

## Improving Human Resources Performance at KPPBC TMP Semarang Through Work Motivation and Work Satisfaction Supported by Talent Management

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**Abstract.** *This study aims to analyze the effect of career development on work motivation, job satisfaction, and human resource (HR) performance at the Supervision and Customs and Excise Service Office (KPPBC) Type Madya Pabean a Tanjung Emas Semarang. This research adopts a quantitative approach using a census method, where the entire population of 203 employees is included as the research sample. Data collection was conducted through questionnaires using a Likert scale from 1 to 5, while data analysis was performed using the Partial Least Square (PLS) method. The results indicate that talent management has a positive impact on job satisfaction. Additionally, talent management contributes positively to increasing work motivation. This study also proves that job satisfaction plays a role in improving HR performance positively. Furthermore, this research confirms that work motivation has a positive influence on HR performance. These findings provide implications for organizations to enhance career development strategies to drive higher job satisfaction and work motivation, ultimately leading to improved HR performance.*

**Keywords:** *Career Development; Talent Management; Job Satisfaction; Work Motivation; HR Performance.*

### 1. Introduction

Today, organizations are striving to maintain their presence in the global market, amidst challenges such as globalization, intense competition, and technological advancements. Organizations today must shift from focusing solely on increasing productivity and differentiating their products and services to prioritizing their unique resources, especially human capital (Jocelyne & Kariuki, 2020). Recognizing employees as their most important asset, organizations that manage their human capital effectively are more likely to achieve their goals and sustain performance over time (Ahmed et al., 2018). As noted by Assensoh-

Kodua, (2019) the key to an organization's success and growth lies in strategically placing skilled employees in appropriate roles, recognizing that talented individuals are fundamental to gaining competitive advantage and achieving significant levels of performance.

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 (Razzaq et al., 2019). The best talent is essential in achieving the best results (Al Rinadra et al., 2023). The system effective talent management builds a winning organization by using appropriate strategies at various levels (Himma Ulya, 2022).

Inclusive Talent Development which is one of the approaches in Talent Management is becoming an increasingly important step for the growth of individual talent and sustainable organizational performance towards a stable competitive advantage as explained by the RBV - VRIO model. However, important limitations in talent development research including an unbalanced view of talent management, a lack of balance between individual talent growth and organizational performance, and other methodological weaknesses, are very interesting ground for further research (Kaliannan et al., 2023a). Organizations consider talent as an important asset that underlies sustainable competitive advantage and outstanding performance (Kwon & Jang, 2022). Therefore, organizations are increasingly focusing on identifying and implementing talent management strategies that are in line with global market demands. The main goal of talent management is to improve organizational performance sustainably, achieving outstanding results that in line with operational and strategic objectives (Saputra et al., 2020).

Although many studies on talent management are available in various countries and industries, covering both developed and developing countries, only a few have been conducted in the government sector (Aina & Atan, 2020). Within government institutions, there is a marked "talent crisis" characterized by a declining number of available talents, a lack of mechanisms to retaining outstanding talent, high employee turnover rates, and ineffective human resource strategies, including those related to compensation and benefits, as expressed by (Aina & Atan, 2020).

In the literature review, it was found that talent management analysis, career development, and talent development have a positive and significant influence on employee performance (Al Rinadra et al., 2023). However, there are other studies that show that although the influence is positive, it is not significant (Dermawan et al., 2022). This indicates a research gap that needs to be explored further.

If an organization fails in its human resource management, this 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 will improve employee performance (Niati et al., 2021).

Bundtzen (2020) emphasized that although related, motivation and job satisfaction are not synonymous. Job satisfaction is only one aspect of the motivation process, with motivation primarily focused on goal-oriented behavior and job satisfaction on the fulfillment obtained through various rewards and activities related to work. Van Den Broeck et al (2021) also noted that an employee may still lack motivation even though they enjoy activities related to work.

Meanwhile, Salim et al (2018) highlighted the importance of compensation and rewards in Human Resource Management, stating that they greatly influence employee commitment and retention. Competitive compensation packages are essential for retaining a skilled workforce, as employees are motivated to stay in an organization where they feel valued and rewarded well (Kwok et al., 2016). Employee satisfaction not only reflects fair treatment but also correlates with increased worker performance and organizational outcomes (Supriyanto, 2018). In addition, it is a driver for employee retention and productivity, influenced by factors such as career opportunities, job influence, teamwork, and job challenges (Dekoulou & Trivellas, 2015).

Based on the background and phenomenon of the problems above, the author is interested in raising a research theme entitled "The Influence of Career Development on Work Motivation, Job Satisfaction and HR Performance at KPPBC TMP A Semarang".

