

THE INFLUENCE OF TALENT MANAGEMENT AND WORK MOTIVATION ON THE PERFORMANCE OF NON-PNS GOVERNMENT EMPLOYEES AT GANESHA UNIVERSITY OF EDUCATION

Ida Bagus Ngurah Sidharta MANUABA¹, Putu Indah RAHMAWATI², I Nengah SUARMANAYASA³

^{1,2,3}Postgraduate Program, Master of Management, Ganesha University of Education, Indonesia

Corresponding author: Ida Bagus Ngurah Sidharta Manuaba

E-mail: dudicksidharta83@gmail.com

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Abstract:

This study aimed to examine the effect of talent management and work motivation on the performance of nongovernment advisors at the Ganesha University of Education. The research method used a survey method using a questionnaire as a data collection tool. The research sample is nongovernment advisors at the Ganesha University of Education from various work units. The research object involved employees who were divided into several departments, with a total of 136 respondents to be sampled. The results of data analysis using the multiple linear regression method show that talent management has a positive and significant influence on the performance of nongovernment advisors at the Ganesha University of Education. Likewise, work motivation has a positive and significant influence on the performance of nongovernment advisors at Ganesha University of Education. The findings of this study indicate that talent management and work motivation play an important role in improving the performance of nongovernment advisors at the Ganesha University of Education. Therefore, improving talent management and work motivation can be an effective strategy for the government and educational institutions to improve the performance of nongovernment advisors at universities or similar institutions.

Keywords: Talent Management, Motivation, Performance

INTRODUCTION

In today's era, competitiveness is a keyword or can be an absolute requirement to gain positive recognition, which, in time, can provide the potential for the largest market share. As time goes by, which is getting faster and more practical, human capital management is entering a new chapter with the emergence of the term talent management, which is motivated by problems that often occur in companies that stakeholders try their best to attract employees to the company but only spend a little time in using and managing their talents. Talent is a key employee who has sharp strategic thinking, leadership skills, communication skills, the ability to attract and inspire people, entrepreneurial instincts, functional skills and the ability to create results (Sudarijati & Setiawan, 2019).

Developing countries like Indonesia have various large industries in them, including the implementation of talent management. Talent has been a topic of conversation among Human Resources people for the past few years. According to Sudarijati and Setiawan (2019), regarding talent management strategy, the first thing a company must have is a picture of what kind of talent needs are needed. Several research results conducted in companies and organizations suggest that good talent management can help companies quickly find the best people for the business,



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effectively develop and utilize their talents, align their efforts with company goals, and maintain the best performance in the company (Faloye, 2014; Kheirkhah, Akbarpouran & Haqhani, 2016; Malkawi, 2017; Nobarieidishe, Chamanifard & Nikpour, 2014). No matter how tight the business competition is today, every progress made by a company in producing a product and service can easily be imitated by other companies, except for the quality of its human resources. In addition, several studies show that leadership style affects the performance of company employees (Fajrin & Susilo, 2018; Pettarani, Sjahruddin & Mus, 2018; Ramadhan and Nugroho, 2018; Sagita, Susilo & Cahyo, 2018). That is why the world's best companies always realize that no matter what business they are in, the real business is how to produce strong business leaders in the future.

In addition to talent, work motivation also plays a very important role in determining an employee's performance. Motivation is one of the efforts to improve employee performance. Motivation and performance are two constructive and correlative elements. Both require each other and cannot be separated from each other. Employee work performance will be low if they do not have the motivation to carry out the work. Conversely, if the employee has high motivation to carry out the work, the employee's performance level will generally be high. It is also found at the university level. Ganesha University of Education is a higher education institution that produces skilled and professional education and non-education graduates who are ready to contribute to development. Ganesha University of Education has human resources consisting of education personnel (lecturers) and non-education personnel (employees).

Some problems that often occur in the field are the lack of focus of institutions on talent management. Ganesha University of Education may not have a structured system to identify, develop, and utilize the potential of non-PNS government employees effectively. The lack of competency development programs, the lack of objective performance assessments, or the lack of appropriate promotion and placement opportunities can cause employee dissatisfaction and hinder their development. It is in line with Dantes et al. (2013) who stated that employee performance at the sub-section head level and below is categorized as very low, while the section head level and above is categorized as low.

