

TALENT MANAGEMENT: BETWEEN PERFORMANCE AND DEMOTIVATION

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ABSTRACT

This research is motivated by the bureaucracy not easily adapting to changes in the industrial era. The bureaucratic condition makes the organization not driven by the best people so that performance and public services are low. This does not rule out the possibility of causing demotivation or a decrease in morale in certain employees or employees who have potential and competence but are disadvantaged in the talent pool process, so the purpose of this study is to formulate Criteria for the Implementation of Talent Management that can improve employee performance but does not have an impact on employee demotivation.

The method used is a qualitative approach using a descriptive writing method. Data processing uses Milles and Huberman's interactive model, including data reduction, data presentation, analysis, and conclusion drawn.

The conclusion in this study is that the implementation of good talent management is focused on commitment, cultivating a talent mindset, integrity and ethics from the leaders of the organization and all its ranks, implementation strategies that lead to objective superior talents with an adaptive approach, competency development with a career digitalization system and the implementation of talent management evaluation.

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1. Introduction

Managing efficient and effective human resources that lead to the progress and development of an organization, without proper human resource planning, the progress of an organization will be difficult to achieve (Putranto, R., Dawud, J., Pradesa, H., Harijanto, D., & Agung Dharmanegara, I, 2022). HR planning as a systematic process that connects a company's human resource needs with the company's strategy and goals is an important step in ensuring the company's success and progress through effective human resource management (Mahatmavidya, PA., mekari.com, 2024). Every organization is required to increase its service satisfaction and competitive advantage by investing in human resources that are aligned with business strategies or performance targets that have been set (Bashori, K., 2012). A key element for the survivability and sustainability of every

organization that experts believe in the stages of human resource management includes talent management (Bashori, K., 2012).

The implementation of talent management, which has been more familiar in the private sector, has been adopted and replicated in the public sector in its development (Suryokusumo, S., 2019), especially after the issuance of the Ministerial Regulation of PAN RB No. 3 of 2020 concerning Talent Management of the State Civil Apparatus, requiring talent management to be implemented in the public sector. The implementation of national talent management aims to improve quality and competitive human resources. In general, it aims to realize the practice of the right person on the right job in managing human resources (HR) in government agencies (MENPAN-RB, 2020), in order to provide excellent service. Pramuditha & Agustina (2022), Novira (2020), Ramseook-Munhurrun (2010) agree that nowadays there are indeed more public organizations from various sectors that focus on quality service areas. But on the one hand, this quality of management in the public sector has captured great attention in many countries around the world (Harsch & Festing, 2020; Hassanein & Özgit, 2022). It is common that there is a concern based on the perception that public sector organizations are organizations that are often considered unattractive to managers with qualified qualities. Most of these managers prefer to work in the private sector or large corporations (Coulson-Thomas, 2012; Schlechter et al., 2014). This condition is clearly an awareness of the importance of recruitment and selection of great talents available by referring to the core competencies in government organizations, because in principle, talented individuals, if they get compensation and opportunities for self-development, can affect their individual attitudes (Harijanto et al., 2022; Heavyantono, 2018; Tanjung et al., 2022) and the tendency to behave positively at work (Agustina & Harijanto, 2022; Dawud et al., 2018) so that it can make a great contribution to the interests of organizational progress.

In the era of industry 4.0 and 5.0, the business world can adapt quickly because it has the best human resources with competence and innovation who are used to being outside the comfort zone and supported by a conducive work culture. On the other hand, in public sector organizations, bureaucracy is not easy to adapt. The tendency to choose comfort zones and political interference in policy-making makes this organization not driven by the best people so that performance and public services are low. The impact is that civil servants who have talents lose motivation and frustration. This condition requires management to fill ASN positions based on talents that have been objectively and planned.

Filling positions through talent management which is carried out according to the rules, of course, can improve individual and institutional performance so as to form organizational excellence. However, if there are things that are abandoned or unfair treatment, it is possible that it will cause demotivation or a decrease in morale in certain employees or employees who have potential and competence but are disadvantaged in the talent pool process. This will have an impact on decreasing productivity and the quality of services they provide. Therefore, it is important for the government or organization management to ensure that ASN talent management is done properly. by providing the necessary support, recognition of achievements, opportunities for growth, and a positive and motivating work environment.

Based on the description above, the purpose of this research is to formulate Criteria for the Implementation of Talent Management that can improve employee performance but does not have

an impact on employee demotivation. This research is titled Talent Management: Between Performance and Demotivation with a qualitative approach method using a descriptive writing method. Data processing uses Milles and Huberman's interactive model, including data reduction, data presentation, analysis, and conclusion drawn.