## **2. Research Methods**

Population, according to Sugiyono (2017), Population is a generalization area consisting of objects/subjects that have certain qualities and characteristics. determined by researchers to be studied and then conclusions drawn. The population in this study was all human resources at the Semarang Type A Customs and Excise Supervision and Service Office, totaling 203 people.

## **3. Results and Discussion**

### **3.1. Titles, tables and figures**

Validity testing using the Fornell-Larcker Criterion is done by looking at the root value of the Average Variance Extract (AVE) compared to the correlation between constructs with other constructs. This test is fulfilled if the root of the AVE is greater than the correlation between variables.

From Table it is obtained that the AVE root value is higher than the correlation value between other constructs. This result indicates that the constructs in the estimated model have met the criteria for high discriminant validity, meaning that the results of the data analysis can be accepted because the values that describe the relationship between constructs develop. This can mean that all constructs have good discriminant validity. Thus, the research instrument used to measure all constructs or latent variables in this study has met the criteria for discriminant validity.

### Heterotrait-monotrait ratio (HTMT) Test Results

Validity testing using the Heterotrait-monotrait ratio (HTMT) criteria is carried out by looking at the HTMT matrix. The accepted HTMT criteria are below 0.9 which indicates that the evaluation of discriminant validity is accepted.

Table 4.11

*Discriminant Validity Test Value with Heterotrait-monotrait ratio (HTMT) criteria*

Variables	Job satisfaction	HR Performance	Talent management	Work motivation
Job satisfaction				
HR Performance	0.719			
Talent management	0.533	0.543		
Work motivation	0.769	0.738	0.625	

Source: Processed primary data (2025)

Table 4.11 shows that the values in the HTMT matrix are not more than 0.9. This means that the model shows that the evaluation of discriminant validity is acceptable. From the results of the discriminant validity test, it can be seen that the HTMT test requirements have been met so that all constructs in the estimated model meet the criteria for good discriminant validity, meaning that the results of the data analysis can be accepted.

### 3.2. Discussion

#### The influence of talent management on job satisfaction.

This study proves that talent management has a positive effect on job satisfaction, the results of which are also reinforced by the results of previous studies which show that talent management has a significant effect on employee job satisfaction (Almomani et al., 2021; Hussain Hakro et al., 2022; Khairina & Games, 2022).

Measurement of Talent Management variables is reflected through the Acceptance indicator. talent, Development talent, Retention talent. While Satisfaction Work reflected through Satisfaction to wages and compensation, Satisfaction with workplace conditions, Satisfaction with the company's administration system and policies, and Cooperation between employees. The indicator with the highest outer loading value in the Talent Management variable is Talent Development, while in the Job Satisfaction variable, the indicator with the highest outer loading value is Satisfaction with Salary and Compensation. The correlational relationship between these two indicators shows that the more effective an organization is in developing its employees' talents, the higher the level of employee satisfaction.

them towards the salary and compensation given. In other words, when employees feel that the organization is trying to develop their skills and careers, they tend to value the

compensation received more, thereby increasing their motivation and loyalty to the company.

The indicator with the lowest outer loading value in the Talent Management variable is Talent Recruitment, while in the Job Satisfaction variable, the indicator with the lowest outer loading value is Satisfaction with Workplace Conditions. The correlational relationship between these two indicators shows that the better the talent recruitment process in the organization, the higher the level of employee satisfaction with their work environment conditions. Thus, optimal talent recruitment not only contributes to team effectiveness but also improves employee perceptions of workplace conditions, which in turn can improve employee satisfaction and retention.

### **The Influence of Talent Management on HR Work Motivation**

This study proves that talent management has a positive effect on work motivation, the results of which are also strengthened by the results showing a positive and significant effect between talent management and motivation (N. Barkhuizen et al., 2014b; Damanik et al., 2020). Measurement of talent management variables is reflected through the indicators of talent acceptance, talent development, talent retention. While the variables Work motivation is reflected through indicators of physiological needs, safety needs, social needs, appreciation needs, and self-actualization needs.

The indicator with the highest outer loading value in the Talent Management variable is Talent Development, while in the Work Motivation variable, the indicator with the highest outer loading value is the Need for Recognition. The correlation between these two indicators shows that the more optimal an organization is in developing its employees' talents, the greater their need for recognition for their achievements and contributions. This means that when employees are given the opportunity to develop their skills, improve their competencies, and expand their professional capacity, their expectations for recognition and appreciation from the organization also increase.

The indicator with the lowest outer loading value in the Talent Management variable is Talent Acceptance, while in the Work Motivation variable, the indicator with the lowest outer loading value is Self-Actualization Needs. The correlation between these two indicators shows that the better the talent acceptance system in the organization, the higher the individual's drive to achieve self-actualization in their work. This means that the right talent acceptance process can create a work environment that encourages self-development and optimal achievement. Conversely, if talent acceptance is not carried out properly, employees may feel underappreciated, lacking opportunities to develop, or even unmotivated to reach their peak potential.

