

Job Crafting and Talent Management on Improving HR Performance: An Empirical Study at Semarang Madya Kpp

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Abstract. *This explanatory study aims to examine and analyze the influence of job crafting, talent management, and human resource (HR) performance within a government agency. The focus of the study was directed at the Semarang Medium Tax Office, involving all 118 HR personnel as both the population and the research sample. This method was chosen so that the research results could be directly applied in managerial practice within the organization where the researcher works. Data collection was conducted through the distribution of questionnaires with a Likert scale of 1 to 5, while the data analysis tool used was Partial Least Squares (PLS) to examine the relationship between variables in the research model. The results of the study indicate that talent management has a positive effect on HR performance, indicating that better talent management through recruitment, development, and retention, will improve HR performance. Furthermore, talent management has also been shown to have a positive effect on job crafting, meaning that effective talent management can encourage employees to proactively adjust their tasks, work relationships, and perspectives on their work. Further findings indicate that job crafting has a positive effect on HR performance, so that the higher the employee's ability to interpret and reorganize their work, the better the resulting performance. Overall, these results emphasize the importance of strengthening talent management strategies and developing job crafting to improve employee performance in the public sector.*

Keywords: HR Performance; Job Crafting; Talent Management.

1. Introduction

As an organization, the Directorate General of Taxes has a crucial objective: to collect state revenue as the primary source of income in the State Budget (APBN). The Directorate General of Taxes coordinates all its subordinate vertical units, including the Tax Service

Office, to meet state targets. Revenue from the tax sector accounts for approximately 80% of total state revenue annually, as shown in Table.

Table

Details of State Revenue Sources for 2022-2024

Source of Income - Finance	Realization of State Revenue (Billion Rupiah)		
	2022	2023	2024
I. Acceptance Domestic	2,630,147.00	2,634,148.90	2,801,862.90
1. Reception Taxation	2,034,552.50	2,118,348.00	2,309,859.80
1. Reception Non-Taxable	595,594.50	515,800.90	492,003.10
II. Grants	5,696.10	3,100.00	430.6
Amount	2,635,843.10	2,637,248.90	2,802,293.50

Source: Ministry of Finance, 2025

Given the country's high dependence on the tax sector, the Directorate General of Taxes (DGT) must be able to carry out its duties optimally. In carrying out its duties and functions, four elements must be properly managed: human resources, information technology systems, business processes, and regulatory provisions. Of these, human resources play a primary role, as they are the ones who run systems, business processes, and implement established regulations.

The Medium Tax Service Office (KPP Madya) is a vertical unit of the Directorate General of Taxes (DGT) responsible for tax administration for taxpayers meeting certain criteria, particularly middle-income taxpayers who contribute significantly to tax revenue. The KPP Madya's primary task is to collect tax revenue, provide tax services, and supervise and enforce tax compliance for taxpayers within its scope. The main functions of the KPP Madya include registering and updating taxpayer data, receiving and processing Tax Returns (SPT), monitoring formal and material compliance, tax audits, and collecting taxes for taxpayers in arrears. Furthermore, the KPP Madya is also responsible for providing technical guidance to taxpayers so they can fulfill their tax obligations correctly, as well as identifying tax potential to optimize state revenue.

Dynamic changes in tax regulations require the Semarang Medium Tax Service Office (KPP Madya) to improve the effectiveness and efficiency of its tax service delivery. One key factor in achieving this goal is optimal human resource (HR) performance. High-performing HR is not only capable of completing tasks effectively but also contributes to increased taxpayer compliance and the effectiveness of tax administration. Talent management is one factor that can influence HR performance. (Hongal & Kinange, 2020).

Talent management play a role in identifying, developing, and retaining the best talent in the organization (Sopiah et al.,2020) By implementing effective talent management, KPP Madya Semarang can ensure that human resources with superior competencies have the opportunity to develop, thereby increasing work productivity.

Talent management can improve HR performance by ensuring that the organization has the right individuals in the right positions, as well as providing support for their competency development.(Hussain Hakro et al., 2022)Through strategies that include competency-based recruitment, ongoing training, career management, and fair reward systems, talent management helps improve employee motivation, engagement, and productivity.(Ali Almohtaseb et al., 2020)With good talent management, HR feels valued and has the opportunity to develop, so they are more committed to carrying out their duties optimally.(Sen et al., 2023). In addition, effective talent management also creates a work environment that is conducive to innovation and collaboration, which ultimately has a positive impact on work efficiency and the achievement of organizational goals. (Aina & Atan, 2020).

