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The Effect of Talent Management on Employee Performance at the National Archives of the Republic of Indonesia (ANRI) through Employee Motivation

Debora Justice Valentina[1], Annisa Syafira Efrial[2], Ary Priambodo[3]
[1,2,3]Management, Faculty of Economics and Business, Universitas Pembangunan Nasional Veteran Jakarta
[1]dvalentina@upnvj.ac.id

Abstract

This study analyzes the effect of talent management on the performance of employees at the National Archives of the Republic of Indonesia (ANRI), with employee motivation as a mediating variable. It seeks to understand how talent management and motivation interact in shaping employee performance within a government institution. Data were collected through a questionnaire distributed to 115 ANRI employees ranging from grade III-A to IV-D, who were selected purposively, using a five-point Likert scale. The data were analyzed with Structural Equation Modeling (SEM) in the AMOS program to test the direct and indirect relationships among the variables. The results show that talent management has a positive and significant effect on employee motivation, and that motivation in turn has a positive and significant effect on performance. Talent management, however, has no significant direct effect on performance, whereas employee motivation fully mediates the relationship between talent management and performance. These findings underline the importance of cultivating employee motivation as the connecting mechanism that converts talent management into improved performance. By strengthening talent management programs alongside employee motivation, government organizations can sustain their performance and competitiveness over the long term. The study offers both theoretical contributions and practical implications for developing talent management and motivation strategies in public-sector institutions.

Keywords: *Talent Management, Employee Performance, Employee Motivation*

1. Introduction

Improving employee performance is a central theme in human resource management, particularly in the era of Industry 5.0, which requires organizations to transform from manual ways of working toward digital ones. Amid the current technological disruption, archival management is expected to be carried out through new approaches that harness advances in digital technology—a message captured in the theme of the 50th National Archives Day, the Golden Year of Archives: Uniting Steps to Realize Digital Archives. Archival innovation is aimed not only at managing government records but also at managing the human resources within the National Archives of the Republic of Indonesia (ANRI). The task of human resource management is to develop the potential held by employees so that the organization obtains the people it needs to achieve its goals [1].

One strategic approach to ensuring that the right employees occupy the right positions is talent management, a comprehensive and dynamic process for attracting, selecting, developing, and retaining a pool of the highest-potential employees so that they can contribute maximally to the organization [2]. Talent management ensures that key positions are filled by qualified, highly skilled employees through a continuous set of activities that range from talent planning and recruitment to development and retention. In government organizations, it becomes an important instrument for responding to the demands of bureaucratic reform and for improving the quality of public services.

Although talent management is, in theory, believed to improve performance, conditions in the field suggest otherwise. In ANRI's 2022 Performance Report, the Capability Index for Archival Institutions was targeted at category B, yet the figure actually achieved remained at category C—the same level as in 2021. This lack of change in capability indicates that employee performance still needs to improve if organizational targets are to be met. It is precisely this pattern of fluctuating and unmet performance targets that makes the issue worth examining further, both theoretically and empirically.

Beyond this empirical phenomenon, there is also a research gap in prior findings on the effect of talent management on performance. Rahmawati [3] and Rachmadinata and Ayuningtias [4] concluded that talent management has a positive and significant effect on employee performance, whereas Prasetya, Nisa, and Astuti [5] found no significant effect on employee performance. These divergent results suggest that the direct relationship between talent management and performance is not yet fully consistent, which calls for another variable capable of bridging the two.

To narrow this gap, the present study introduces employee motivation as an intervening variable. An intervening variable acts as an intermediary positioned between the independent and dependent variables, so that the independent variable does not influence the dependent variable directly but first passes through the intermediary [6]. Motivation is understood as the drive that arises within an individual to act toward a particular goal, shaped by both intrinsic and extrinsic factors. A higher level of motivation should, in principle, raise performance, since motivation affects achievement through the effort an employee is willing to exert. By placing motivation as a mediator, this study attempts to explain more fully the mechanism through which talent management contributes to employee performance.

Against this background, the study aims to analyze the direct effect of talent management on employee performance, the effect of talent management on employee motivation, and the effect of motivation on employee performance, as well as to determine whether employee motivation mediates the effect of talent management on performance at the National Archives of the Republic of Indonesia. The study is expected to contribute theoretically to human resource management scholarship, particularly in the context of government institutions, while offering practical implications for managing talent and motivation among employees at ANRI.