Although several studies have shown a positive correlation between motivation and employee performance (Dicky, 2016; Martinus & Budiyanto, 2016; Meutia, Sari, Ismail, 2016; Rego, 2014), however, research that uses performance as a dependent variable and additional talent management as an independent variable at the university level is still rarely conducted. With the addition of these variables, changes in employee performance with different locations or research objects can be predicted. Therefore, research that aims to analyze the influence of talent management and work motivation on the performance of non-civil servant government employees at Ganesha University of Education needs to be conducted. The objectives of the study include analyzing 1) the influence of talent management and work motivation simultaneously on the performance of non-civil servant government employees at Ganesha University of Education, 2) the influence of talent management on the performance of non-civil servant government employees at Ganesha University of Education, 3) the influence of work motivation on the performance of non-civil servant government employees at Ganesha University of Education.

METHODS

This research is a type of quantitative research used to examine certain populations and samples using research instruments and statistical data analysis (Sugiyono, 2015). This research is also associative research that questions the relationship between two or more variables. The



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independent variables (free variables) used in this study are talent management and work motivation, while the dependent variable (bound variable) used is the performance of non-PNS employees of Ganesha University of Education. The subjects of this study were Non-PNS government employees of Ganesha University of Education. The criteria used in determining respondents were Non-PNS employees who were still active and Non-PNS employees who had worked for > 1 year on the grounds that employees who had worked for more than one year had experienced a change in their work placement position. Based on the calculations, the number of samples was 136 respondents.

In this study, the data source used is primary data, with data collection using a questionnaire. This method is carried out by sending a questionnaire online via Google form to Non-PNS Government Employees; then, the questionnaire will be given in the form of a written statement regarding the relationship between the independent variable and the dependent variable. The data is then tested first using validity and reliability tests, then classical assumption tests are carried out in the form of normality tests, multicollinearity tests, and heteroscedasticity tests. Furthermore, multiple regression analysis tests are carried out to answer the problem formulation and test the research hypothesis (Ghozali, 2016). All tests are carried out using SPSS version 20. The data is then presented in a report of results and discussions and interpreted. The final step is drawing conclusions and suggestions.

RESULT AND DISCUSSION

The description of the research data includes the results of descriptive data analysis on each variable. In this descriptive statistic, methods of explaining data through minimum values, maximum values, mean, and standard deviation will be presented. The results of the descriptive analysis in this study are presented in Table 1 below.

Table 1. Results of Descriptive Analysis

	Descriptive Statistics				
	N	Minimum	Maximum	Mean	Std. Deviation
Talent Management (X1)	136	12.00	60.00	50.5221	8.98391
Work motivation (X2)	136	16.00	80.00	66.3529	11.46559
Employee Performance (Y)	136	12.00	60.00	49.7059	8.55580
Valid N (listwise)	136				

Source: Processed Data, 2023

Based on the data in Table 1, three general descriptions of the research results can be drawn as follows. First, the talent management variable (X1) has a minimum score of 12, a maximum score of 60, and an average score of 50.5221 with a standard deviation of 8.98391. The lowest score found in the Talent Management variable data is 12. It shows that in the analyzed sample, there is no value lower than 12 in the variable. While the highest score found in the talent management variable data is 60. It shows that in the analyzed sample, there is no value higher than 60 in the variable. The average or mean score of the talent management variable is 50.5221. It shows that the average value found in the variable is 50.5221 in the analyzed sample. The standard deviation of the Talent Management variable is 8.98391. Standard deviation measures how spread out or variable the data is in a sample, with higher values indicating greater variation in the data. In this context, the



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standard deviation value of 8.98391 indicates that the talent management variable data has quite a significant variation in the analyzed sample. This information can provide an initial picture of the distribution of talent management variable data, including the range of values, the mean (average), and the spread (standard deviation). Further analysis can be conducted to interpret these findings in the context of more comprehensive research or statistical analysis.