Literature analysis shows different results regarding the influence of talent management on HR performance. Several studies, such as those conducted by (Al Rinadra et al., 2023) found that talent management has a positive and significant influence on HR performance. Similar findings were also reported by (Viany & Susilo, 2018) However, other studies such as those conducted by (Dermawan et al., 2022) indicates that the effect is positive but not significant. Therefore, to bridge this gap, job crafting is proposed as a mediator.

Job crafting is a proactive process undertaken by HR to adjust tasks, work relationships, and perceptions of their jobs so that they better suit their skills and motivations. (Bavik et al., 2017; Tims et al., 2015)Job crafting can improve HR performance by enabling HR to proactively adjust their tasks, interactions, and perspectives on work to better match their interests, skills, and motivations.(Moon et al., 2020).

HR can optimize their role through three main aspects: task crafting, relational crafting, and cognitive crafting. (Tims et al., 2015)Through this process, human resources become more engaged, motivated, and have higher job satisfaction, which ultimately results in increased productivity and effectiveness in completing tasks. Furthermore, job crafting also helps human resources face work challenges with greater flexibility, enhances creativity, and strengthens their commitment to the organization. (Chen et al., 2023)Thus, job crafting plays a vital role in creating a dynamic work environment that supports optimal performance.

The reason for selecting the object is based on the suboptimal performance of human resources within the Directorate General of Taxes, which is suspected to be one of the causes of uneven competency. Performance measurement at the Directorate General of Taxes is carried out based on the provisions of the Decree of the Minister of Finance No. 300/KMK.01/2022 concerning Performance Management within the Ministry of Finance and Circular Letter of the Minister of Finance No. SE-17/MK.1/2022 concerning Guidelines for Implementing Performance Management within the Ministry of Finance. Employee Performance Evaluation is carried out on employee work results and work behaviors that produce Employee Performance Values (NKP) and Organizational Performance Values (NKO). The determination of the Key Performance Indicator (KPI) Achievement Index is

calculated with the provisions of a Maximum Achievement Index limit of 120% and a Minimum Achievement Index of 0.

The Organizational Performance Value (NKO) of KPP Madya Semarang as one of the vertical units under the Directorate General of Taxes over the last four years is stated in the following table:

Table

Organizational Performance Value (NKO) of Semarang Medium Tax Office

2021-2024

Information	Target	Maximum Achievement Index	Achievement Index
Organizational Performance Assessment in 2021	100%	120%	103.51%
Organizational Performance Assessment 2022	100%	120%	106.70%
Organizational Performance Assessment in 2023	100%	120%	108.72%
Organizational Performance Values in 2024	100%	120%	110.32%

Source: Semarang Medium Tax Office, 2025

Although the Organizational Performance Score (NKO) of the Semarang Medium Tax Office (KPP Madya) shows an increasing trend each year, this achievement remains below the established maximum limit of 120%. This indicates that human resources (HR) performance is not yet fully optimal. One contributing factor is suspected to be uneven employee competency and limitations in effectively managing and developing talent potential.

A literature review reveals inconsistencies in research findings regarding the influence of talent management on HR performance. Some studies indicate a positive and significant effect (Al Rinadra et al., 2023; Viany & Susilo, 2018), while others conclude that the effect is positive but insignificant (Dermawan et al., 2022). This inconsistency indicates a research gap that requires further explanation, particularly in the context of public sector organizations such as the Directorate General of Taxes. Furthermore, few studies have examined the role of job crafting as a mediating variable between talent management and HR performance, particularly in public bureaucracies with more rigid work structures than the private sector.

To address this gap, this study proposes a new approach by presenting job crafting as a mediating variable between talent management and HR performance. Job crafting is a proactive process by which employees adjust tasks, work relationships, and perceptions of their work to better align with their skills, interests, and motivations. The placement of job crafting as a mediator is novel in this study, as it has not been widely used in talent management studies within government bureaucracies. Therefore, this study is expected to provide theoretical and practical contributions to improving the effectiveness of HR management in the public sector, particularly in supporting organizational performance.

2. Research Methods

The type of research used in this study is explanatory research. According to (Widodo, 2010) Explanatory research is explanatory in nature, meaning it emphasizes the relationships between variables by testing hypotheses. The descriptions contain descriptive information, but the focus is on the relationships between variables. In this case, the study examines the influence of job crafting, talent management, and HR performance. The researcher chose this method so that the results could be directly applied to the organization where the researcher works.