1.1. Literature Review

1.1.1. Talent Management

Talent refers to employees identified as having the potential to become an organization's future leaders. Talent management can therefore be defined as a process for ensuring an organization's ability to fill key future-leadership positions and the roles that support its core competencies [2]. Pella and Inayati [2] describe it as a comprehensive and dynamic process for developing a pool of the highest-potential people within an organization through aligned, integrated development that encompasses attracting, selecting, developing, and retaining talented employees.

Talent management is a continuous undertaking that requires long-term commitment; it includes planning for talent needs, building an image that attracts the best talent, ensuring that new talent reaches a productive level quickly, and running programs to retain top performers. Drawing on this framework, the present study measures talent management using three indicators proposed by Barkhuizen [7]: talent acquisition (finding, attracting, and recruiting candidates to fill needed positions), talent development (developing talent so that it contributes to organizational growth), and talent retention (strategies for keeping talent loyal to the organization). Rachmadinata and Ayuningtias [4] found that talent management significantly affects employee performance, contributing 63.8% to performance.

1.1.2. Motivation

Motivation is a process that governs the intensity, direction, and persistence of an individual's effort toward attaining a goal. It is the desire within a person that drives that person to act in pursuit of an objective. Suprihanto [8] explains motivation as a fundamental psychological process underlying behavior, comprising three main components: needs, drives, and goals. One of the most important things a leader must do is provide motivation in order to improve employee performance.

In this study, motivation is measured using three indicators proposed by Heidjrachman and Husnan [8]: motive (the reason or cause behind a person's action), expectancy (what an individual believes they will gain from their behavior), and incentive (additional rewards given to broaden enthusiasm for work). Together, these indicators reflect both the intrinsic and extrinsic drives that move employees in carrying out their work.

1.1.3. Employee Performance

Performance refers to a set of behaviors relevant to organizational goals—that is, what is actually done and can be observed. It is also identified as the work results that a person or group can achieve within an organization, in accordance with their respective authority and responsibility, in pursuing organizational goals legally and ethically [9]. In short, performance is the degree of success with which a person or institution carries out its work.

This study measures employee performance using three indicators proposed by Bernadin [9]: quality (a process or result that approaches perfection in meeting an objective), quantity (the amount produced), and need for

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supervision (an individual's ability to complete work with or without a supervisor's oversight). These indicators capture the quality, quantity, and independence of employees in completing their work.

1.1.4. Hypothesis Development

The effect of talent management on employee performance. Through sound talent management, an organization can identify and recruit employees whose skills, knowledge, and aptitudes match its needs. Talent management involves developing employees' skills through training, placing them in roles that suit their expertise, providing feedback, and retaining talented staff. Novitasari [10] found that talent management has a positive and significant effect on employee performance: the stronger the talent management, the higher the resulting performance. On this basis, the first hypothesis is formulated as follows:

H1: Talent management has a significant effect on employee performance.

The effect of talent management on employee motivation. Through effective talent management, an organization can identify the unique potential and skills of each employee. Employees who feel that their potential is recognized and valued tend to be more motivated to grow. Talent management encompasses clear career opportunities, a fair recognition system, the placement of employees in roles aligned with their talents and interests, and support from supervisors and colleagues—all of which can enhance motivation [2]. On this basis, the second hypothesis is formulated as follows:

H2: Talent management has a significant effect on employee motivation.

The effect of motivation on employee performance. The motivation an employee brings to their work strongly affects the performance they produce. Suparman, Jajang, and Wahyudin [11] found that motivation significantly affects employee performance. Kapahang, Rorong, and Tampi [12] likewise concluded that motivation correlates significantly with employee performance and is an important factor in determining performance within government institutions. On this basis, the third hypothesis is formulated as follows:

H3: Motivation has a significant effect on employee performance.

The mediating role of employee motivation. Talent management encourages the development of employees' skills and knowledge through training and career development, the provision of constructive feedback, the offering of clear career opportunities, and the placement of employees in roles aligned with their talents and interests. All of these activities can raise motivation, which in turn drives improvements in performance. Motivation is thus expected to serve as the mechanism linking talent management to employee performance. On this basis, the fourth hypothesis is formulated as follows:

H4: Employee motivation mediates the effect of talent management on employee performance.

