



TALENT MANAGEMENT STRATEGIES TO IMPROVE EMPLOYEE PERFORMANCE AT BARANTIN

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Article Info

Article history:

Received Aug 01, 2025

Revised Aug 25, 2025

Accepted Sept 03, 2025

Keywords:

Talent Management, Employee Performance, Strategic HRM, Public Sector, SEM

ABSTRACT

The development of an organization is inseparable from the support of both internal and external stakeholders, with human resource management (HRM) playing a critical strategic role in achieving organizational objectives. In the modern competitive environment, Talent Management (TM) has emerged as a key HRM practice to attract, develop, retain, and position individuals with the right skills to drive organizational success. This study aims to examine the effect of Talent Management strategies on Employee Performance (EP) at the Indonesian Quarantine Agency (Barantin). Drawing on theories from Collings and Mellahi (2009) and other prior research, the study emphasizes the importance of aligning TM initiatives with institutional goals to enhance productivity and service quality. A quantitative research method was applied, with data collected through purposive sampling from 160 employees. The analysis used Structural Equation Modeling (SEM) via SmartPLS to test the measurement and structural models. The R^2 value for EP was 0.819, indicating that Talent Management explains 81.9% of the variance in Employee Performance, while the Q^2 value of 0.689 confirms strong predictive relevance. Hypothesis testing results show a path coefficient of 0.905, a t-statistic of 43.460, and a p-value of 0.000, indicating a very strong, positive, and statistically significant effect of Talent Management on Employee Performance. The discussion highlights that systematic talent acquisition, targeted training and development, performance-based appraisal systems, and structured career pathways substantially contribute to enhancing work quality and productivity at Barantin. The findings align with previous studies in both public and private sectors, confirming that well-implemented TM strategies improve engagement, retention, and organizational outcomes. The exceptionally high correlation found in this study suggests that Barantin's TM practices are highly customized to its operational needs, enabling effective skill utilization and superior performance. These results underscore the strategic importance of TM in public sector institutions and provide practical insights for policymakers and HR practitioners aiming to strengthen workforce capabilities.

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1. INTRODUCTION

The growth and development of a company are inseparable from various forms of support derived from both its internal and external environments. One critical factor is human resource management (HRM), which plays a strategic role in aligning organizational approaches with the achievement of corporate objectives and transforming strategic plans into actionable measures to maintain competitiveness (Holbeche, 2009; Dessler, 2013). Given the

pivotal role of human resources, organizations must focus on optimizing the potential of every employee. This requires effective talent management—a process that, despite being underdeveloped in many organizations, can be implemented successfully through a clear understanding and structured application (Horváthová, 2013).

Recent years have witnessed a paradigm shift in HRM, with human resources increasingly recognized as strategic assets or human capital that must be managed proactively (Ellitan, 2002). Strategic HRM emphasizes the integration of HR practices with organizational planning to enhance performance, positioning HR managers as key drivers of competitive advantage through the optimal utilization of employee capabilities. This shift is particularly relevant in the current knowledge-based economy, where employees act as “knowledge workers” who must continuously acquire new competencies in response to technological and informational advancements (Sinambela, 2021).

The emergence of talent management has gained prominence in modern organizations due to evolving economic conditions and increasingly strategic business needs (Collings & Mellahi, 2009). It represents a systematic approach to identifying, developing, retaining, and placing the right employees in the right positions (Lewis & Heckman, 2006). Its primary aim is to strengthen organizational capacity to face contemporary challenges while enhancing performance through targeted workforce development (Schullion & Collings, 2011).

In today's competitive and globalized environment, talent management has become a critical determinant of corporate sustainability (Kim et al., 2012). Organizations face complex challenges that cannot be resolved without investing in human capital (Habes et al., 2021; Elegbe, 2016), and the globalization of business has further heightened the need for effective personnel policies that operate across national contexts (Schuler, Jackson, & Tarique, 2011). Competitive advantage increasingly depends on a company's ability to recruit, develop, and retain talented employees, whose skills and creativity are difficult to replicate (Salloum et al., 2021; Alqurashi et al., 2023). The “war for talent” has intensified the competition for highly qualified personnel, making talent acquisition and retention essential for sustaining innovation and achieving strategic goals (Chetty, 2015).