Second, the work motivation variable (X2) has a minimum score of 16, a maximum score of 80, and an average score of 66.3529 with a standard deviation of 11.46559. The lowest score found in the Work Motivation variable data is 16. It shows that in the analyzed sample, there is no value lower than 16 in the variable. The highest score found in the work motivation variable data is 80. It shows that in the analyzed sample, there is no value higher than 80 in the variable. The average or mean score of the work motivation variable is 66.3529. It shows that the average value found in the variable is 66.3529 in the analyzed sample. The standard deviation of the work motivation variable is 11.46559. Standard deviation measures how spread out or variable the data is in a sample, with higher values indicating greater variation in the data. In this context, the standard deviation value of 11.46559 indicates that the work motivation variable data has quite significant variation in the analyzed sample. This information can provide an initial picture of the distribution of work motivation variable data, including the range of values, the mean (average), and the spread (standard deviation).

Third, the employee performance variable (Y) has a minimum score of 12, a maximum score of 60, and an average score of 49.7059 with a standard deviation of 8.55580. The lowest score found in the employee performance variable data is 12. It indicates that in the analyzed sample, there is no value lower than 12 in the variable. The highest score found in the employee performance variable data is 60. It indicates that in the analyzed sample, there is no value higher than 60 in the variable. The average or mean score of the employee performance variable is 49.7059. It indicates that the average value found in the variable is 49.7059 in the analyzed sample. The standard deviation of the employee performance variable is 8.55580. Standard deviation measures how spread out or variable the data is in a sample, with higher values indicating greater variation in the data. In this context, the standard deviation value of 8.55580 indicates that the employee performance variable data has quite a significant variation in the analyzed sample. This information can provide an initial picture of the distribution of employee performance variable data, including the range of values, the mean (average), and the spread (standard deviation). Further analysis can be conducted to interpret these findings in the context of more comprehensive research or statistical analysis.

Test of Instrument Validity and Reliability. The validity test is intended to test how well the research instrument measures the concept that should be measured. The validity test is carried out by calculating the correlation between the score of each statement item with the total score so that the Pearson Product Moment Correlation value is obtained. The results of the validity test using the Pearson Product Moment Correlation method show that the talent management instrument (X1), work motivation (X2) and employee performance (Y) are declared valid with Sig. <0.05 (results attached).

Reliability is a tool to measure a questionnaire, which is a statistic of a variable or construct. The criteria used are a construct or variable that is said to be reliable if it provides a Cronbach's Alpha value > 0.60 (Ghozali, 2016). The results of the reliability test are presented in the following table 2.

Table 2. Reliability Test Results



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No.	Variable	Cronbach's Alpha	Keterangan
1	Talent Management (X_1)	0,970	Reliable
2	Work motivation (X_2)	0,975	Reliable
3	Employee Performance (Y)	0,963	Reliable

Source: Processed Data, 2023

Based on the data in Table 2, it can be seen that the talent management variable (X_1) has a Cronbach's Alpha value of 0.970. The work motivation variable (X_2) has a Cronbach's Alpha value of 0.975. The employee performance variable (Y) has a Cronbach's Alpha value of 0.963. All variables have a Cronbach's Alpha value greater than 0.60, so it can be stated that the instrument in this study is reliable.

Classical Assumption Test, Normality test. The normality test aims to test whether in the regression model, the interfering variables or residuals have a normal distribution. The Kolmogorov-Smirnov test is used to determine whether the data used is normally distributed or not, and the normality test criteria use the probability obtained with a significant level of 0.05. The results of the normality test in this study are presented in Table 3 below.

Table 3. Normality Test Results
One-Sample Kolmogorov-Smirnov Test

		ABS_RES
N		136
Normal Parameters	Mean	2.5914
	Std. Deviation	.98030
Most Extreme Differences	Absolute	.062
	Positive	.062
	Negative	-.042
Test Statistic		.062
Asymp. Sig. (2-tailed)		.200

Source: Processed Data, 2023

Based on the data in Table 3, it can be seen that the Test Statistic value is 0.062 with an Asymp. Sig. (2-tailed) value of 0.200, where this value is more than 0.05, which means that the residual value is normally distributed.