1.1.5. Conceptual Framework

Building on the theoretical review and the hypotheses developed above, the conceptual framework of this study positions talent management as the independent (exogenous) variable, employee motivation as the intervening variable (mediator), and employee performance as the dependent (endogenous) variable. Talent management is expected to affect employee performance both directly and indirectly through employee motivation. The research model is summarized in Figure 1.

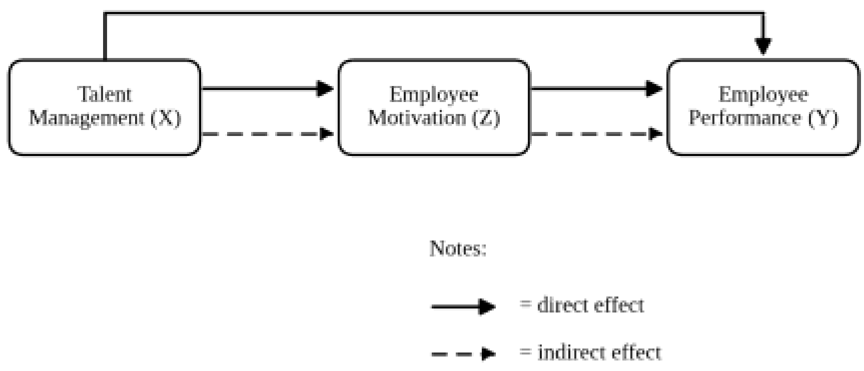

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Figure 1. Research Conceptual Framework

Source: Processed Data (2024)

2. Research Methods

This study is quantitative research with a causal design—that is, research arranged to examine possible cause-and-effect relationships among variables [6]. It draws on both primary and secondary data. Primary data were obtained from respondents' answers to the questionnaire, while secondary data were drawn from a review of books, journals, articles, and other scholarly sources. The study was conducted to determine the effect of talent management on the performance of employees at the National Archives of the Republic of Indonesia, with motivation as an intervening variable.

2.1. Population and Sample

The population in this study was limited to employees of the National Archives of the Republic of Indonesia who were still actively working, both male and female, at grade levels III-A through IV-D. The sampling technique was non-probability sampling, specifically purposive sampling, in which subjects are chosen on the basis of a particular purpose because not all individuals in the population meet the criteria relevant to the research aim. The targeted respondents were employees who had worked for at least two years and reported to a direct supervisor.

The sample size was determined following Hair et al. [13], who state that when the population size is unknown, the recommended minimum sample for SEM analysis is five times the number of indicators. Because this study uses 15 parameter indicators, the minimum required sample is 75 respondents, and for maximum likelihood estimation an ideal range of 100–200 samples is recommended. The study successfully gathered 115 valid responses.

2.2. Operational Definition of Variables

This study uses three variables: talent management as the independent variable (X), employee performance as the dependent variable (Y), and employee motivation as the intervening variable (Z). The operational definition and indicators of each variable are presented in Table 1.

Table 1. Operational Definition of Variables

No.	Variable	Indicator	Scale
1	Talent Management (X)	Talent acquisition; Talent development; Talent retention	Interval
2	Motivation (Z)	Motive; Expectancy; Incentive	Interval
3	Performance (Y)	Quality; Quantity; Need for supervision	Interval

Source: Processed Data (2024)

2.3. Data Collection and Measurement

Data were collected using a questionnaire distributed to respondents according to the sample size. A questionnaire is a suitable data-collection technique when the number of respondents is fairly large and spread across a wide area. Measurement used a five-point Likert scale, as shown in Table 2, in which each response option is assigned a score to gauge respondents' attitudes, opinions, and perceptions of the phenomenon under study.

Table 2. Likert Scale Scoring

Scale	Score
Strongly Agree	5
Agree	4
Neutral	3
Disagree	2
Strongly Disagree	1

Source: Sugiyono (2010)

2.4. Data Analysis Technique

The data analysis technique was Structural Equation Modeling (SEM), operated through the AMOS program. SEM was chosen because it can confirm the dimensions of a construct while measuring the effects of theoretically posited relationships among factors [14]. The analysis began with descriptive statistics to portray respondent characteristics and the distribution of answers, followed by inferential statistics to test the hypotheses.

Construct validity was assessed through Confirmatory Factor Analysis (CFA), with a minimum factor loading of 0.50 and ideally 0.70. Reliability was assessed using Average Variance Extracted (AVE), with a threshold of $\geq$ 0.50, and Construct Reliability (CR), with a threshold of $\geq$ 0.70. Before the structural model was tested, assumption testing was carried out, covering normality (critical ratio within ±2.58) and outlier detection using the Mahalanobis distance. Model adequacy was evaluated through Goodness of Fit criteria, including Chi-Square, CMIN/DF, RMSEA, GFI, AGFI, TLI, and CFI.