Effective talent management is closely linked to employee performance appraisal, as talent is reflected in the quality and consistency of employees' work output. This study, therefore, seeks to investigate the role of Talent Management within the Indonesian Quarantine Agency and its influence on achieving competitive advantage.

2. LITERATUR REVIEW

Talent Management

It is undeniable that the role of Human Resources (HR) has proven to be vital to organizational growth. Since the early 20th century, HR has been positioned as paramount, even designated as “human capital,” where people are viewed as a factor that can generate capital. This means that qualified HR can develop a sound business plan that can convince investors to finance projects undertaken by the organization. Human Resources are positioned not only as “human capital” but also as “human investment,” meaning that HR is an investment. Therefore, HR development is needed through increased formal, informal, and non-formal education. However, this capacity building requires significant investment. Once “successful,” these people will function as “mines” for the organization. Therefore, proper human resource management is necessary (Sinambela, 2021).

The term “talent” originates from ancient Greece and the Bible, initially used as a unit of weight, then as a unit of currency, and finally as a reference to an individual's inherent worth or ability (Joudeh et al., 2021; Gallardo-Gallardo, 2018). In an organizational context, talent has three distinct characteristics. Employees who possess unique knowledge, skills, and abilities in a specific field or technique are often considered talent within a group. In other contexts (Thunnissen & Van Arensbergen, 2015), “talent” can refer to the entire workforce (Gallardo-Gallardo, 2018; Alghizzawi & Habes, 2020). Essentially, talent refers to a person's general skills, knowledge, and abilities, reflecting what an individual has achieved and what they are capable of achieving. Thus, talent is closely linked to specific individuals and their expertise and competencies.

The core premise behind the Talent hierarchy concept is that, under most conditions, Talented individuals demonstrate a significantly higher level of commitment compared to other employees in the organization (Beechler & Woodward, 2009). By definition, Talent in organizations is often limited to a small portion of the workforce. Talent Management, in this context, is defined as a systematic approach to attracting, developing, and retaining experienced individuals, while fostering collaboration to integrate their expertise into a globally relevant framework (Hongal & Kinange, 2020). Talent, in this sense, refers to the psychological and physical abilities required to regulate one's behavior (Kaliannan et al., 2023). While Talent is partly innate, it is largely shaped by education, training, experience, practice, and work ethic (Gallardo-Gallardo, Thunnissen, & Scullion, 2020). Talent can be present at both the group and individual levels and can be acquired through learning and research (Mitosis, Lamnisos, & Talias, 2021). From an individual perspective, talent can be innate or developed over time.



Management, in general, is the process of setting goals and allocating resources to achieve them (Claus, 2019). Talent management, on the other hand, involves guiding employees in their work, identifying their capabilities, and aligning those capabilities with organizational goals (Anlesinya & Amponsah-Tawiah, 2020). In identifying talent, several pitfalls should be avoided—for example, delegating the process entirely to external experts without adequate internal involvement.

Talent management is essentially the process of enhancing employee potential to achieve elite and professional standards in the workplace (Mwanzi, Wamitu, & Kiama, 2017). Collings & Mellahi (2009) describe it as encompassing four main activities: talent discovery, talent recruitment, talent development, and talent retention, all aimed at meeting current and future business needs. Muntean (2014) defines it as the process of managing, recruiting, and developing top talent using specific frameworks and methodologies to evaluate skills, abilities, and potential. Cannon & McGee (2011) emphasize the formulation of a system that not only addresses employee challenges but also retains talented individuals who drive organizational success (Sandeepanie et al., 2020). Similarly, Oehley (2007) frames talent management as a strategy to improve workforce efficiency by developing existing talent while recruiting new employees with the capabilities to meet ambitious future goals.

According to Yildiz & Esmer (2023), talent management consists of a clear strategy for attracting, developing, and retaining employees with unique skills to ensure the organization's long-term growth. Kusuma, Hamidah, & Pahala (2023) view it as an organizational methodology for achieving human resource goals and cultivating a skilled workforce. Urbancová (2019) highlights it as a strategic approach to effectively managing human resources, enabling organizations to achieve a strong market position while enabling employees to excel in their roles.