### **The Influence of Job Satisfaction on HR Performance**

This research proves that job satisfaction has a positive effect on HR performance, the results of which are also strengthened by research result which states that there is a

positive relationship between job satisfaction and employee performance (Haryono et al., 2019; Jin et al., 2016; Nguon, 2022b; Nisar & Rasheed, 2020; Satrio Muntazeri & Adi Indrayanto, 2018; Supriyanto, 2018). Measurement of the Job Satisfaction variable is reflected through Satisfaction with salary and compensation, Satisfaction against conditions workplace, Satisfaction against the system company administration and policies, and cooperation between employees, while the HR performance variable is reflected through the indicators of Quality, Quantity, Timeliness, Cost effectiveness, Level of supervision required, Interpersonal relationships.

The indicator with the highest outer loading value in the Job Satisfaction variable is Satisfaction with Salary and Compensation, while in the HR Performance variable, the indicator with the highest outer loading value is the Level of Supervision Required. The correlation between these two indicators shows that the higher the employee satisfaction with the salary and compensation given, the higher the level of supervision required in the organization. This means that although employees who are satisfied with their salary and compensation tend to have higher motivation, this does not necessarily guarantee an increase in performance independently.

In many cases, organizations still need to implement an effective monitoring system to ensure that work is carried out according to established standards. Good monitoring can help direct employees to stay focused, improve work discipline, and ensure that their performance is in line with company goals.

The indicator with the lowest outer loading value in the Job Satisfaction variable is Satisfaction with Workplace Conditions, while in the HR Performance variable, the indicator with the lowest outer loading value is Punctuality. The correlation between these two indicators shows that the higher the level of employee satisfaction with workplace conditions, the better the punctuality in completing their tasks and responsibilities. This means that a comfortable, clean, safe, and supportive work environment can improve employee efficiency and discipline in managing their time.

### **The Influence of Ownership Motivation on HR Performance**

This study proves that work motivation has a positive effect on HR performance, the results of which are also reinforced by research results which state that work motivation has a significant effect on employee performance (Sugiarti, 2021).

Measurement of the work motivation variable is reflected through the indicators of physiological needs, safety needs, social needs, appreciation needs, self-actualization needs, while the HR performance variable is reflected through the indicators of quality, quantity, punctuality, Cost effectiveness, Level of supervision required, Interpersonal relationships.

The indicator with the highest outer loading value in the Work Motivation variable is the Need for Appreciation, while in the HR Performance variable, the indicator with the highest outer loading value is the Level of Supervision Required. The correlation between these two



indicators shows that the higher the employee's need for appreciation and recognition for their performance, the higher the level of supervision required in the organization.

This means that employees who have a high drive for recognition, whether in the form of verbal appreciation, financial incentives, promotions, or formal recognition, tend to need more intensive direction and monitoring. This can happen because individuals with a high need for recognition often want to ensure that their efforts and contributions are seen and recognized by their superiors or management. With closer supervision, they can receive clearer feedback on their achievements and how they can improve their performance further.

The indicator with the lowest outer loading value in the Work Motivation variable is the Need for Self-Actualization, while in the HR Performance variable, the indicator with the lowest outer loading value is Punctuality. The correlation between these two indicators shows that the higher the individual's drive to achieve self-actualization in their work, the better the punctuality in completing tasks and responsibilities. This means that employees who have a high need for self-actualization tend to be more disciplined in managing their time because they have an intrinsic drive to achieve their maximum potential.

#### 4. Conclusion

Based on the formulation of the problem contained in this study, namely "The Influence of Career Development on Work Motivation, Job Satisfaction and HR Performance at KPPBC TMP A Semarang", the research questions that arise are: 1. The results of this study confirm that Talent Management has a positive and significant influence on Job Satisfaction. In other words, the better the process of talent recruitment, talent development, and talent retention in the organization, the higher the level of employee job satisfaction. 2. This study proves that Talent Management plays a positive and significant role in increasing Work Motivation. This means that effective talent recruitment, optimal talent development, and good talent retention contribute to increasing employee motivation in working. 3. This study shows that Job Satisfaction has a positive and significant impact on HR Performance. Factors such as satisfaction with salary and compensation, workplace conditions, administrative systems and company policies, and cooperation between employees play a role in improving the quality of HR performance. 4. This study proves that Work Motivation has a positive and significant effect on HR Performance. This means that the fulfillment of physiological, safety, social, appreciation, and self-actualization needs contributes to improving the quality and quantity of work, timeliness, cost effectiveness, the level of supervision required, and interpersonal relationships in the work environment.

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