The direct-effect hypotheses were tested using the estimate (β) and the probability value (P), with an effect deemed significant when $P < 0.05$. The indirect (mediation) effect was tested using the Sobel test, with mediation deemed significant when the calculated t-value > the critical value in the t-table (1.96). The Sobel test was used because SEM output does not directly display the effect of an independent variable on a dependent variable through an intervening variable.

3. Results and Discussion

The initial stage of data analysis was a pretest to evaluate the validity and reliability of all indicators before proceeding to the main analysis. The pretest was conducted on 30 initial respondents, using factor analysis to assess validity against the criteria of a Kaiser-Meyer-Olkin (KMO) value ≥ 0.50, a Bartlett's Test significance ≤ 0.05, and a minimum component-matrix loading of 0.50, together with a reliability test using Cronbach's alpha at a threshold of 0.60. The pretest showed that every variable met these criteria, so all indicators were declared valid and reliable and fit to proceed to the main analysis with 115 respondents.

3.1. Respondent Characteristics

The study involved 115 employees of the National Archives of the Republic of Indonesia. Respondent characteristics are described by length of service, age, and gender, as presented in Table 3. By length of service, most respondents had worked for 10–15 years (44%), followed by those with more than 20 years (26%). By age, the largest group fell in the 35–45 range (47%). By gender, the composition was relatively balanced, at 51% female and 49% male. This composition suggests that the respondents were well placed to provide objective answers, given that most had sufficient tenure and maturity.

Table 3. Respondent Characteristics

Characteristic	Category	Frequency	%
Length of Service	2–5 years	14	12%
	5–10 years	14	12%
	10–15 years	50	44%
	15–20 years	7	6%
	> 20 years	30	26%
Age	25–35 years	24	21%
	35–45 years	54	47%
	45–55 years	16	14%
	> 55 years	21	18%
Gender	Male	56	49%
	Female	59	51%

Source: Processed Data (2024)

3.2. Description of Respondents' Answers

Respondents' responses to the talent management, motivation, and performance variables were generally high. For talent management, the talent acquisition, talent development, and talent retention indicators were each rated Strongly Agree by most respondents (61%, 61%, and 60%, respectively). For motivation, the motive indicator was rated Strongly Agree by 63% of respondents and expectancy by 53%, while incentive was rated Agree by 47%. For performance, the quality indicator was rated Strongly Agree by 61% of respondents, whereas quantity and need for supervision were rated Agree by 44% and 42%. This distribution points to a positive perception among employees of the three variables studied.

3.3. Assumption Testing

Normality was tested by examining the critical ratio (c.r.), which multivariately should fall within ±2.58. The test produced a multivariate c.r. of 1.912, within that range, so the data were deemed normally distributed. Outliers were examined using the Mahalanobis distance, for which the critical χ^2 value at 15 degrees of freedom with $p < 0.05$ is 24.99. All observations had a Mahalanobis d-squared below 24.99 and a p1 value > 0.05, so the data were deemed free of outliers and fit for further analysis.

3.4. Validity and Reliability Testing

Construct validity assessed through Confirmatory Factor Analysis (CFA) showed that all indicator factor loadings exceeded 0.50, so every indicator was deemed valid. The talent management indicators (MT1, MT2, MT3) had

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loadings of 0.878, 0.795, and 0.814; the motivation indicators (M1, M2, M3) had 0.703, 0.612, and 0.799; and the performance indicators (K1, K2, K3) had 0.774, 0.579, and 0.714. The reliability test showed that all variables met the criteria, with AVE ≥ 0.50 and Construct Reliability ≥ 0.70, as presented in Table 4. All constructs in this study were therefore deemed valid and reliable.