A talent management strategy fulfills both financial and non-financial objectives. Financially, well-executed talent management can increase profitability, talent efficiency, and market value. Non-financially, talent management can increase organizational attractiveness, reduce turnover times, achieve business goals, ensure operational excellence, and enhance customer satisfaction (Tepayakul & Rinthaisong, 2016). At the individual level, talent management drives job satisfaction, motivation, accountability, work quality, and competence (Dhanabhakym & Kokilambal, 2014). Organizations that implement digital employee management systems often achieve better leadership development, employee growth, and future talent planning.

Talent Management Strategies

Talent management has evolved from an individualistic approach to a strategic methodology, emphasizing long-term, continuous improvement. However, ambiguity remains regarding the definition of “strategic” in this context (Anlesinya & Amponsah-Tawiah, 2020). Various scholars employ terms such as “system level,” “strategic perspective,” and “strategic talent management” interchangeably (Alves et al., 2020; Järvi & Khoreva, 2020). Gallardo-Gallardo (2018) classifies talent management as a form of strategic management work. Kececioglu & Yilmaz (2014) define strategic talent management as a systematic process for identifying key positions that contribute to competitive advantage, developing high-potential talent pools, and ensuring these roles are filled with qualified candidates committed to the organization.

Initially, strategic talent management focused less on HR as a function and more on aligning with organizational goals (Shet, 2020). It emphasizes system-level challenges such as leadership, teamwork synergy, innovation, internal organization, training, and operational processes (Dhanabhakym & Kokilambal, 2014; Al-Sarayrah et al., 2021). Without these systems, even high-performing individuals may struggle to deliver results. Hughes & Murray (2018) advocate for a broader and more diverse talent management framework, encompassing recruitment, identification, development, engagement, retention, and high-potential employee management (Gerhardt & Karsan, 2022).

Gilani & Cunningham (2017) stress the importance of identifying strategic positions, gathering superior talent, and creating distinct HR systems to connect talent with organizational objectives. However, some scholars caution against equating talent management with HRM, describing it as “old wine in new bottles” (Noe et al., 2020).

A key challenge in global talent management is the universal shortage of skilled professionals. Organizations worldwide compete for the same talent pool, leading to competitive practices such as “talent poaching” (Sparrow, Hird, & Cooper, 2015). Successful global organizations balance local recruitment practices with broader knowledge and skills dissemination across geographies (Anlesinya, Dartey-Baah, & Amponsah-Tawiah, 2019).

Employee Performance

Employee performance is a measure of work results compared to established standards (Dessler, 2017). Performance results from a combination of employee effort and the support they receive, and will decline if any of these factors are lacking (Mathis et al., 2015). Performance is a critical metric for assessing whether an organization is effectively managed, as individual performance reflects the organization's overall performance. Performance is also

related to the achievement of organizational goals, adherence to performance standards, and the behaviors employees exhibit in their roles.

Performance is a work outcome that is significantly related to the achievement of the organization's strategic goals, customer satisfaction, and contribution to the economy. To achieve good performance, four key elements must be considered: job descriptions, outlining the duties and responsibilities of a position so that the person performing it knows exactly what to do; clear performance indicators, meaning they must know the indicators of success for their tasks; and performance standards, which indicate the success or failure of the tasks being performed. By systematically implementing these three elements, it is hoped that the established goals can be achieved. Because organizational growth is largely determined by employee performance, it is management's responsibility to manage this performance by planning, implementing plans, motivating employees to perform at a high level, and evaluating performance (Sinambela, 2019).

The concept of job design encompasses aspects related to "the content and organization of an individual's tasks, activities, relationships, and job responsibilities" (Parker, 2014, p. 662), and has been recognized as a key antecedent of job performance (Parker et al., 2017). From a contemporary perspective on job design, Grant, Fried, and Juillerat (2011) consider four types of job characteristics: task, knowledge, social, and work context.

Task characteristics include autonomy, task variety, task significance, task identity, and job feedback, dimensions analyzed by the Job Characteristics Model (JCM, Hackman & Oldham, 1976). Knowledge characteristics encompass job complexity, information processing, problem solving, skill variety, and specialization. Social characteristics include social support, interdependence, interactions outside the organization, and feedback from others. Finally, work context characteristics include ergonomics, physical demands, working conditions, and equipment.

