

Career Development, Talent Management and Work It Selfon Human Resources Performance

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Abstract. *This study aims to analyze the influence of Career Development and Talent Management on Human Resource Performance, with Work Itself as an intervening variable. The research population consists of all human resources at KPPBC TMP Tanjung Emas, totaling 259 individuals. Using the Slovin formula, a sample of 157 respondents was determined and selected through a non-probability sampling technique with the convenience sampling method. Data collection was conducted using a questionnaire with a Likert scale of 1–5, and data analysis was performed using the Partial Least Square (PLS) method. The results indicate that Career Development has a positive and significant effect on both Human Resource Performance and Work Itself. Similarly, Talent Management has a positive and significant influence on Human Resource Performance and Work Itself. Furthermore, Work Itself positively and significantly influences Human Resource Performance. These findings suggest that strengthening career development and talent management strategies can enhance motivation and improve human resource performance by enriching the quality of work experiences.*

Keywords: *Career Development; Human Resource Performance; Talent Management; Work Itself.*

1. Introduction

The Directorate General of Customs and Excise (DJBC) has several primary responsibilities that are very important to the country. DJBC is responsible for supervising and regulating the flow of goods entering and leaving Indonesia, ensuring compliance with customs and excise regulations. They also play a role in collecting import duties and excise, which are a source of state revenue. In addition, DJBC functions to protect the public from illegal and dangerous goods, such as narcotics and weapons. They also support international trade policies by facilitating exports and imports, and contribute to maintaining national economic stability through effective supervision and law enforcement.

DJBC needs to optimize the performance of its human resources to ensure that the vision and mission of the institution are achieved through the implementation of its main tasks and functions effectively. Therefore, human resource management is the main focus in the organizational development strategy. The need for quality and competent human resources is very important for institutions to compete effectively. In this case, human resource issues are a very serious concern for DJBC institutions to ensure the continuity and quality of optimal services.

The performance of DJBC Human Resources (HR) can be measured through the Organizational Performance Value (NKO). The Tanjung Emas Customs and Excise Supervision and Service Office (KPPBC) Type Madya Pabean (TMP) as one of the work units under DJBC is the object of this study. NKO is calculated based on the average of the components involved in the organizational performance of KPPBC TMP Tanjung Emas, including stakeholders, customers, internal processes, and learning & growth organizations.

Based on the NKO data in Figure 1.1, it can be seen that there is a decrease in NKO from the 2022 period to the 2023 period. The development of NKO in the period year fluctuates from month to month. Several factors certainly affect the NKO results, especially the main things that can affect HR performance.

The role of human resources (HR) is very important in achieving Organizational Performance Value (OPS), because the quality and productivity of HR directly affects the success of the organization in achieving performance targets. Based on the NKO data shown in Figure 1.1, there is a decrease in NKO from the 2022 period to the 2023 period. This decrease indicates challenges or factors that need to be evaluated in HR management, such as strategy effectiveness, training quality, or resource allocation.

In addition, the development of NKO during the period showed a pattern of fluctuation from month to month. This fluctuation can reflect variability in team or individual performance, the impact of external factors, or changes in internal organizational policies. Therefore, an in-depth analysis is needed to identify the main causes of the decline and fluctuation patterns, so that a more targeted improvement strategy can be formulated, either through developing HR competencies, increasing motivation, or optimizing work processes. This is a crucial step to ensure consistency and improvement of NKO in the future.

Career development in public institutions is an important strategy that requires individual efforts 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 of HR, institutions need to be committed to meeting their career needs (Polii et al., 2023).

Performance in human resource management (HRM) plays a critical role in achieving organizational goals, and implementing an effective talent management strategy can have a significant impact on HRM performance (Gallardo-Gallardo et al., 2020). Talent

management focuses on recruiting competent, qualified, and talented HRM, developing their capabilities through career management, and ensuring their retention in the organization (Kwon & Jang, 2022).

One of the significant impacts of ineffective talent management is decreased productivity in the public service sector, which can be caused by a lack of skill development, motivation, or focus on placing the right people in positions that match their talents and abilities (Dermawan et al., 2022; Wang & Priyantono, 2024). The complexity of the public sector with various stakeholders, rules, norms, and operating conditions that are different from the private sector, it is important to understand the contextual factors in relation to talent management (Kravariti & Johnston, 2020).