3. Results and Discussion

3.1. Descriptive Analysis of Research Data

Descriptive analysis is a statistical analysis technique used to describe and summarize the basic characteristics of collected data. Data description aims to provide an initial overview of the observed data patterns or trends, allowing for a better understanding of the data distribution and characteristics before engaging in more complex analysis.

The research instrument uses five alternative answers (scale 1-5). The data will then be categorized into three groups. To determine the scoring criteria for each group, the following calculations can be made. (Sugiyono, 2017):

- 1) Highest score = 5
- 2) Lowest score = 1
- 3) Range = Highest score – lowest score = 5 - 1 = 4
- 4) Class interval = Range / number of categories = 4/3 = 1.33

Based on the size of the class interval, the criteria for the three categories are:

- 1) low category, score = 1.00 – 2.33
- 2) medium category, score = 2.34 – 3.66
- 3) high/good category, with a score of 3.67 – 5.00.

A complete description of each variable is presented in the following table:

Table shows that the overall mean value of the Talent Management variable data, 3.91, falls within the high category (3.67–5.00). This means that respondents generally perceive the organization to have implemented talent development activities for employees effectively. The data description for the Talent Management variable shows that the highest mean value is the indicator Talent acceptance (4.03) and the lowest is the indicator Talent retention (3.82).

The overall mean value for the Job crafting variable was 4.12, falling within the high/good range (3.67–5.00). This means that employees are more proactive in adapting their tasks to their skills and personal values. The data description for the Job crafting variable showed that the highest mean value was for the Task crafting indicator (4.17) and the lowest was for Cognitive crafting (4.05).

For the overall HR Performance variable, the mean value was 4.09, which is in the high/good category (3.67 – 5.00). This means that, in general, employees have good performance. The results of the data description on the HR Performance variable were obtained with the highest mean value being the Quality indicator (4.17) and the lowest being the Quantity indicator (3.98).

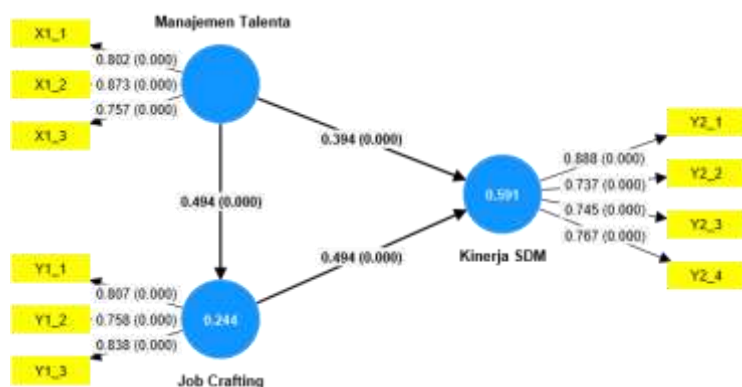
3.2.1. Evaluation of Measurement Model (Outer Model)

Evaluation of the measurement model (outer model) is a basic evaluation carried out in PLS analysis. The purpose of this evaluation is to determine the validity and reliability of the indicators measuring the latent variables. Validity criteria are measured using convergent and discriminant validity, while construct reliability criteria are measured using composite reliability, Average Variance Extracted (AVE), and Cronbach's Alpha.

3.2.2. Structural Model Evaluation (Inner Model)

Structural model testing (inner model) examines the relationship between latent constructs by estimating the path parameter coefficients and their significance levels (Ghozali, 2011). This procedure is carried out as a step in testing the proposed research hypothesis. The test yields output from the structural model of the construct loading factor, which will explain the influence of the constructs of Talent Management, Affective Commitment, Job Crafting, and HR Performance.

Data processing was performed using the Smart PLS v4.1.0 software tool. The results of this data processing are shown in the following image:



Source: Primary data processing with Smart PLS 4.1.0 (2025)

3.2.3. Analysis of the Influence between Variables

This section presents the results of testing the research hypotheses proposed in the previous chapter. To determine whether a hypothesis is accepted or not, compare the calculated t value with the t table value. If the calculated t value is greater than the t table value, the hypothesis is accepted. The t table value for a 5% significance level is 1.96. The results of testing the influence of each research variable are presented as follows:

Based on the results of data processing with the PLS analysis above, the results of testing each hypothesis proposed in the previous chapter can be presented as follows:

a) Hypothesis Testing 1:

H1: Talent management has a positive influence on HR performance.