While all work environment characteristics are important, this study focuses on analyzing task significance (task characteristics) and social support (social characteristics) as important factors in improving employee job performance. Previous research has recognized a positive relationship between task significance and job performance (e.g., Grant, 2008; Humphrey et al., 2007) and between social support and job performance (e.g., Shanock & Eisenberger, 2006).

Task significance describes "the degree to which a job has a substantial impact on the lives or work of others, both within the organization and in the external environment" (Hackman & Oldham, 1976, p. 257). This perception is particularly relevant today, as employees increasingly care about doing work that benefits others and contributes to society (Colby, Sippola, & Phelps, 2001). Task significance can be analyzed within the framework of goal-setting theory (GST). According to this theory, encouraging people to pursue clear and challenging goals yields greater performance benefits than encouraging them to pursue vague and easy goals or simply encouraging them to do their best (Locke, Latham, Smith, Wook, & Bandura, 1990). Therefore, in the context of GST, task significance can be viewed primarily as a determinant of goal commitment (Locke & Latham, 2002). Employees who perceive their work as having a positive impact on others will devote more time and energy to it, which in turn will improve their job performance (Juliani & Purba, 2019). Conversely, a lack of task significance is a major reason for employee disengagement (Kahn, 1990). Thus, emphasizing task significance can be crucial for achieving higher levels of job performance, particularly in industrial sectors where material incentives are often limited.

Based on previous reasoning, when perceptions of task significance are enhanced, employees tend to be more effective in performing their tasks (Grant, 2008; Hackman & Oldham, 1976). However, there have been mixed results when considering the type or intensity of the influence of task significance on job performance. Previous research has failed to demonstrate a strong relationship between task importance and job performance, showing only a weak relationship (Humphrey et al., 2007). Other research has shown that in some cases, increasing the social importance of routine tasks can hinder individual task performance, make it difficult to achieve established goals, and create greater anxiety and pressure on workers to achieve higher job performance (Anderson & Stritch, 2016). Conversely, several studies have shown a strong and direct relationship between task significance and job performance (Grant, 2008) or an indirect relationship through other variables, such as individual disposition (Peiró, Bayona, Caballer, & Di Fabio, 2020), job engagement (Grobelna, 2019), or passion for work (Juliani & Purba, 2019). In this regard, the job characteristics model (Hackman & Oldham, 1976) proposes that task significance, along with skill variety and task identity, can create meaning in work, which in turn leads to improved employee job performance (Humphrey et al., 2007).

Research Hypothesis

Based on the theoretical foundation, literature review, and previous research findings, the following research hypothesis is formulated. Talent Management Strategy is suspected to have a positive and significant impact on Employee Performance at the Indonesian Quarantine Agency (Barantin). This is based on the view that the implementation of targeted talent management, from talent acquisition, training and development, a performance-based appraisal system, to the development of a clear career path, will improve employee motivation, engagement, and

productivity. Therefore, the better the talent management strategy is implemented, the higher the resulting employee performance will be.

Furthermore, derivative hypotheses can be formulated to describe the contribution of each dimension of the talent management strategy to improving employee performance. First, talent acquisition is suspected to have a positive impact on employee performance, as a competency-based recruitment process will produce human resources aligned with the organization's needs. Second, talent training and development are suspected to have a positive impact on employee performance, as systematic learning programs can improve employee knowledge, skills, and professionalism. Third, a performance-based appraisal system is believed to have a significant impact on employee performance, given that the presence of objective indicators can encourage the creation of a fair and productive work culture. Fourth, a structured career path is also assumed to have a positive impact on employee performance, as a clear direction for career development will motivate employees to make their best contribution.

Therefore, the primary hypothesis of this study states that the talent management strategy, both overall and through its constituent dimensions, has a positive and significant impact on employee performance at Barantin.

3. RESEARCH METHODOLOGY:-

This study uses a quantitative approach to test the hypothesis regarding the causal relationship between talent management and employee performance. Data were collected through a questionnaire using a purposive sampling method, which selects respondents based on specific criteria, rather than randomly (Arikunto, 2010:183). The sample size consisted of 160 employees. Data analysis was performed using Structural Equation Modeling (SEM) techniques using SmartPLS software. Both primary and secondary data sources were used in this study.