Talents are 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 (D'Annunzio-Green et al., 2019). 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 (Barkhuizen et al., 2014).

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 HR not only impacts the performance and profitability of the organization, but also its survival (Hongal & Kinange, 2020). Talent management includes various processes to attract, develop, and retain talented individuals with high potential.

Research related to talent management on HR performance still leaves controversy. Previous studies have shown that talent management practices integrated with the organization's business strategy can have a positive impact on HR performance (Ekhsan, 2019; Kurniawan et al., 2020; Sardina & Abdurrahman, 2020). However, several other studies state otherwise that talent management has a positive but insignificant effect on HR performance (Aromega et al., 2019; Muna & Isnowati, 2022; Seidy et al., 2018). This controversy has given rise to a field of research which is interesting to study. So in this study, job satisfaction (work it self) is proposed as a mediating variable.

2. Research Methods

The type of research used is an associative explanatory research type, which aims to determine the relationship between two or more variables (Sugiyono, 2012). This study aims to explain hypothesis testing with the intention of justifying or strengthening the hypothesis in the hope of strengthening the theory used as a basis. In this case, it is career development, talent management, work it self and HR performance.

3. Results and Discussion

3.1. Respondent Description

Respondent descriptions can provide an initial overview of the profile of research respondents, so that accurate information can be obtained regarding the parties providing answers or research data. This study used 157 HR respondents at the Semarang Type A Customs and Excise Supervision and Service Office. The research was carried out by distributing research questionnaires on December 2-14, 2024. This description contains relevant information about how the characteristics of respondents are viewed from the aspects of gender, age, education, and length of service. The results of processing questionnaire data related to respondent descriptions are presented in Table 4.1.

1. Gender

The characteristics of respondents used in this study can be classified based on gender as follows:

Respondent Description by Gender

Gender	Frequency	Percentage
Man	113	72.0
Woman	44	28.0
Total	157	100.0

Source: Data processing results, 2024.

Table above shows that there are 113 male respondents (72.0%) and 44 female respondents (28.0%). The data shows that the number of men is greater than women. This condition provides an advantage for the Supervision office and Customs and Excise Service Type A Semarang. This is because male employees tend to be able to face work pressure, are more willing to take risks, and have advantages in tasks that require physical strength.

2. Age

The characteristics of respondents used in this study can be classified based on age level as follows:

Respondent Description by Age

Age	Frequency	Percentage
21 - 30 years	64	40.8
31 - 40 years	63	40.1
41 - 50 years	20	12.7
51 - 60 years	10	6.4
Total	157	100.0

Source: Data processing results, 2024.

The data presentation in Table shows that the number of respondents aged 21-30 years was 64 respondents (40.8%), those aged 31-40 years were 63

respondents (40.1%), aged 41-50 years as many as 20 respondents (12.7%), and there were 10 respondents (6.4%) aged 51-60 years. From the data above, it can be seen that the largest number is respondents aged 21-30 years. This situation shows that the agency has more young employees who have high enthusiasm to seek work experience and are enthusiastic in developing their careers.

3. Last education

The characteristics of respondents used in this study can be classified based on their last education as follows:

Respondent Description According to Last Education

Education	Frequency	Percentage
High School/Vocational School	3	1.9
Diploma	71	45.2
S1	73	46.5
S2	10	6.4
Total	157	100.0

Source: Data processing results, 2024.

Based on Table above, it can be seen that most respondents have a bachelor's degree, namely 73 respondents (46.5%). This is followed by respondents with a diploma degree of 71 respondents (45.2%), 10 respondents (6.4%) have a master's degree, and 3 respondents (1.9%) have a high school education. These results indicate that most employees have a bachelor's degree. Higher education possessed by employees is expected to improve their competence, so that it will support employee performance.

4. Length of work

The characteristics of respondents used in this study can be classified based on the length of time they have worked as follows:

Respondent Description According to Length of Service

Years of service	Frequency	Percentage
0 - 10 years	72	45.9
11 - 20 years	64	40.8
21 - 30 years	14	8.9
> 30 years	7	4.5
Total	157	100.0

Source: Primary Data Processing Results, 2024.

