



The influence of talent management and employee performance of public health center pagar jati deliserdang in north sumatera province

Togar Naibaho¹, Syah Paradiba Sari Sirait², Winfrontstein Naibaho³

^{1,2}Management/Sekolah Tinggi Ilmu Ekonomi Profesional Indonesia, Indonesia

³Mechanical Engineering/Universitas HKBP Nommensen Pematangsiantar, Indonesia

ARTICLE INFO

Article history:

Received Jun 13 2024

Revised Jun 26, 2024

Accepted Jul 06, 2024

Keywords:

Employee Performance;
Structural Equation Modeling;
Talent Management.

ABSTRACT

This research aims to determine the influence of talent management, performance allowances and self-awareness on the performance of employees of the UPT. Puskesmas Pagar Jati Deliserdang Regency through employee well-being. The type of research used is quantitative descriptive. The research population is employees who work at the UPT. Puskesmas Pagar Jati Deliserdang Regency with a sample size of 114 employees. The data analysis technique uses structural equation modeling (SEM) with the Smart PLS analysis tool version 4.0. The research results show that: (1) talent management has a positive but not significant effect on employee well-being, (2) talent management has a positive and significant effect on employee performance, (3) performance allowances have a positive and significant effect on employee well-being, (4) performance allowances have a positive and significant effect on employee performance, (5) self-awareness (self awareness) has a positive and significant effect on employee well-being, (6) self-awareness has a positive and significant effect on performance, (7) employee well-being (employee well-being) has a positive and significant effect on employee performance. (8) talent management has a positive and insignificant effect on employee performance through employee well-being as an intervening variable, (9) performance allowances have a positive and significant effect on employee performance through employee well-being as an intervening variable, (10) self-awareness has a positive and significant effect on employee performance through employee well-being as an intervening variable.

This is an open access article under the [CC BY-NC](https://creativecommons.org/licenses/by-nc/4.0/) license.



Corresponding Author:

Winfrontstein Naibaho ST.,MT,

Mechanical Engineering,

Universitas HKBP Nommensen Pematangsiantar,

Jalan Sangnauuluh No.4 Siopat Suhu Kota Pematangsiantar, Sumatera Utara,21136,Indonesia

Email: winnaiabaho@gmail.com

1. INTRODUCTION

Puskesmas (Community Health Center) is a leading facility in providing health services to the people of Indonesia. If you feel sick, don't hesitate to go to the Community Health Center for treatment. Puskesmas were established in every sub-district in Indonesia. Each sub-district usually has one Community Health Center. However, if the population

and need for health services are large, more than one Community Health Center can be established in one sub-district.

Since 2014, the Indonesian government has established a national-scale health insurance system called the Social Security Administering Body (BPJS). By becoming a BPJS participant and paying contributions according to their obligations, participants will receive health services according to their rights. The advantage of being a BPJS member is that you get health services at reduced costs or even without any costs at all. The following are the conveniences that BPJS participants can get. If you are outside the Puskesmas area or health facility (faskes) where you are registered, you can still seek treatment at any Puskesmas, not necessarily at the Puskesmas where you are registered. If an emergency occurs, you can also get health services at the Community Health Center or any health facility. If you need advanced health services, doctors at the Community Health Center or health facilities will provide a referral so that you can continue treatment to a more complete health service facility, such as a hospital.