Table 4. Reliability Test Results

Variable	AVE	Construct Reliability
Talent Management (MT)	0.94	0.98
Motivation (M)	0.96	0.99
Performance (K)	0.92	0.97

Source: SEM Output and Processed Data (2024)

3.5. Model Fit Test (Goodness of Fit)

The model-fit test showed that most Goodness of Fit indices met the required criteria, as presented in Table 5. The CMIN/DF of 1.493 (≤ 2.00), RMSEA of 0.066 (≤ 0.08), GFI of 0.925 (≥ 0.90), TLI of 0.960 (≥ 0.95), and CFI of 0.980 (≥ 0.95) all satisfied the good-fit criteria. The Probability (0.012) and AGFI (0.826), meanwhile, fell into the marginal-fit category because their values were close to the established cut-off. According to Hair et al. [13], meeting four to five Goodness of Fit criteria is sufficient to judge a model adequate, so the model in this study was deemed fit.

Table 5. Goodness-of-Fit Indices

Index	Cut-off Value	Result	Evaluation
Chi-Square	As small as possible	77.642	Good Fit
Probability	≥ 0.05	0.012	Marginal
CMIN/DF	≤ 2.00	1.493	Good Fit
RMSEA	≤ 0.08	0.066	Good Fit
GFI	≥ 0.90	0.925	Good Fit
AGFI	≥ 0.90	0.826	Marginal
TLI	≥ 0.95	0.960	Good Fit
CFI	≥ 0.95	0.980	Good Fit

Source: SEM Output (2024)

3.6. Coefficient of Determination

The coefficient of determination (R-Square) indicates how much the independent variables contribute to the dependent variable. The R-Square for employee motivation was 0.792, meaning that talent management, together with the other variables in the full model, explained 79.2% of the variation in motivation, with the remaining 20.8% attributable to variables outside this study. The R-Square for employee performance was 0.821, meaning that motivation, together with the other variables, explained 82.1% of the variation in performance, with the remaining 17.9% attributable to variables outside this study. These high R-Square values indicate that the model has good predictive power.

3.7. Direct-Effect Hypothesis Testing

The results of the direct-effect hypothesis tests are presented in Table 6, which reports the estimate (β), standard error (S.E.), critical ratio (C.R.), and probability value (P) for each path.

Table 6. Direct-Effect Test Results (Regression Weights)

Path	β	S.E.	C.R.	P
Talent Management → Performance	-0.209	0.318	-0.659	0.510
Talent Management → Motivation	0.604	0.132	4.589	0.000
Motivation → Performance	1.475	0.464	3.180	0.001

Source: SEM Output (2024)

Based on Table 6, the first hypothesis (H1), that talent management significantly affects employee performance, is rejected: the estimate of -0.209 (negative) with a P of 0.510 (> 0.05) indicates a non-significant effect. The second hypothesis (H2), that talent management significantly affects employee motivation, is accepted, as shown by an estimate of 0.604 (positive) and a P of 0.000 (< 0.05). The third hypothesis (H3), that motivation significantly affects employee performance, is accepted, as shown by an estimate of 1.475 (positive) and a P of 0.001 (< 0.05). Motivation is the variable with the largest effect in this model.

3.8. Mediation Testing (Sobel Test)

The indirect effect of talent management on employee performance through employee motivation was tested using the Sobel test, as presented in Table 7. The Sobel test produced a calculated t-value of 2.61, greater than the t-table

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value of 1.96, so the indirect effect was deemed significant. The fourth hypothesis (H4), that employee motivation mediates the effect of talent management on employee performance, is therefore accepted.

Table 7. Sobel Test Results

Mediation Path	Coefficient (a·b)	t-statistic	t-table
MT → M → K	0.8909	2.61	1.96

Source: Processed Data (2024)

Given that the direct effect of talent management on employee performance is not significant (H1 rejected) while its indirect effect through employee motivation is significant (H4 accepted), employee motivation acts as a full mediator. In other words, the effect of talent management on performance is channeled entirely through employee motivation rather than operating directly.

3.9. Discussion

Talent management and employee performance. The results show that talent management has a negative and non-significant direct effect on employee performance. This departs from most of the literature, which generally supports a positive relationship, but it aligns with Prasetya, Nisa, and Astuti [5], who report no significant effect of talent management on performance. The result may stem from several obstacles in implementing talent management, including limited management commitment, inconsistent application, and employee development that often does not fully align with the system the organization has put in place. It suggests that the mere existence of a talent management program is not enough to drive performance directly unless it is accompanied by other supporting factors.

Talent management and employee motivation. The results show that talent management has a positive and significant effect on employee motivation. Through effective talent management, an organization can identify the unique potential and skills of each employee, so that those who feel their potential is recognized and valued tend to be more motivated to grow and to contribute their best. This finding is consistent with Pella and Inayati [2], who argue that talent management—encompassing clear career opportunities and employee-development programs—encourages employees to be more motivated in reaching their goals. Placing employees in roles suited to their talents and interests, a fair recognition system, and support from supervisors and colleagues further strengthen their motivation.