2. Literature Review

Talent/Talent

Employee talent is defined as extraordinary abilities or great potential that employees have so that they can hold key roles (Thunnissen & Buttiens, 2017). There are two approaches to defining talent that are often debated in Talent Management, namely whether it is an inclusive or exclusive approach (Gallardo, Dries, & González-Cruz, 2013; Meyers & van Woerkom, 2014). An inclusive approach is based on the belief that all employees have qualities and their strengths can be valuable to the organization. Talent can be acquired over time as time is evaluated and employees are placed in positions that provide the best suitability and opportunity (Swales, Downs, & Orr, 2014, p. 5). Meanwhile, the exclusive approach is aimed at a select group of employees who have unique skills, abilities, and performance that are invaluable to the organization (cf. Lepak & Snell, 1999), and/or occupy strategically important positions within the organization. Harbani (2022) from the perspective of ASN, Talent means that ASN who meet the requirements and have been declared to have passed the selection stage to be subsequently proposed in the KRS (Succession Plan Group). Thus, not all civil servants can be considered talents. Meanwhile, talent is employees who have high performance and high competence as measured by instruments that are prepared systematically, objectively and accountably.

Talent Management

Talent management is defined as a set of a company's efforts to create business excellence by optimizing talented employees. The talent possessed by an employee involves all kinds of elements, from educational qualifications and skills, previous experience, known strengths and additional training that has been carried out, to abilities, potential and motives, qualities and personality. (Riadi, M., *KajianPustaka*, 2020). Talent management, according to Suryokusumo, S (2019), is an integrated activity in managing human resources through the process of identifying, recruiting, developing, retaining, and deploying these highly talented people or human resources to various other organizations. Ananthan, et al. (2019) stated that talent management is a process that is carried out to ensure that key positions of future leaders have existed and are prepared from now on and also for all positions that support the core competencies of the organization (unique skills and high strategic value). Pella and Inayati (2011) explain that talent management is a series of integrated organizational HR processes designed to develop, motivate and maintain productive, towards the employees involved. Talent management, according to Harbani (2022), is the process of obtaining and developing ASN employees to have superior performance in the bureaucracy

Performance

Performance is the result of the process of certain work in a planned manner at the time and place of the employee and the organization concerned. According to Amir (2015) stated that performance is something related to the work tasks given. Performance is not the end of a series of work processes, but rather the overall appearance starting from input activities, output processes, and even results.

Rivai (2009), argues that performance is a display of the complete state of change over a certain period, is the result or achievement that is influenced by the company's operational activities in utilizing its resources. Mangkunegara (2013) stated: Performance is the result of quality and quantity of work achieved by an employee in carrying out his duties in accordance with the responsibilities imposed on him.

Work Demotivation

The emergence of work demotivation can come from oneself and a less supportive work environment. At first glance, work demotivation is almost similar to burnout. These two problems do come from the same source, namely stress. Likewise, work demotivation can start from feeling dissatisfied with the career. Work demotivation is a condition that makes a person lose the drive or motivation to work and have no direction in his work. In simple terms, people who feel demotivated at work will be lazy to do work because there is no longer a desire to develop in their hearts (Gheani Kirani B.T, metamata.id, 2024). This is common in the work environment and can affect a person's performance and career path (Shofa, NM., kitalulus.com,2024).

The emergence of work demotivation can come from oneself and a less supportive work environment. There are six causes of work demotivation, including: 1). Toxic work environment and bosses. Problems with colleagues or poor behavior make the work atmosphere not conducive which can interfere with work morale. A leader's attitude that is not supportive, of course, can reduce motivation at work and eliminate enthusiasm quickly. 2). The work carried out is not in accordance with passion. Work that deviates from interests can cause dissatisfaction and not optimally in performing tasks because beyond the competencies you have, although they can be learned, the achievement will be different from the performance of someone who is according to your passion. 3). Expectations for a career that are less realistic. Expectations for a career that are too high while the career journey does not go smoothly, can weaken workers to try more optimally, which will usually be accompanied by a decrease in work morale. 4). Career is not progressing. The onset of laziness after working for a long time but there is no career development or self-development, will make you lazy to work. 5). Feeling that it does not fit into the work system. A work system that doesn't suit us can make us feel physically and emotionally exhausted. 6). Rarely appreciate yourself and do me time. Sometimes we forget to provide enough rest. Rarely taking time to do hobbies only makes you think more about the workload. Many workers do not plan vacations or me time even though they are already working outside the limit. (Gheani Kirani B.T, metamata.id, 2024).