Based on research results and theoretical reviews, there are several factors that most influence employee involvement and performance in the health sector, namely Individual Factors consisting of Ability Competence, knowledge and skills possessed by employees are very important in completing their duties and responsibilities well. Work Motivation: The desire and drive that employees have to work well and achieve organizational goals. Work Discipline: Employee compliance with the regulations and norms that apply in the organization. Commitment: Employees' loyalty and dedication to the organization. Welfare: Good physical and mental condition of employees will support optimal performance. Apart from individual factors, there are also organizational factors consisting of organizational climate: a positive, supportive and collaborative work culture can increase employee motivation and performance. Leadership: Effective leadership from superiors can direct and motivate employees to achieve common goals. Communication: Open, clear and transparent communication between leaders and employees will increase trust and involvement. Facilities and Infrastructure: Adequate work facilities and equipment will support the smooth running of work and improve employee performance. Awards and Recognition: Providing awards and recognition for work performance can increase employee motivation and performance. Career Development: Clear personal and career development opportunities will encourage employees to improve their performance. Workload: A balanced and reasonable workload will help employees to work optimally. Job Stress: Excessive job stress can reduce employee motivation and performance. There are also external factors consisting of government policies. Government policies related to health can influence employee performance in the health sector. Economic Conditions: Stable economic conditions can support increased employee welfare and organizational performance. Technological Developments: Technological developments in the health sector can increase employee work efficiency and effectiveness. Community Demographics Developments in community demographics, such as increasing life expectancy, can influence the workload of employees in the health sector.

The research framework at this point is the exchanges based social harmony among employer-employee, which is hypothesized to be operationalized through the workforce mental agreement by their employee well-being based on high performers and potentials strategy of "Talent Management"(Khuhro, 2020). Largely, modern health care systems lack robust strategies to identify and utilize employee talent essential to help attain organisational citizenship. The study reviewed the relevancy and effectiveness of talent management practices in the public health sector using a case study of Parirenyatwa Group of Hospitals, one of the major referral hospitals in Zimbabwe. The study aimed at closing the talent pipe-line gaps as part of the Health Systems Strengthening initiative towards bringing about talent retention and engagement amongst the health workforce in public sector settings. The study assessed the impact of the existing talent management initiatives focusing on variables; recruitment and attraction

perspective, compensation and rewarding component, health workforce succession management and implemented performance management system (Bernard Nkala et al., 2021). This study aims to find the factors that influence employee performance through employee engagement. This study used a qualitative literature review method. As a result of this study, several variables strongly support improving employee performance. No respondents were used in this study. Previous articles have been used and analyzed. Related to the research title. The results of this study show that there is a significance between the independent and dependent variables which are proven to be interconnected. The findings of this study are that the employee engagement variable plays a very important role in bridging the employee performance variables, supported by thirteen previous research literature reviews (Tahir, 2023). According to the Regulation of the Minister for Empowerment of State Apparatus and Bureaucratic Reform of the Republic of Indonesia Number 3 of 2020, Talent Management for State Civil Apparatus Agencies is a career management system for State Civil Apparatus which includes the stages of acquisition, development, retention and placement of prioritized talent to occupy target positions based on potential level and highest performance through certain mechanisms that are implemented effectively and sustainably to meet the needs of Central Agencies and Regional Agencies. Performance allowances are allowances given to employees based on position class and are paid according to performance achievements (State Civil Service Agency Regulation number 23 of 2017). The performance allowance given to each employee in each Ministry is different and this was conveyed by Syafruddin who served as Minister for Administrative Reform and Bureaucratic Reform (MENPAN RB) in 2019. Syafruddin said that if the State Civil Apparatus in this Ministry has high performance then These State Civil Servants will receive high performance allowances. The performance of each Ministry is a reflection of the performance of each State Civil Apparatus who works in that agency. That self-efficacy partially positive and significant effect on employee performance, the results showed partially Talent Management did not significantly affect employee performance and continuous improvement partially positive and significant effect on employee performance (Hidayat & Panjaitan, 2022). Performance allowance and motivation, employees' work achievement, and organizational performance. Work achievement has a direct and strongest significant influence on performance improvement in public organizations. Nonetheless, the influence of work achievement on organizational performance is mediated by a number of supporting factors, including performance allowance and motivation (Mudhofar et al., 2021). Talent management and organizational commitment have a positive and significant influence on performance. Organizational commitment is able to moderate the positive relationship between talent management and employee performance. Companies must be able to improve talent management problems by conducting training, socialization, developing employee talent so they are able to work well. Pay attention to organizational commitment to employee responsibilities and obligations according to what they do so that employees survive. Management must adjust employee working hours during high season and the busy schedule that employees experience so that employees are able to improve their performance (Karina & Ardana, 2020). Motivation, Empathy, and Social Skills Performance In Simultaneous Against Auditors And Knowing The Empirical Effect of Self-Awareness, Self Setting, Motivation, Empathy, and Social Skills Performance In Partial Against Auditors. Type of data used in this study is the primary data. Primary data in this study were processed and the data collected by the researcher through the deployment questionnaire (27198-ID-Pengaruh-Kesadaran-Diri-Pengaturan-Diri-Motivasi-Empati-Dan-Keterampilan-Sosial, n.d.). Performance allowance and motivation, employees' work achievement, and organizational performance. Work achievement has a direct and strongest significant influence on performance improvement in public organizations. Nonetheless, the influence of work achievement on organizational performance is mediated by a number of supporting factors, including performance