4. RESULTS AND DISCUSSION

Measurement Model Test (Outer Model)



Figure 1. Measurement Model

From Figure 1, the model produced above shows that almost all loading factor values are above 0.5. This means that almost all indicators are valid. There is only one item with a value below 0.5.

Structural Model Test (Inner Model)

This is conducted to test the causal relationship between variables or to test hypotheses. The structural model of the study can be seen in the figure below:

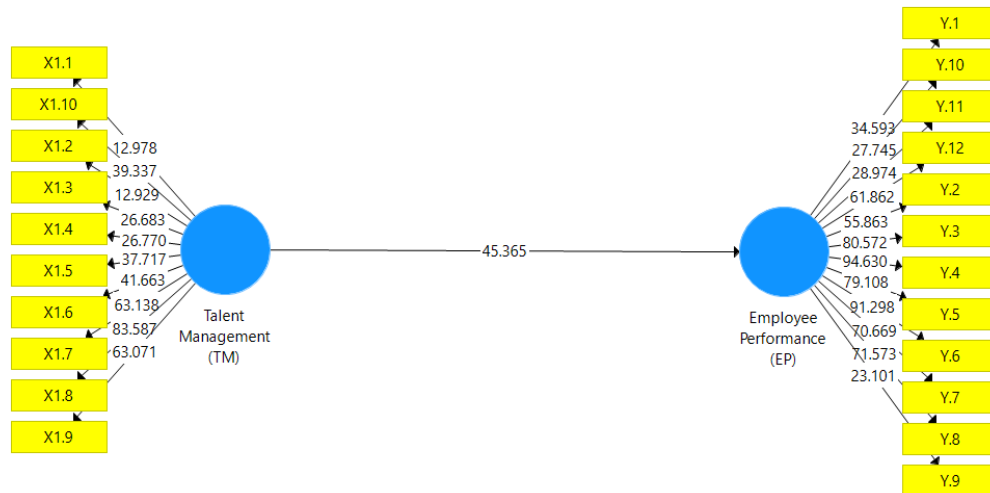


Figure 2. Structural Model

It can be seen that almost all paths in the model meet the significance level, namely a T Statistic value greater than 1.96 and P-Values below 0.05.

Determination Test (R^2)

The R square values for each variable can be seen in the table below:

Table 1. R Square

	R Square	R Square Adjusted
Employee Performance (EP)	0.819	0.818

From Table 1, it can be seen that the R square value of the **Employee Performance (EP)** variable is 0.819, which means that the **Employee Performance (EP)** variable can be explained by independent variables by 81.9%, and the rest is influenced by other variables not explained in this study.

Predictive Relevance

Predictive Relevance, according to Ghozali (2011), can be measured using the predictive relevance value (Q^2), where the interpretation of Q^2 is the same as the total determination coefficient in path analysis. A model is considered to have relevant predictive value if the Q^2 value is greater than zero (0). The Q^2 value has a range of $0 < Q^2$

Table 2. Predictive Relevance

	SSO	SSE	$Q^2(=1-SSE/SSO)$
Employee Performance (EP)	1920.000	596.267	0.689
Talent Management (TM)	1600.000	1600.000	

Based on these calculations, it can be concluded that the predictive relevance value in this study is 0.689 and can be considered relevant.

Hypothesis Testing

In this study, hypothesis testing was conducted by considering the P-value, t-statistics, and path coefficient. When the P-value is < 0.05 and the t-statistics is > 1.64 , it indicates that there is an influence of the independent variable on the mediating variable and the dependent variable.

Table 3. Hypothesis Testing

	Original Sample	Sample Mean	Standard Deviation	T Statistic	P Values
Talent Management (TM) on Employee Performance (EP)	0.905	0.902	0.021	43.460	0.000



The statistical analysis indicates that the original sample path coefficient between Talent Management (TM) and Employee Performance (EP) is 0.905, while the sample mean is 0.902. This high coefficient demonstrates a strong and positive relationship, meaning that improvements in Talent Management practices are highly associated with improvements in Employee Performance within the observed context. The small difference between the original sample and the sample mean also suggests the model's estimates are stable and reliable.