In testing hypothesis 1, the original sample coefficient value was obtained at 0.394. This value proves that talent management has a positive effect on HR performance, the results of which are also strengthened by the results of the t-test obtained with a calculated t value (3.708) > t table (1.96) and p (0.000) < 0.05, so it can be said that there is a positive and significant influence of talent management on HR performance. This means that good talent management will tend to improve HR performance. Thus, the first hypothesis which states that "Talent management has a positive influence on HR performance." can be accepted.

b) Hypothesis Testing 2:

H2: Talent management has a positive influence on job crafting

In testing hypothesis 2, the original sample coefficient value was obtained at 0.494. This value proves that talent management has a positive effect on job crafting behavior, the results of which are also strengthened by the results of the t-test obtained with a calculated t value (5.889) > t table (1.96) and p (0.000) < 0.05, so it can be said that there is a positive and significant influence of talent management on job crafting. This means that effective talent management will tend to increase job crafting behavior. Thus, the second hypothesis which states that "talent management has a positive influence on job crafting" can be accepted.

c) Hypothesis Testing 3:

H3: Job crafting has a positive influence on HR performance.

In testing hypothesis 5, the original sample estimate value was obtained at 0.494. This value proves that Job crafting has a positive effect on HR Performance, the results of which are also strengthened by the results of the t-test obtained with a calculated t value (5.338) > t table (1.96) and p (0.000) < 0.05, so it can be said that there is a positive and significant influence of Job crafting on HR Performance. This means that high Job crafting will tend to increase HR Performance. Thus, the fifth hypothesis which states that Job crafting has a positive influence on HR performance can be accepted.

3.2.4. Indirect Effect Analysis

An indirect effect test was conducted to determine the influence of the Talent Management and Affective Commitment variables on HR Performance through the intervening variable, Job Crafting. The results of the indirect effect test are presented in the following table.

Path Coefficients (Indirect Effect)

	Original sample	T statistics	P values	Information
Talent management -> Job crafting -> HR performance	0.244	3,154	0.002	Significant

Source: Processed research data, 2025

Based on the results of the indirect influence test in the table above, it is known that the magnitude of the indirect influence of Talent Management on HR Performance through Job crafting is 0.244 with a calculated t value of 3.154 ($t > 1.96$) and $p = 0.002$ ($p < 0.05$). This indicates that Talent Management has a significant influence on HR Performance indirectly through Job crafting. When talent is managed strategically, employees are encouraged to redesign their jobs to better suit their personal strengths, which ultimately results in increased work effectiveness and contribution to organizational goals.

3.2. Influence Talent Management on HR performance

Talent management has been proven to positively impact HR performance. This means that good talent management tends to improve HR performance. Talent management in this study is measured from the reflection of three indicators namely indicators Talent recruitment, talent development, talent retention. These three indicators have been proven to improve HR performance reflected through four indicators, namely Quality, Quantity, Timeliness, and Cost Effectiveness indicators.

The Talent Management variable shows that the indicator with the highest outer loading value is Talent Development. Meanwhile, in the HR Performance variable, the indicator with the highest contribution is Quality. This finding indicates that the more optimal an organization's efforts to develop individual potential and competencies through talent development programs, the more it will have a direct impact on improving the overall quality of HR work output. This means that investment in talent development not only enhances individual skills but also strengthens work output that is high-value, precise, and meets organizational standards.

On the other hand, the indicator with the lowest outer loading value in the Talent Management variable is Talent Retention, while in HR Performance it is Quantity. Although its contribution is relatively lower compared to the other indicators, these results still demonstrate an important relationship: a better retention strategy in retaining key talent within the organization will increase the quantity of work output. This means that maintaining a competent workforce through an effective retention program can drive higher productivity due to the continued maintenance of experience and work consistency.

So it can be concluded that Effective talent management tends to drive improved human resource performance. These results confirm the findings Hongal & Kinange, (2020) identify a positive relationship between Talent Management and organizational performance.

3.2.1. The Influence of Talent Management on Job Crafting

Talent management has been shown to positively impact job crafting. This means that good talent management tends to enhance job crafting. In this study, talent management is represented through three main indicators: talent recruitment, talent development, and talent retention. These three indicators have been shown to contribute to improving job crafting, as measured through three dimensions: task crafting, relational crafting, and cognitive crafting.