allowance and motivation (Mudhofar et al., 2021). The provision of performance-based benefits is one of the answers to improving individual employee performance which is expected to provide job satisfaction which will ultimately affect the achievement of employee performance (Yulianto et al., 2022). Good talent management can improve employee performance through increased employee engagement. Employee engagement also mediates the relationship between talent management and employee performance (Ekhsan et al., 2023). Employee welfare and organizational commitment together have a positive effect on employee performance. This is proven by the statistical results of the regression test, a value with a probability of 0.000 is smaller than α ($\alpha = 0.05$), so it can be explained that employee satisfaction, employee welfare and organizational commitment have a positive effect on employee performance (6-Article Text-9-1-10-20210410, n.d. 2019). The purpose of this study was to analyze the effect of Servant Leadership, Self-Awareness and Competence on Organizational Commitment and Performance of Employees of Dinas Pekerjaan Umum, Bangkalan State. Indonesia. Sample in this study was 82 Employees of Dinas Pekerjaan Umum, Bangkalan State which gather using the Purposive Sampling technique. Data collection methods used survey techniques with questionnaires as instruments, and data analysis methods used PLS (Partial Least Square) (Hasanah & Mujanah, 2020). Employee empowerment has a positive and insignificant effect on employee welfare and employee performance has a positive effect on employee welfare (Bulqiyah & Sukarno, 2022). Employee performance is very important for an organization because good performance means that the organization's employees can produce good products or services, so that the organization can survive, compete, and develop to achieve goals (Galih Tiarany & Mustofa, n.d.). Performance management is an increasingly important part of strategic human resources management. Employee performance is related to many factors, but education and training are two of the most significant. So far, literature has confirmed that a strategic focus on the employee training leads to the successful achievement of an organization's goals, development, and ultimately to performance (Flegl et al., 2022). Performance is a work achievement that can be achieved from a job. Employee performance in an organization leads to the ability of employees to complete all tasks that have become their responsibility. Various problems in the workplace can often cause workstress, if it lasts long can cause various disturbances. Success in achieving goals is supported by the role of a leader with the leadership style used (Handayani et al., 2020). This research aims to analyze the influence of organizational commitment, work motivation and work experience on the performance of temporary employees at the health centers in Morowali Regency. Through purposive sampling, this research selects 84 temporary employees in three health centers that are : Bahomotefe, Bahonsuai and Laantula Jaya, as respondents. The result of multiple linear regressions test show that : 1) organizational commitment, work motivation and work experience simultaneously have positive and significant influence on the performance of temporary employees; 2) organizational commitment positively influences the performance of temporary employees, but insignificant; 3) work motivation positively influences the performance of temporary employees, but insignificant; 4) work experience positively and significantly influences the performance of temporary employees; 5) work experience has dominant influence on temporary employees' performance (Salma D, n.d.2016) The results of the empirical research uncover that talent management and employee recognition can significantly affect the level of employee performance, as well contributing to the organizational success and positioning. This study also found that talent management and employee recognition are interrelated variables that affect employee performance. Talent Management and employee performance are seen as strategic tools to implement strategic objectives and to enhance employees and organization's performance. The study concludes with a set of recommendations for both practitioners and researchers working in Qatar and beyond. The results of the study emphasize the importance of managing