3. Method, Data, and Analysis

The method used is a qualitative approach using a descriptive writing method. Data processing uses Milles and Huberman's interactive model, including data reduction, data presentation, analysis, and conclusion drawn.

Data collection is carried out through literature studies, where research is based on various literature information or data regarding talent management, employee performance and demotivation from a number of scientific journals, online articles, studies, books and documents. The data analysis process is carried out by looking at and comparing the ideal concept with the observation results at the research locus. Differences in conditions are analyzed to conclude and solutions are formulated as alternative policy suggestions.

4. Result and Discussion

Some of the research or articles that the author has managed to collect for discussion according to the theme, include:

Bashori, K. (2012) stated that in the implementation of talent management, it is necessary to strengthen the policy of absorbing superior talented employees accompanied by compensation programs, develop assessment and competency identification systems, and increase the utilization of assessment centers and the use of performance assessment report results as the basis for institutional strategic decision-making. Meanwhile, in the evaluation of talent management, there are five important components, namely Performance Management, Employee Development, Awards and Introduction, Communication, Climate and Open Culture.

The results of research conducted by Suryokusumo, S. (2019) concluded that the implementation of the talent management concept requires high commitment from the organization's leaders and all its ranks, and efforts need to be made to replicate the success of the implementation of talent management in the private sector into the public sector.

Suparman, R., & Naibaho, V. (2021), thinks that the concept of talent is more complex than the criteria of potential and performance, therefore it must be supported by the integrity and ethics of the apparatus as well as institutional capacity that continues to be improved in order to implement objective talent management with an adaptive approach according to the capacity of local governments that can eliminate communalism so that the values of competition can be applied in talent groups.

The most important aspect of the success of the talent management program according to Lumapow, HR., Watulingas, MI., Kimbal, G. (2022) is to carry out a talent mindset for all employees so that they are embedded with the same goals and mindset so that talent management can be carried out properly and will achieve common goals to the maximum. According to Suparman, R, & Soantahon, SM, (2022) to optimize talent management results, it is necessary to integrate ASN competency development into talent management. In other words, ASN competencies must be prepared to enter the talent pool process.

Akuba, F., Yantu, I., & Podungge, R (2022) concluded that the better talent management, the better employee performance will be because talent management can produce quality workers with quality work. The same thing was conveyed by Rudianto, E., Kristanto, Y., Taryanto, (2023) in his research entitled "The Influence of Talent Management on Employee Performance of PT. Hiruta Kogya" shows that there is an influence between Talent Management and Employee Performance, the stronger Talent Management will improve Employee Performance. Al Rinadra, M., Fauzi, A., Jufan Galvanis, W., Unwalki, J., Awwaby Hafizd Satria, M., & Darmawan, I (2023) reinforces two previous researches, that effective talent management and paying attention to contextual factors in the company, is a strategic approach to improve employee performance.

The results of other studies show that there is no significant influence of talent management on employee performance. This was revealed by Ivana, T., & Marzuki, F. (2023) when conducting research on the Influence of HR Planning, Talent Management and Knowledge Management on Employee Performance. HR Planning and Knowledge Management had a significant positive effect on Employee Performance of 2,676 and 4,156, but talent management did not have a significant effect

on employee performance of 1,736 because the high level of employee creativity has been able to create solutions to various problems so that talent management does not play a significant role.

Walinegoro, BG., & Fitriyono, J (2023) interprets the success of ASN management focused on competency development, namely by planning and implementing competency-based training and digitizing career development. In addition, assessments for career development must be open to all apparatus digitally. Employees are given access to appeal the assessment carried out by including evidence. Employees are also given access and protection to report if there is an excessive assessment of certain employees compared to their performance. Furthermore, to maintain ASN talents, improvements need to be made in many ways. The commitment of leaders to be involved in talent management is a must. Be fair and transparent in career development and provide comfort for employees at work, both in the form of awards and a comfortable workspace. Acting as a mentor to get to know more about the things employees want, the problems they are facing, and the things they want to do in the future. Thus, it can have a good psychological impact to improve employee performance because they feel motivated by the attention and problem solving given by their superiors and directed in the development of their ideas and creativity.