Motivation and employee performance. The results show that employee motivation has a positive and significant effect on performance and is, in fact, the largest effect in this model, with a coefficient of 1.475. This is consistent with Suparman, Jajang, and Wahyudin [11], who note that the motivation an employee holds strongly shapes the performance they produce. Kapahang, Rorong, and Tampi [12] likewise conclude that motivation correlates significantly with employee performance and is an important determinant of performance in government institutions. The result confirms that motivation is the principal driver enabling employees to reach optimal performance.

The mediating role of employee motivation. The results show that employee motivation fully mediates the effect of talent management on employee performance. Talent management encourages the development of employees' skills and knowledge through training and career development, constructive feedback, clear career opportunities, and placement in roles aligned with their talents and interests. All of these activities raise motivation, which in turn drives performance. This confirms that talent management cannot stand alone in improving performance; it must be accompanied by stronger employee motivation as the connecting mechanism. In practical terms, organizations need to ensure that the talent management programs they run genuinely raise motivation if those programs are to contribute to performance.

Taken together, the findings indicate that the relationship between talent management and employee performance is indirect and depends entirely on the mediating role of motivation. This full-mediation pattern helps explain the gap in earlier research, in which some scholars found a significant effect of talent management on performance while others did not. That difference can be attributed to the level of employee motivation as the intervening variable: when a talent management program succeeds in raising motivation, performance rises as well; conversely, when talent management fails to mobilize motivation, its effect on performance becomes non-significant.

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3.10. Theoretical Implications

Theoretically, this study contributes to human resource management scholarship, particularly regarding the mechanism through which talent management affects employee performance. The finding that motivation fully mediates the relationship between the two reinforces the view that employees' attitudinal and psychological variables play an important role in linking human resource practices to work outcomes. The study also enriches the literature by positioning motivation as an intervening variable in the context of an Indonesian government institution—a setting examined far less often than the private and industrial sectors. In doing so, it affirms the relevance of motivation theory in explaining the link between talent management and performance in public-sector organizations.

3.11. Practical Implications

In practical terms, the results carry several implications for human resource management at the National Archives of the Republic of Indonesia. First, the organization needs to improve the overall quality of talent management, spanning talent acquisition through skills-based recruitment and selection, talent development through training programs matched to employees' needs, and talent retention through strategies that keep employees in key positions. Second, because motivation is the principal determinant of performance as well as the bridge for talent management, the organization needs to maintain and raise motivation consistently through fair recognition, clear career-development opportunities, adequate incentive systems, and a supportive work environment. Third, the organization should ensure that every talent management program it runs is genuinely felt by employees, so that it fosters motivation rather than merely satisfying administrative requirements. In this way, the synergy between talent management and employee motivation is expected to drive sustained improvements in performance and support the achievement of organizational goals.

4. Conclusion

This study examined the effect of talent management on the performance of employees at the National Archives of the Republic of Indonesia, both directly and through the mediation of employee motivation. The results show that talent management has a positive and significant effect on employee motivation, meaning that an improvement in the quality of talent management is followed by a rise in motivation. Employee motivation has a positive and significant effect on performance—indeed, it is the factor with the largest effect in the model—so that the higher the motivation, the higher the performance. Talent management, by contrast, has no significant direct effect on employee performance. The principal finding of this study is that employee motivation fully mediates the relationship between talent management and employee performance. This indicates that when employees experience sound talent management, they feel more motivated, and it is this motivation that subsequently drives improved performance. The implication is that improving the performance of ANRI employees cannot be achieved through talent management programs alone; it requires stronger employee motivation as the connecting bridge. The organization is therefore advised to improve the quality of talent management while consistently maintaining and raising employee motivation, so that organizational performance can be achieved to its fullest. This study has several limitations. First, it used a cross-sectional method, so the resulting data may not be optimal; future research is advised to use a longitudinal method to obtain higher-quality data. Second, it focused only on talent management as the independent variable, so future research is advised to add other variables—such as leadership, organizational culture, or competence—that may affect employee performance. Third, it used a quantitative approach; future research could employ a qualitative or mixed-methods approach to obtain deeper, more comprehensive findings.

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