employee recognition in shaping work performance. It seems to be individuals' need for recognition, esteem and social status continues to be a higher order need irrespective of time and context. This paper is the first paper in Qatar and the Middle East that examines the role of talent management and employee recognition in shaping employee performance in the context of research institutions (Masri & Suliman, 2019) The critical success factors that are perceived to influence the integration of talent management strategies with wellness interventions were identified and discussed. A talent-wellness organisational culture was found to be the main critical success factor with related subcritical factors. Findings also suggest that there is a need to understand the determinants of workplace wellness interventions and how they can positively impact talent management. Based on findings from the current study, future research efforts may focus on engaging employees at all levels of the organization in talent management, establishing a talent-wellness culture and having a talent-wellness coordinator or committee to facilitate implementation (Nzonzo et al., 2020) Job performance is overall a complex meaning, from which its definition and measurement depends on various factors that should be encoded through a scientific documented effort, rather than arbitrary, spasmodic or informally. This review highlights the importance of a valid and reliable human resources assessment where as organizations prosperity competitiveness and effectiveness is increased as well as a strategic planning is developed (Stylianos, 2013) Talent management is the discipline of using strategic human capital planning to improve the value of business and induce it for enterprises organizations to achieve their objectives. It refers the organization's ability to recruit, reward, organize, and retain most talented employees available in job market. In the modern era it has become very important and necessary skill for the workforce to acquire the one's good skills, cognitive abilities, knowledge, and potential to do well for the business strategy to function more appropriately. Talent management is the training strategy for the employees that are set within an organization platform. The organizations where the most productive employees can pick and choose the tasks according to their will and capability are found more beneficial and productive for the organizations. In the adverse economic circumstances, companies are trying to cut their expenses so the talent management system is the means to optimize the performance of each employee (Kaleem, 2019) Every company wants to take over the bussiness competition and monopolize the market. In order to achieve that purpose, there are three major assets that a company should have; funds, products, and talents, but the most important asset is the talents that they have. A company should be able to hire and maintain the best talents, then place them in the right position based on their capability. For that matter, the company needs to apply talent management in their hiring program (Viany Octavia, n.d.2018) The study employed a descriptive research survey to analysis the demography respondents of the study while partial least square structural equation model (PLS-SEM) was used to test the formulated hypotheses of the study. The population was 1,249 academic employees of the selected private universities in Nigeria, while 355 self administered questionnaires were administered, fully completed and returned (Jimoh, 2022) This study aim is to investigate the direct effect of talent management on organizational effectiveness in the health care sector. The study population consisted of all working employees at all levels, from the medical and the managerial domains with a total of 3512 employees, a quantitative research design and regression analysis were used to a convenience sample on a total of 251 valid returns that were gained in a questionnaire based survey, applied among workers from Joint Commission International (JCI) accredited Jordanian private hospitals. The findings showed that there is a strong positive correlation between the study variables; talent management and organizational effectiveness; talent management with its dimensions; attract talent, maintain talent, and develop talent, have a significant effect on organizational effectiveness (Obeidat et al., 2018) This research aims to determine and analyze the effects of performance allowances on work motivation, the