In Table, it is known that most respondents have a working period of between 0-10 years, as many as 72 respondents (45.9%). Respondents with a working period of 11-20 years of work as many as 64 respondents (40.8%), 21-30 years of work as many as 14 respondents (8.9%), and respondents with work experience >30 years as many as 7 respondents (4.5%). This finding shows that most respondents do not have much work experience. Therefore, employees need a lot of experience and in-depth knowledge of the processes and dynamics related to their work.

R square

R square shows the magnitude of the variation of endogenous variables that can be explained by other exogenous or endogenous variables in the model. The interpretation of R square according to Chin (1998) quoted (Abdillah, W., & Hartono, 2015) is 0.19 (low influence), 0.33 (moderate influence), and 0.67 (high influence). The following results of the determination coefficient (R²) of the endogenous variables are presented in the following table

Table 4.11 R-Square Value

	R-square
HR Performance	0.507
Work it yourself	0.355

Source: Data processing with SmartPLS (2024)

The coefficient of determination (R-square) obtained from the Work it self model is 0.355, meaning that the Work it self variable can be explained 35.5% by the Career Development and Talent Management variables. While the remaining 54.5% is influenced by other variables outside the study. The R square value (0.337) is at 0.33 - 0.67, meaning that the Career Development and Talent Management variables have a fairly large (moderate) influence on the Work it self variable.

The R square value of HR Performance is 0.507, meaning that HR Performance can be explained 50.7% by the variables Career development, Talent management, and Work it self, while the remaining 49.3% is influenced by other variables outside the study. The R square value (0.507) is at 0.33 - 0.67, meaning that the variables Career development,

Talent management, and Work it self have a fairly large (moderate) influence on HR Performance.

Q square

Q-Square (Q²) describes the measure of prediction accuracy, namely how well each change in exogenous/endogenous variables is able to predict endogenous variables. Q-Square predictive relevance for structural models is a measure of how well the observation values are generated by the model and also its parameter estimates. Size. Q square above 0 indicates that the model has good predictive relevance or suitability of the model predictions. Q square values are categorized into 3 categories, namely small, medium and large, Q square values 0.02 - 0.15 are stated small, Q square values 0.15 - 0.35 are stated medium and Q square values > 0.35 are stated large (Mirza Soetirto et al., 2023).

The results of the Q-Square value calculation for the structural model of this study are as follows:

Table 4.12 Q-square values

	SSO	SSE	Q ² (=1-SSE/SSO)
HR Performance	785,000	562,444	0.284
Work it yourself	785,000	589,357	0.249

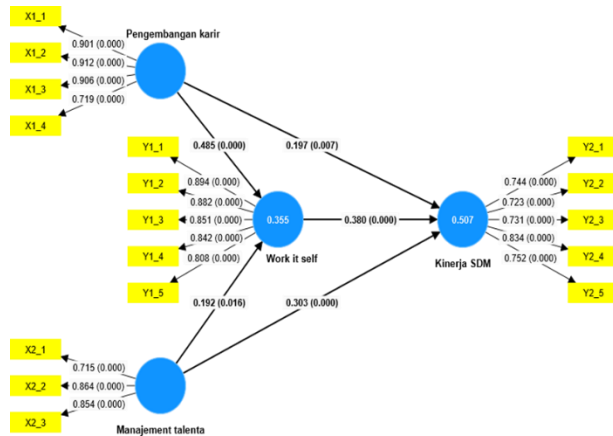
Source: Data processing with SmartPLS (2024)

The Q-square (Q²) value for the Work it self variable is 0.249 in the range of 0.15 - 0.35, so the prediction accuracy for the Work it self variable is quite good. For the HR Performance variable, the Q-square value is 0.284, which shows that the Q square value is in the range of 0.15 - 0.35, so the prediction accuracy for the HR Performance variable is quite good.

Both Q square values are above 0, so it can be said that the model has predictive relevance. This means that the estimated parameter values are The resulting model is in accordance with the observation values or the structural model is stated to fit the data or has good suitability.

