals, which in turn can help them become more efficient and productive in their work. Thus, the better the talent development within an organization, the more likely it is that personnel will have the skills and knowledge needed to complete their tasks on time. This can have a positive impact on the productivity and overall performance of the organization.

The talent management variable indicator with the lowest loading factor value is talent recruitment while the police personnel performance variable indicator with the lowest loading factor value is quality. These results imply that the better the talent recruitment, the more it will encourage the quality of work. The implication of these results is that the more optimal the talent recruitment, the more it will improve the quality of work. Good talent recruitment involves a careful selection process to select individuals who have the skills, knowledge, and experience that match the needs of the organization. When qualified and high-potential individuals are recruited, they tend to make a greater contribution to the work they do. In other words, the better the talent recruitment process, the more likely it is that the recruited individuals will have the skills that match the desired job, thus encouraging an increase in the overall quality of work. This can have a positive impact on the achievement of organizational goals and customer satisfaction, as well as strengthening the organization's reputation and competitiveness in the market.

5) Motivation has a positive and significant influence on personnel performance.

The fifth hypothesis test was conducted by looking at the estimated coefficient value (original sample estimate) of the influence of career development on personnel hygiene motivation, which was 0.415. The results provide evidence that career development has a positive influence on hygiene motivation. The results of the t-test confirmed the findings, where it was known that the magnitude of the t-count (5.316) was greater than the t-table (1.96) with p (0.000) less than 0.05. The conclusion of the test is that career development positively and significantly influences motivation. This result means that if actual career development is better, employee motivation tends to increase. On this basis, the fifth hypothesis proposed in this study is accepted.

Many previous researchers have linked motivation to Employee Performance (Damanik et al.,

2020; Damarasri & Ahman, 2020; Febrianti et al., 2020; Sugiarti, 2021; Wau & Purwanto, 2021; Widisono et al., 2021). Hygiene motivation is built with indicators of Growth, Achievement, Responsibility and Recognition while police personnel performance is built with indicators of quality, quantity, timeliness, cost effectiveness, level of supervision required, and interpersonal relationships.

The indicator variable of motivation with the highest loading factor value is recognition while the indicator variable of police personnel performance with the highest loading factor value is punctuality. These results indicate that if personnel feel appreciated and recognized for their contributions and achievements, it will have a positive impact on the quality of the work results produced.

The results show that the motivation variable indicator with the lowest loading factor value is responsibility, while the police personnel performance variable indicator with the lowest loading factor value is quality. So it can be concluded that the organization needs to increase the level of personnel responsibility to improve the quality of its performance results.

Organizations can enhance the sense of responsibility of personnel by providing coaching and development to them. This coaching aims to help personnel understand the importance of responsibility in carrying out their work. In addition, through coaching, personnel can also be helped in identifying areas where they need to increase their level of responsibility.

Furthermore, organizations need to conduct regular performance appraisals and provide constructive feedback to personnel. Performance appraisals help personnel understand where they have succeeded and where they need to improve, both in terms of their responsibilities and the quality of their performance. Thus, these steps can help organizations improve the quality of personnel performance results through increased responsibility and focused coaching.

4. Conclusion

Effective career development will increase personnel motivation. Opportunity to plan and achieve desired career achievements will increase job satisfaction and overall motivation. Career development that provides clear guidance and opportunities for self-development can help personnel feel valued and motivated to perform at their best. Effective career development will improve personnel performance. Programs and initiatives that support personnel career advancement and professional growth will drive overall performance improvement. Effective talent management has an impact on increasing personnel motivation. Actions taken in managing talent in the organization can maintain high levels of motivation among personnel. Effective talent management has an impact on improving performance. Effective talent management practices will improve personnel performance. Motivation has a positive and significant impact on personnel performance. When the needs for motivation and job satisfaction are met, personnel tend to be more motivated and

involved in their work, which ultimately improves the quality and productivity of overall performance. So it can be concluded that Motivation can be improved through the implementation of optimal career development practices and effective talent management. Furthermore, personnel performance can be improved through satisfaction and motivation arising from optimal career development practices and effective talent management.

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