effects of performance allowances on employee performance, the effects of organizational support on work motivation, the effects of organizational support on employee performance, the effects of work motivation on employee performance and the role of work motivation in mediating the effects of performance allowances on employee performance and organizational support on employee performance at Industry and Trade Office Southeast Sulawesi Province (Santi Rafiun et al., 2022) Performance monitoring is carried out with performance assessment by management since, according to the research; performance planning has a limited impact on workers' performance while performance appraisal has been the most precise of employee performance (Almulaiki, 2023) Puskesmas can meet these expectations if it is properly built on health workers' performance. Theoretical framework: This study aims to elaborate and analyze the model to improve health workers' performance, constructed as the impact of improving talent management and knowledge management. Design/methodology/approach: This research was conducted in two public health centers, namely Durikumba Health Center and Lara Health Center, Karossa District, and Central Mamuju Regency (Tamsah et al., 2023) The data obtained from the results of the questionnaire were tested statistically through the Warp PLS 7.0 program. The results of the tests conducted show that talent management has a positive and significant effect on employee performance, talent management has a positive and significant effect on self-efficacy, self-efficacy has a positive and significant effect on employee performance, and talent management has a positive and significant effect on employee performance through self-efficacy (Marhuri & Karneli, 2023).

2. RESEARCH .METHOD

This research was conducted to test the proposed hypothesis using research methods developed in accordance with the variables studied to obtain accurate results. This type of research is quantitative research. The aim of this research is to determine and analyze the influence of talent management, performance allowances, self-awareness on employee performance and employee well-being as intervening variables, which is carried out by data collection and quantitative analysis (questionnaires).

This research is quantitative descriptive research that explains cause and effect between variables through hypothesis testing. This is in accordance with the research objective, namely explaining the causal relationship between the independent variable and the dependent variable by testing the hypothesis.

Table 1. The Answered Of Respondence about Talent Management

Question	Information										Mean	Information
	SS		S		KS		TS		STS			
	f	%	f	%	f	%	f	%	f	%		
The organization provides information to each employee regarding vacant positions that must be filled	45	39,5	62	54,4	7	6,1	0	0	0	0	4,33	SS
The organization searches for potential (talented) employees on a regular and scheduled basis	40	35,1	64	56,1	8	7	0	0	2	1,8	4,23	SS
Organizations prepare potential employees to become future leaders	47	41,2	65	57	2	1,8	0	0	0	0	4,39	SS
Organizations provide competency development opportunities to potential employees inside and outside the organization	52	45,6	53	46,5	9	7,9	0	0	0	0	4,38	SS

The organization provides human resource development facilities to increase employee competency	56	49,1	50	43,9	7	6,1	0	0	1	0,9	4,4	SS
Talent placement according to succession plans based on medium-term strategic needs	48	42,1	51	44,7	14	12,3	0	0	1	0,9	4,27	SS
The organization gives appreciation to employees who participate in the talent management stages until completion.	38	33,3	64	56,1	12	10,5	0	0	0	0	4,23	SS
Average of talent management variabel											4,31	SS

Table 2. The Answered Of Responce about Employee Performance

Question	Information										Mean	Information
	SS		S		KS		TS		STS			
	f	%	f	%	f	%	f	%	f	%		
The tasks given to me are in accordance with my position	28	24,5	71	62,3	13	11,4	2	1,8	0	0	4,1	S
I am always able to complete work on time	33	28,9	76	66,7	5	4,4	0	0	0	0	4,25	SS
I am able to complete my tasks according to the targets set	33	28,9	81	71,1	0	0	0	0	0	0	4,29	SS
I work with a high level of precision	37	32,5	77	67,5	0	0	0	0	0	0	4,32	SS
I always carry out work based on established technical instructions	29	25,4	82	72	3	2,6	0	0	0	0	4,23	S
I am able to minimize errors at work	43	37,7	68	59,7	3	2,6	0	0	0	0	4,35	SS
I am always honest in my work	26	22,8	82	71,9	6	5,3	0	0	0	0	4,18	S
Average of talent management variabel											4,24	SS