Based on the results of the above research, to facilitate the analysis and formulation of future thinking in good practice of ASN talent management, it is prepared in the form of a matrix of Criteria for the Implementation of Talent Management, as in the following table:

Table 1. Table of Criteria for Implementing Talent Management

Researchers	MT Requirements	MT Strategy	MT Development	MT Evaluation
Bashori, K. (2012)		<ol style="list-style-type: none"> strengthening the policy of absorbing superior talented employees accompanied by compensation, develop assessment and competency identification systems Increasing the utilization of the Assessment Center and the use of the results of the Performance Assessment Report as the basis for making strategic decisions of the institution 		Evaluation Components: Talent Management:, Performance Management, Employee Development, Awards and Recognition, Communication, Climate and Open Culture
Suryokusumo, S. (2019)	Talent management requires high commitment from the organization's leadership and all its ranks	replicating the successful implementation of talent management in the private sector into the public sector		
Suparman, R.,	Talent management	implementing objective	remove communalism	

Researchers	MT Requirements	MT Strategy	MT Development	MT Evaluation
& Naibaho, V. (2021)	must be supported by the integrity and ethics of the apparatus as well as institutional capacity that continues to be improved	talent management with an adaptive approach according to the capacity of the local government	so that the values of competition can be applied in talent groups.	
Lumapow, HR., Watulingas, MI., Kimbal, G. (2022)		Carry out a talent mindset to all employees so that they are embedded with the same goals and mindset so that talent management can be carried out properly and will achieve common goals to the maximum.		
Suparman, R, & Soantahon, SM, (2022)			integrating ASN competency development into talent management. In other words, ASN competencies must be prepared to enter the talent pool process	
Al Rinadra, M., Fauzi, A., Jufan Galvanis, W., Unwalki, J., Awwaby Hafizd Satria, M., & Darmawan, I (2023)	Effective talent management and attention to contextual factors in the company, is a strategic approach to improve employee performance			
Walinegoro, BG., & Fitriyono, J (2023)	Leadership Commitment in Talent Management	1. providing employee comfort at work, both in the form of awards and a comfortable workspace	Competency Development a. planning and implementing competency-based training and digitalization of	

Researchers	MT Requirements	MT Strategy	MT Development	MT Evaluation
		2. Acting as a mentor in getting to know employees further	career development b. Assessment for career development must be open to all apparatus digitally c. granting access to appeal against assessments d. Protection against reporting of unfair judgments e. Be fair and transparent in career development	

Furthermore, from the table above, it can be identified that the criteria that must be complied with in the implementation of good talent management can be grouped into 4 (four) types, namely requirements, strategies, development and evaluation.

Requirements are the main capital in the implementation of talent management. Talent management requires high commitment from the organization's leaders and all its ranks. This must be upheld in order to be carried out consistently and seriously. In addition, it must also be supported by the integrity and ethics of the apparatus as well as institutional capacity that continues to be improved leading to compliance with the rules that have been determined. Effective talent management and attention to contextual factors in the company, is a strategic approach to improve employee performance

Strategy is a sure way so that talent management can run smoothly in accordance with the expected goals. Instilling a talent mindset in all employees forms the same goals and mindset so that talent management can be carried out properly and objectively with an adaptive approach according to the capacity of the local government. Regulatoryly, it is necessary to strengthen the policy of absorbing superior talented employees accompanied by a compensation program by providing employee comfort at work, both in the form of awards and comfortable workspaces. Acting as a mentor to further recognize employees provides a good psychological impact to improve employee performance because they feel motivated by the attention and problem solving given by their superiors and receive direction in the development of their ideas and creativity. In addition, it will also form a strong inner family bond between leaders and employees. This is an important factor in shaping work synergy. In implementation, the development of competency identification systems, the development of assessments and the improvement of the utilization of assessment centers must be optimized so that the results of the performance assessment report can be used as the basis for making strategic decisions of the institution. The courage to replicate the successful implementation of talent management in the private sector

into the public sector is a step that needs to be taken in order to obtain best practices from the implementation of effective talent management.

Competency development according to the results of the research, which is appropriate to be integrated into talent management is the development with a fair and transparent career digitalization system in the planning process, competency-based training with open assessments, providing access to appeals to assessments and protection against reporting on unreasonable assessments. The elimination of communalism values is necessary so that the values of competition can be applied in talent groups.

Overall talent management must be evaluated on 5 (five) important components, including Performance Management, Employee Development, Awards and Introduction, Communication, Climate and Open Culture.

5. Conclusion and Suggestion

The implementation of talent management can improve employee performance but does not have an impact on employee demotivation focused on aspects of implementation requirements, strategies and evaluations and development as described above. If this can be implemented properly, then the talent management process can form a healthy, synergistic and high-performing organization.

Recommendations for future research that further research should be carried out by adding literature enrichment so that it can produce more complex formulations. Furthermore, in order to obtain more measurable results, research can be carried out with a quantitative approach with a focus on inclusive and exclusive processes or methods used in public sector organizations

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