Structural Model Evaluation (Inner Model)

Structural model testing (inner model) is to see the relationship between latent constructs by looking at the results of the path parameter coefficient estimation and its significance level (Ghozali, 2011). Data processing is used using the Smart PLS v4.1.0 software tool. The results of the data processing are shown in the following figure:

Full Inner Model SEM-PLS

Source: Primary data processing with Smart PLS 4.1.0 (2024)

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:

Hypothesis Testing 1:

H1: Good career development has a positive and significant influence on HR performance.

In testing hypothesis 1, the original sample estimate value was obtained at 0.303. This value proves that Career Development has a positive effect on HR Performance, the results of which are also strengthened by the results of the t-test which obtained a calculated t value ($4.977 > t_{table}(1.96)$ and $p(0.000) < 0.05$, so it can be said that there is a positive and significant effect of Career Development on HR performance. Thus, the first hypothesis states that "good career development has a positive and significant influence on HR performance" is acceptable.

Hypothesis Testing 2:

H2: Good career development has a positive and significant influence on satisfaction with the work itself (work it self)

In testing hypothesis 2, the original sample estimate value was obtained at 0.485. This value proves that career development has a positive effect on the work itself (work it self), the results of which are also strengthened by the results of the t-test which obtained a t-value of 0.485. count ($7,731 > t_{table}(1.96)$ and $p(0.000) < 0.05$, so it can be said that there is a significant influence of Career Development on the work itself (work it self). Thus the second hypothesis stating that "good career development has a positive and significant influence on satisfaction with the work itself (work it self)" can be accepted.

Hypothesis Testing 3:

H3: Effective talent management has a positive and significant impact on HR performance.

In testing hypothesis 3, the original sample estimate value was obtained at 0.303. This value proves that talent management has a positive effect on HR performance. This is also reinforced by the results of the t-test which obtained a calculated t value (4.977) > t table (1.96) and p (0.000) < 0.05, so it can be said that there is a positive and significant effect of talent management on Work it self Thus, the third hypothesis which states that "Effective talent management has a positive and significant influence on HR performance" can be accepted.

Hypothesis Testing 4:

H4: Effective talent management has a positive and significant impact on the work itself.

In testing hypothesis 4, the original sample estimate value was obtained at 0.192. This value proves that talent management has a positive effect on the work itself (work it self). This finding is reinforced by the results of the t-test which obtained a calculated t value (2.418) > t table (1.96) and p (0.016).

< 0.05, so it can be said that there is a positive and significant influence of talent management on the work itself (work it self). Thus, the fourth hypothesis which states that "talent management has a significant influence on the work itself (work it self)" can be accepted.

Hypothesis Testing 5:

H5: Work itself has a positive and significant impact on human resource performance.

In testing hypothesis 5, the original sample estimate value was obtained at 0.381. This value proves that Work it self has a positive effect on HR performance, the results of which are also strengthened by the results of the t-test which obtained a calculated t value (6.731) > t table (1.96) and p (0.000) < 0.05, so that it can be it is said that there is a positive and significant influence of Work it self on HR Performance. Thus, the fifth hypothesis which states that "Work it self has a positive and significant influence on HR performance" can be accepted.

3.2. Discussion

The influence of development on HR performance

Career development has been proven to have a positive and significant effect on HR performance, the results of which are also reinforced by the results of previous studies which show that good career development will encourage HR performance (Dewi & Nurhayati, 2021; Febrianti et al., 2020; Jufrizen & Pulungan, 2017; Lestari et al., 2021; Nami Nasution et al., 2018; Simambela et al., 2023; Yusuf Iis et al., 2022).

In this study, the measurement of the Career Development variable is reflected through four indicators, namely the Exploration, Stabilization, Maintenance, and Potential decline

indicators. While HR Performance is reflected through five indicators, namely the Quantity, Quality, Punctuality, Attendance, and Ability to Work Together indicators.

The higher the level of career development provided to employees, the better their level of attendance at work. Career development reflects the extent to which an organization is able to provide certainty and clear direction for individual career development, including through training, promotions, and other development opportunities. When employees feel that their careers are developing well and have clear prospects, they tend to be more motivated and committed to their work. This has an impact on increasing their attendance, because they feel more appreciated, have clear goals, and see a positive future in the organization. In other words, effective career management can be a driving factor in improving work discipline and employee loyalty to the company.