3. RESULTS AND DISCUSSIONS

Based on the test results obtained through path analysis, it is known that talent management has a positive and significant effect on employee performance. One of the requirements for employees to enter talent management, both for developing and increasing potential and the process for promoting employees, is to look at employee performance. If an employee has unsatisfactory performance, the organization will not include the employee in the list of employees who must participate in talent management. Employee retention is one part of talent management where organizations will take several steps to retain employees who have excellent performance and also make a real contribution to increasing organizational performance. Some of the ways that organizations usually use to retain their best employees are by providing opportunities for extraordinary promotions if employees have very good performance (performance results exceed the set targets). Another thing that organizations often do to retain employees with the best performance is to provide opportunities to employees is by placing the employee concerned in a work environment that supports employees to be able to develop their potential to become better. Apart from that, organizations will also usually give certificates as thanks for extraordinary employee performance. By implementing talent retention in the organization for high-performing employees,

employees strive to improve their performance to be better. Another talent management implementation that influences employee performance is the process of searching for talented (potential) employees who will later be planned to fill key positions in the future. To be able to follow the stages of implementing talent management related to searching for potential employees who will later be promoted, employees must really pay attention to the work results that must be achieved. This is because at the performance appraisal stage those who will provide value input regarding the employee's performance over the past few years are the direct supervisor and co-workers. Performance assessments given by direct superiors or colleagues will influence employee graduation at the talent management stage. Because this assessment is a view of employee performance results from the perspective of superiors and co-workers who interact directly in carrying out daily tasks. This means that employees who want to take part in talent management must really pay attention to work results and behavior in carrying out their duties and responsibilities. In this section, it is explained the results of research and at the same time is given the comprehensive discussion. The discussion can be made in several sub-chapters.

4. CONCLUSION

Based on the research results it can be concluded talent management has a positive and significant effect on employee performance. One of the requirements for employees to enter talent management, both for developing and increasing potential and the process for promoting employees, is to look at employee performance. If an employee has unsatisfactory performance, the organization will not include the employee in the list of employees who must participate in talent management. Employee retention is one part of talent management where organizations will take several steps to retain employees who have excellent performance and also make a real contribution to increasing organizational performance. Some of the ways that organizations usually use to retain their best employees are by providing opportunities for extraordinary promotions if employees have very good performance (performance results exceed the set targets). Another thing that organizations often do to retain employees with the best performance is to provide opportunities to employees is by placing the employee concerned in a work environment that supports employees to be able to develop their potential to become better. Apart from that, organizations will also usually give certificates as thanks for extraordinary employee performance. By implementing talent retention in the organization for high-performing employees, employees strive to improve their performance to be better. Another talent management implementation that influences employee performance is the process of searching for talented (potential) employees who will later be planned to fill key positions in the future. To be able to follow the stages of implementing talent management related to searching for potential employees who will later be promoted, employees must really pay attention to the work results that must be achieved. Talent Management has a negative and insignificant influence on Employee Well-Being in Public Health Center Pagar Jati. Employee Well-Being (Employee Well-Being) has a positive and significant influence on Employee Performance. Recommendations can be drawn from this study to improve the implementation of talent management in PHC or similar organizations are recruitment and Attraction, onboarding and retention, performance management. Talent management, while intended to be beneficial, can create downsides for employee well-being. Here's how organizations can address these negative influences: Transparency and Communication there is :Clearer Criteria what constitutes "talent" and avoid ambiguity. This helps employees understand how they're evaluated and reduces feelings of being arbitrarily excluded; Open Communication Regularly discuss career paths and development opportunities with all employees, not just designated "high potentials." This fosters trust and reduces anxiety,