In this study, the indicator with the highest outer loading value in the Talent Management variable was Talent Development, while in the Job Crafting variable, the highest indicator was Cognitive Crafting. This finding suggests that the more an organization maximizes its efforts in developing employee talent, the more employees' ability to manage and interpret their work cognitively will improve. This means that talent development not only plays a role in improving technical skills but also encourages employees to think more deeply about the purpose, value, and meaning of their work, thus creating more meaningful work engagement.

Meanwhile, the indicator with the lowest outer loading value for the Talent Management variable is Talent Retention, and for the Job Crafting variable, Relational Crafting. Although their contributions are relatively lower compared to the other indicators, these results still indicate that the better an organization's strategy for retaining talent, the greater the employee's initiative in building positive working relationships with coworkers. This means that successfully retaining talented employees can create stability and trust, which encourages more constructive collaboration and social interactions in the workplace.

This study shows that talent management—represented by talent recruitment, development, and retention—has a positive and significant impact on job crafting, consistent with the findings of Akter et al. (2022). Talent development plays the most dominant role and directly contributes to improving cognitive crafting, enabling employees to gain deeper meaning and engage more meaningfully with their work. Meanwhile, talent retention, despite having the lowest impact, remains important because it enhances relational crafting by encouraging employees to build constructive and collaborative working relationships. Overall, the more effectively an organization manages these three aspects of talent management, the higher the level of alignment of tasks, relationships, and ways of thinking of employees towards their work.

3.2.2. The Influence of Job Crafting on HR Performance

Job crafting has been shown to have a positive effect on HR performance. This means that good job crafting will tend to improve HR performance. In this study, job crafting is represented through three main indicators: task crafting, relational crafting, and cognitive crafting. These three aspects have been shown to contribute positively to improving human resource performance, as reflected in four performance indicators: quality, quantity, timeliness, and cost-effectiveness.

The indicator with the highest outer loading value in the Job Crafting variable is cognitive crafting, while in the HR Performance variable, the highest indicator is quality. These findings suggest that as employees become more able to interpret and organize their work cognitively—for example, by interpreting work goals more meaningfully, aligning them with personal values, and seeing long-term benefits—the quality of their work will also improve. This means that the process of reflecting on and redefining their work enables employees to work to higher standards, with greater precision, and in greater alignment with organizational needs.

Conversely, the indicator with the lowest outer loading value in Job Crafting is relational crafting, while in HR Performance it is quantity. Although its contribution is relatively smaller among the other indicators, this relationship indicates that employees' efforts to broaden, deepen, and improve interactions with colleagues (relational crafting) still impact the amount of output produced. This means that when more positive work relationships are built—through collaboration, knowledge exchange, and social support—work processes become more efficient, communication barriers are reduced, and the volume of work completed can increase significantly.

Therefore, it can be concluded that job crafting has been proven to have a positive impact on HR performance. In other words, restructuring tasks, relationships, and employees' perspectives on their work can improve work quality, productivity, and effectiveness. This finding is consistent with the findings of Uen et al. (2021), who also found a positive correlation between job restructuring and performance.

4. Conclusion

Talent management has been shown to have a positive impact on HR performance, meaning that talent recruitment, development, and retention collectively improve the quality, quantity, timeliness, and cost-effectiveness of work outcomes. Talent development emerged as the most dominant indicator influencing performance quality, indicating that improving individual competencies directly contributes to the quality of work outcomes. Although talent retention had the lowest impact, it remains crucial in maintaining sustainable productivity through workforce stability. These findings align with previous research confirming a positive relationship between talent management and organizational performance. This means that the better an organization implements talent management, the greater the employee's ability to adapt, interpret, and manage their work proactively and creatively. Talent development plays the most dominant role and directly contributes to improving cognitive crafting, enabling employees to gain deeper meaning from their work and engage more meaningfully. Meanwhile, talent retention, while having the lowest impact, remains crucial because it enhances relational crafting by encouraging employees to build constructive and collaborative working relationships. Overall, the more effectively an organization manages these three aspects of talent management, the higher the employee's level of adjustment to their tasks, relationships, and mindsets. This study confirms that job crafting, which includes task crafting, relational crafting, and cognitive crafting, has a positive effect on HR performance, reflected in increased quality, quantity, timeliness, and cost-effectiveness. Cognitive crafting emerged as a major contributor, indicating that employees who are able to deeply interpret their work tend to produce higher quality work. Meanwhile, relational crafting, although having the lowest effect, remains significant, because better work interactions help increase the amount of output through efficiency and social support. Overall, the higher the level of job crafting, the more optimal HR performance is in meeting organizational demands.

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