The Career Development variable has an indicator with the lowest outer loading value, namely the Possibility of Regression, while the HR Performance variable shows the lowest outer loading value on the Quality indicator. These results indicate that when the level of HR concern about the possibility of career regression increases, the quality of performance actually increases. This means that uncertainty in career development Career can encourage individuals to make more effort in improving their work quality as an adaptation strategy or a form of response to career insecurity. In other words, HR who feel the potential for decline in their careers tend to focus more on improving work quality as a way to maintain their position and build competitiveness in the organization.

The influence of career development on satisfaction with the work itself (work it self)

This study proves that career development has a positive and significant effect on the work itself (work it self), the results of which are supported by the results of previous studies which state that career development has a positive and significant effect on job satisfaction (Dewi & Nurhayati, 2021; Dodson & L. Anne Di Borders., 2006; Elian et al., 2020; Febrianti et al., 2020; Lestari et al., 2021; Raihan & Sumartik, 2022; Simambela et al., 2023; Wulan et al., 2024).

The measurement results of the Career Development variable are reflected through four indicators, namely the Exploration, Stabilization, Maintenance, and Potential decline indicators. While the Work it self variable is reflected through four indicators, namely the skill variety indicator; task identity; task significance; autonomy and feedback from the work it self.

The indicator with the highest outer loading value in the Career Development variable is Consolidation, while in the Work variable It self, The indicator with the highest outer loading value is Skill Variety. This finding indicates that the more optimal career development given to individuals, the higher the level of skill variation they have in carrying out their work. This means that when organizations pay more attention to career development—for example through training, guidance, and the development of clear career paths—employees will be

better able to master a variety of skills in their work. Thus, a work environment that supports career development not only increases job satisfaction but also broadens the scope of skills that employees can apply in their daily tasks.

The Career Development variable has the indicator with the lowest outer loading value on the Possibility of Setback, while the Work Itself variable shows that the indicator with the lowest outer loading value is Feedback from the Work Itself. These results indicate that the greater the concern of human resources (HR) about the possibility of a setback in their career, the higher the quality of feedback they receive from the work itself. This means that when individuals feel that there is a risk of stagnation or setback in their career development, they tend to pay more attention to feedback generated directly from the work they do. This can happen because they are trying to seek certainty, improve performance, or adapt to existing challenges to avoid the possibility the setback. In other words, concerns about career prospects can motivate individuals to be more active in evaluating their work performance and taking more proactive corrective actions.

The Influence of Talent Management on HR Performance

Hypothesis testing proves that talent management has a significant positive effect on HR performance. This is also reinforced by the results of research which state that talent development and management have been found to have a significant positive impact on HR performance (Aina & Atan, 2020; Ekhsan, 2019; Kurniawan et al., 2020; Sardina & Abdurrahman, 2020).

In this study, the Talent Management variable is reflected through three indicators, namely the Talent Acceptance, Talent Development, and Talent Retention indicators, while HR Performance is reflected through five indicators, namely the Quantity, Quality, Punctuality, Attendance, and Ability to Work Together indicators.

The Talent Management variable has an indicator with the highest outer loading value in the Talent Development aspect, while the HR Performance variable shows that the indicator with the highest outer loading value is Attendance. This finding indicates that improvements in Talent Development contribute positively to increased employee Attendance. In other words, the more optimal the organization is in managing and developing employee talent, the higher their attendance rate in carrying out their duties and responsibilities. This can be explained through increased motivation, involvement, and a sense of belonging to the organization that arises when individuals feel that their potential is appreciated and well developed. Therefore, investment in Talent Development strategies not only impacts the growth of individual competencies, but also increases their discipline and loyalty to the organization.

The indicator with the lowest outer loading value in the Talent Management variable is Talent Recruitment, while in the HR Performance variable, the indicator with the lowest outer loading value is Quality. This finding indicates that an increase in Talent Recruitment

will contribute to an increase in Quality in HR performance. In other words, the more effective the talent recruitment and selection process in the organization, the greater the possibility of improving the quality of HR work results. This shows that efforts to identify, attract, and recruit individuals who have the potential and competence according to the needs of the organization can have a direct impact on improving work quality standards. Therefore, organizations need to strengthen their strategies in talent management, especially in the aspect of talent recruitment, to ensure that the recruited HR is able to provide optimal contributions to the overall performance of the organization.