REFERENCES

- 6-Article Text-9-1-10-20210410. (n.d.).
27198-ID-pengaruh-kesadaran-diri-pengaturan-diri-motivasi-empati-dan-keterampilan-sosial. (n.d.).
- Almulaiki, W. A. (2023). The Impact of Performance Management on Employee Performance. *Saudi Journal of Business and Management Studies*, 8(02), 22–27. <https://doi.org/10.36348/sjbms.2023.v08i02.002>
- Bernard Nkala, Charles Mudimu, & Angelbert Mbengwa Mbengwa. (2021). Human resources for health talent management contribution: A case for health systems strengthening in the public health sector. *World Journal of Advanced Research and Reviews*, 9(2), 192–201. <https://doi.org/10.30574/wjarr.2021.9.2.0062>
- Bulqiyah, M. H., & Sukarno, G. (2022). Analisis Pemberdayaan Pegawai dan Kinerja Pegawai Terhadap Kesejahteraan Pegawai di UMKM Galeri Belva Batik Kecamatan Burneh Kabupaten Bangkalan. *Al-Kharaj: Jurnal Ekonomi, Keuangan & Bisnis Syariah*, 4(5), 1440–1450. <https://doi.org/10.47467/alkharaj.v4i5.986>
- Ekhsan, M., Daspar, Parashakti, R. D., & Perkasa, D. H. (2023). The Impact of Talent Management on Employee Performance Mediated by Employee Engagement. *East Asian Journal of Multidisciplinary Research*, 2(4), 1821–1834. <https://doi.org/10.55927/eajmr.v2i4.3913>
- Flegl, M., Depoo, L., & Alcázar, M. (2022). The Impact of Employees' Training on Their Performance Improvements. *Quality Innovation Prosperity*, 26(1), 70–89. <https://doi.org/10.12776/QIP.V26I1.1665>
- Galih Tiarany, A., & Mustofa, D. Z. (n.d.). *PENGARUH PERCEIVED ORGANIZATIONAL SUPPORT DAN ORGANIZATIONAL VIRTUOUSNESS PADA KINERJA DIMEDIASI OLEH EMPLOYEE WELL-BEING*. <http://sosains.greenvest.co.id>
- Handayani, N., Tamtomo, D. G., & Murti, B. (2020). Variables at the Community Health Center Have the Ecological Effect on the Performance of Health Workers: A Multilevel Evidence from Klaten, Central Java. *Journal of Health Policy and Management*, 5(2), 152–161. <https://doi.org/10.26911/thejhpm.2020.05.02.08>
- Hasanah, U., & Mujanah, S. (2020). THE EFFECT OF SERVANT LEADERSHIP, SELF-AWARENESS, AND COMPETENCE ON ORGANIZATIONAL COMMITMENT AND PERFORMANCE OF EMPLOYEES OF PUBLIC WORKS IN BANGKALAN DISTRICT. *Ekspektra: Jurnal Bisnis Dan Manajemen*, 4(2), 136–146. <https://doi.org/10.25139/ekt.v4i2.3136>
- Hidayat, R., & Panjaitan, S. (2022). Effect of Self-Efficacy, Talent Management and Continuous Improvement on Employee Performance. *The Management Journal of Binaniaga*, 7(2), 229–238. <https://doi.org/10.33062/mjb.v7i2.12>
- Jimoh, A. L. (2022). The Influence of Perceived Organizational Support on Talent Management and Job Performance. *Jurnal Aplikasi Bisnis Dan Manajemen*. <https://doi.org/10.17358/jabm.8.3.738>
- Kaleem, M. (2019). The Influence of Talent Management on Performance of Employee in Public Sector Institutions of the UAE. *Public Administration Research*, 8(2), 8. <https://doi.org/10.5539/par.v8n2p8>
- Karina, N. K., & Ardana, I. K. (2020). PENGARUH TALENT MANAGEMENT TERHADAP KINERJA KARYAWAN DENGAN KOMITMEN ORGANISASI SEBAGAI VARIABEL MODERASI PADA KARYAWAN. *E-Jurnal Manajemen Universitas Udayana*, 9(2), 487. <https://doi.org/10.24843/ejmunud.2020.v09.i02.p05>
- Khuhro, S. (2020). *RELATIONSHIP BETWEEN TALENT MANAGEMENT STRATEGIES AND EMPLOYEE WELLBEING: MEDIATING ROLE OF CORPORATE ENTREPRENEURSHIP AND DIVERSITY CLIMATE*. <https://doi.org/10.13140/RG.2.2.33439.43683>
- Marhuri, S., & Karneli, O. (2023). The Effect of Talent Management on Employee Performance with Self-Efficacy as Mediation Variables. *Almana: Jurnal Manajemen Dan Bisnis*, 7(1), 39–48. <https://doi.org/10.36555/almana.v7i1.2076>
- Masri, N. El, & Suliman, A. (2019). Talent Management, Employee Recognition and Performance in the Research Institutions. *Studies in Business and Economics*, 14(1), 127–140. <https://doi.org/10.2478/sbe-2019-0010>
- Mudhofar, M., Widya, S., Lumajang, G., Gumanti, T. A., Bhayangkara, U., & Raya, J. (2021). *Performance Allowance, Motivation, Employees' Work Achievement And Organizational Performance Among Government Employees*. 25(1), 74–89. <https://journal.ugm.ac.id/jkap>