The standard deviation of 0.021 shows minimal variability in the path coefficient across the bootstrapped samples, indicating consistency in the observed relationship. This low standard deviation reinforces the robustness of the findings, as the variation from the estimated mean is very small, suggesting that the relationship between TM and EP is not significantly influenced by random fluctuations in the sample data.

The t-statistic of 43.460 is exceptionally high, far exceeding the commonly used critical value thresholds (such as 1.96 for a 5% significance level in a two-tailed test). This implies that the relationship between Talent Management and Employee Performance is statistically significant and unlikely to have occurred by chance. In other words, the probability of observing this strong relationship if there were no true association is extremely low.

Finally, the p-value of 0.000 (often reported as $p < 0.001$) provides strong evidence to reject the null hypothesis that Talent Management has no effect on Employee Performance. This result confirms that Talent Management plays a crucial role in enhancing employee outcomes, aligning with prior studies that emphasize the importance of effective talent strategies in driving organizational performance. The findings strongly suggest that investment in Talent Management is likely to yield significant performance benefits for employees.

Discussion

Talent Management Strategies to Improve Employee Performance at Barantin

The results of this study reveal that Talent Management (TM) has a very strong and statistically significant effect on Employee Performance (EP) at the Indonesian Quarantine Agency (*Barantin*), as evidenced by the path coefficient of 0.905, a t-statistic of 43.460, and a p-value of 0.000. These findings indicate that the implementation of Talent Management strategies—such as systematic talent acquisition, targeted training and development, performance-based appraisal systems, and career development pathways—substantially enhances employee performance within the organization. The strength of the coefficient suggests that effective Talent Management at Barantin is not only supportive but is a primary driver of employee productivity and quality of work.

When compared to previous studies, the results are consistent with the findings of Collings and Mellahi (2009), who emphasized that Talent Management significantly improves employee engagement and overall performance when integrated with organizational goals. Similarly, research by Al Ariss et al. (2014) demonstrated that organizations with structured talent identification and development programs achieve higher performance levels and retain key employees longer. The current findings also align with the study of Sutanto and Kurniawan (2016) in the Indonesian public sector, which showed that clear career mapping and competency-based development significantly influence employee output and service quality.

However, this study's path coefficient (0.905) is notably higher than many prior studies, which typically report moderate to strong correlations in the range of 0.60 to 0.80. This suggests that at Barantin, Talent Management strategies may be exceptionally well-tailored to the agency's operational needs, potentially due to targeted programs that directly address skill gaps and performance expectations in the quarantine sector. The results reinforce the strategic importance of Talent Management as a critical tool for public sector organizations aiming to enhance employee effectiveness, adapt to policy demands, and maintain high service standards.

5. CONCLUSION

This study concludes that Talent Management has a very strong and statistically significant positive effect on Employee Performance at the Indonesian Quarantine Agency (*Barantin*), with a path coefficient of 0.905, a t-statistic of 43.460, and a p-value of 0.000. These results confirm that strategic talent acquisition, targeted training and development, effective performance appraisal systems, and clear career progression pathways play a critical role in enhancing employee productivity and work quality. The exceptionally high correlation compared to prior studies suggests that Talent Management practices at Barantin are highly tailored to organizational needs, leading to optimal alignment between employee competencies and institutional objectives. This alignment not only boosts performance but also strengthens the organization's ability to adapt to challenges and maintain service excellence.

6. RECOMMENDATIONS

Based on the research findings, Barantin is advised to immediately strengthen its competency-based recruitment process to ensure that the talent acquired aligns with the organization's strategic needs. In the short term,

focus on mapping critical positions and transparent selection, while in the long term, build an integrated talent management system. Training programs need to be enhanced through routine technical training and developed into a competency-based curriculum that adapts to regulatory and technological developments. The performance appraisal system must be immediately improved with objective and transparent indicators, then transformed into a digital system integrated with career paths.

Furthermore, employee career paths need to be clearly defined and socialized to increase motivation and retention of top talent. The use of digital technologies, such as HRIS and e-learning, must be immediately implemented and expanded into predictive analytics to support data-driven decision-making. Finally, an organizational culture that encourages innovation, collaboration, and performance rewards must be strengthened to create a work environment conducive to strategic talent development. With these steps, Barantin will be able to maintain service excellence while strengthening its long-term competitiveness.

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