The influence of talent management on the work itself.

This test proves that talent management has a positive and significant effect on the work itself (work it self). Previous research has found that good talent management has a positive impact on job satisfaction, indicating that HR who feel their talents are well managed tend to be more satisfied with their jobs (Hilmy, 2023).

The Talent Management variable in this study is reflected through three indicators, namely the Talent Acceptance, Talent Development, and Talent Retention indicators, while the Work it self variable is reflected through four indicators, namely the skill variety indicator; task identity; task significance; autonomy and feedback from the work it self.

The Talent Management variable has an indicator with the highest outer loading value in the Talent Development aspect, while the Work Itself variable shows that the indicator with the highest outer loading value is Skill Variety. This finding indicates that the more optimal the Talent Development process in an organization, the higher the variety of skills possessed by individuals in carrying out their work. In other words, when organizations pay more attention to talent development through training, competency enhancement, and career development programs, individuals will be better able to master the various skills needed in their work. This has an impact on increasing flexibility in completing tasks, creativity in work, and the ability to adapt to diverse challenges in the work environment.

The indicator with the lowest outer loading value in the Talent Management variable is Talent Acceptance, while in the Work Itself variable, the indicator with the lowest outer loading value is Feedback from the Work Itself. These results indicate that improvements in Talent Acceptance contribute to improvements in Feedback from the Work Itself. This means that the more effective an organization is in accepting, accommodating, and developing the talents of its employees, the better the feedback they receive from the work itself. This reflects that when individuals feel recognized and valued in the organization, they tend to gain more meaningful work experiences, receive more constructive feedback, and are better able to assess and improve their work results independently. Thus, optimal talent management can contribute to improving the quality of work experience and employee productivity.

The influence of work itself on human resource performance

Testing proves that Work it self has a positive and significant effect on HR performance, the results of which are also reinforced by the results of previous research showing that job satisfaction has a significant effect on the quality of employee performance, as shown expressed by (Hartika et al., 2023; Premesti & Yuniningsih, 2023; Sutrisno et al., 2022).

The Work it self variable is reflected through four indicators, namely skill variety indicators; task identity; task significance; autonomy and feedback from the work it self while HR Performance is reflected through five indicators, namely Quantity, Quality, Punctuality, Attendance, Ability to work together.

The Work Itself variable has the Skill Variety indicator with the highest outer loading value, while the HR Performance variable shows that the indicator with the highest outer loading value is attendance. This finding indicates that the higher the skill variation possessed by individuals in their work, the better their level of attendance at work.

When employees have the opportunity to use a variety of skills in their tasks, they tend to be more motivated and engaged in their work, which ultimately has a positive impact on their attendance rates. This can be due to increased job satisfaction, more varied challenges, and reduced boredom in monotonous work. Therefore, organizations can improve employee attendance by designing jobs that allow them to develop and apply a variety of skills optimally.

The feedback from the work itself indicator has an outer loading value the lowest in the Work itself variable, while in the HR Performance variable, the indicator with the lowest outer loading value is quality. This finding indicates that the higher the level of feedback obtained directly from the work done, the better the quality of the performance produced.

When individuals receive clear and direct feedback on their work, they have a greater chance of understanding the extent to which their work has met the expected standards. This allows them to make improvements independently and improve the quality of their work. Conversely, minimal feedback on the work itself can hinder quality improvement because employees do not have enough information about what aspects need to be fixed or improved in their performance.

4. Conclusion

The results of the research discussion related to the role of career development and talent management on work it self and HR performance are as follows: 1. Satisfaction with the work itself can be improved through optimal career development strategies and effective talent management. In this case, the process of exploration, consolidation, maintenance, and the possibility of a decline in career play a role in shaping the level of individual satisfaction with their work. In addition, talent management that includes talent recruitment, development, and retention also contributes to increasing job satisfaction.

With a system that supports professional growth, employees will feel more appreciated, have clear career prospects, and be motivated to make the best contribution to their work. 2. optimal career development strategies and effective talent management and satisfaction with aspects of the work itself can contribute to improving HR performance.

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