- Nzonzo, J. C., Du Plessis, Y., & Nzonzo, J. (2020). *SA Journal of Human Resource Management*. <https://doi.org/10.4102/sajhrm>
- Obeidat, B., Yassin, H., & Masa'deh, R. (2018). The Effect of Talent Management on Organizational Effectiveness in Healthcare Sector. *Modern Applied Science*, 12(11), 55. <https://doi.org/10.5539/mas.v12n11p55>
- Salma D. (n.d.). *PENGARUH KOMITMEN ORGANISASI, MOTIVASI KERJA DAN PENGALAMAN KERJA TERHADAP KINERJA PEGAWAI HONOR LEPAS PADA PUSKESMAS DI KABUPATEN MOROWALI*.
- Santi Rafiun, J., Madjid, R., Muh Nur, & Tambunan, R. (2022). THE EFFECTS OF PERFORMANCE ALLOWANCE AND ORGANIZATIONAL SUPPORT ON WORK MOTIVATION AND EMPLOYEE PERFORMANCE AT INDUSTRY AND TRADE OFFICE SOUTHEAST SULAWESI PROVINCE. *International Journal of Applied Science and Research*, 05(04), 05–13. <https://doi.org/10.56293/ijasr.2022.5402>
- Stylianos, K. (2013). Employee Performance Appraisal in Health Clubs and Sport Organizations: A Review. *American Journal of Sports Science*, 1(4), 44. <https://doi.org/10.11648/j.ajss.20130104.11>
- Tahir, A. M. S. (2023). The Influence of Talent Management Practice, Training, Job Satisfaction on Employee Performance: The Mediating Role of Employee Engagement. *Formosa Journal of Science and Technology*, 2(2), 633–644. <https://doi.org/10.55927/fjst.v2i2.2950>
- talent-management-practices-and-employee-performance-1rj3qtko*. (n.d.).
- Tamsah, H., Nurung, J., Nasriani, & Yusriadi, Y. (2023). TALENT AND KNOWLEDGE MANAGEMENT ON EMPLOYEE PERFORMANCE IN PUBLIC ORGANIZATION. *International Journal of Professional Business Review*, 8(4). <https://doi.org/10.26668/businessreview/2023.v8i4.1557>
- Viany Octavia, H. (n.d.). *PENGARUH MANAJEMEN TALENTA TERHADAP KINERJA KARYAWAN (Studi Pada Karyawan PT Pertamina Geothermal Energy Area Ulubelu) SKRIPSI Diajukan untuk Menempuh Ujian Sarjana Fakultas Ilmu Administrasi pada Universitas Brawijaya*.
- Yulianto, H., Nurpadilah, L., Manajemen STIE Wira Bhakti Makassar, P., & Manajemen STIE Yayasan Pendidikan Ujung Pandang Makassar, P. (2022). Pengaruh Tunjangan Kinerja terhadap Kinerja Pegawai melalui Kepuasan Kinerja Sebagai Variabel Mediasi. *SEIKO: Journal of Management & Business*, 5(1), 2022–2343. <https://doi.org/10.37531/sejaman.v5i1.1651>