Multicollinearity test. This test aims to determine whether there is a relationship between one independent variable and another. The presence of multicollinearity can be seen in the Variance Inflation Factor (VIF) value and the Tolerance value. Tolerance measures the variability of the selected independent variables that other variables cannot explain. So, a low tolerance value is the same as a high VIF value (because $VIF = 1/\text{tolerance}$) and indicates high collinearity. Based on the Variance Inflation Factor (VIF) and tolerance rules, if the VIF exceeds 10 or the tolerance is less than 0.10, then it is stated that there are symptoms of multicollinearity. It is better if the VIF value is less than 10 or the tolerance is more than 0.10; then, it is stated that there are no symptoms of multicollinearity. A summary of the results of the multicollinearity test is presented in Table 4 below.

Table 4. Summary of Multicollinearity Test Results
Collinearity Statistics



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	Model	Tolerance	VIF
1	(Constant)		
	Talent Management (X1)	.167	5.975
	Work motivation (X2)	.167	5.975

a. Dependent Variable: Employee Performance (Y)

Source: Processed Data, 2023

Based on the data in Table 4, it can be seen that all independent variables have a VIF value of 5.975, which is smaller than 10 and a tolerance value greater than 0.10, so it can be concluded that the model is free from multicollinearity.

Heteroscedasticity test. The heteroscedasticity test is used to test the deviation of the classical assumption of heteroscedasticity, namely the occurrence of unequal variance from the residuals of one observation to another in the regression model. The heteroscedasticity test is carried out to test whether, in the regression model, there is unequal variance from the residuals of one observation to another. To detect the presence or absence of heteroscedasticity, this study uses the Glejser Test. If the significance value is > 0.05 , then homoscedasticity occurs, and this is what should happen, but if, on the contrary, the significance value is < 0.05 , then there is heteroscedasticity. The results of the heteroscedasticity test in this study are presented in Table 5 below.

Table 5. Summary of Heteroscedasticity Test Results

Model	Coefficients ^a			t	Sig.
	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta		
1 (Constant)	2.727	.504		5.411	.000
Talent Management (X1)	-.002	.023	-.022	-.103	.918
Work motivation (X2)	.000	.018	-.003	-.013	.989

a. Dependent Variable: ABS_RES

Source: Processed Data, 2023

Based on the data in Table 5, it can be seen that each independent variable is not statistically significant in influencing the dependent variable of the Absolute Residual value (ABS_RES). All variables have a significance probability of > 0.05 , so it can be concluded that the regression model does not contain heteroscedasticity.

Hypothesis Testing. Hypothesis testing is done using a multiple regression model. The multiple regression model is used to solve the existing problem formulation, namely, to see the influence between two or more variables. The dependent variable in this study is employee performance. The independent variables in this study include talent management and work motivation. The results of the multiple regression analysis are presented in Table 6.

Table 6. Recapitulation of Multiple Linear Regression Analysis Results

Model	Coefficients ^a			t	Sig.
	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta		



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1 (Constant)	1.728	1.239		1.394	.166
Talent Management (X1)	.245	.057	.258	4.317	.000
Work motivation (X2)	.536	.045	.719	12.037	.000

a. Dependent Variable: Employee Performance (Y)

Source: Processed Data, 2023

Based on the multiple linear regression calculations in Table 4.6, the following regression equation results are obtained.

$$Y = 1,728 + 0,245X_1 + 0,536X_2 + \varepsilon$$

Based on the regression model formed, the results can be mathematically interpreted as follows:

- The constant 1.728 indicates that if the talent management variable (X1) and work motivation (X2) are zero, then the value of the employee performance variable (Y) is 1.728.
- The talent management regression coefficient (X1) of 0.245 means that if there is an addition of talent management (X1) by 1 unit, then employee performance (Y) will increase by 0.245 units.
- The work motivation regression coefficient (X2) of 0.536 means that if there is an addition of work motivation (X2) by 1 unit, then employee performance will increase by 0.536 units.

Individual hypothesis testing (partial t-test). The partial t-test basically shows how far the independent variable influences the dependent variable by assuming the other variables are constant. The determination to determine whether the hypothesis is accepted or rejected in this study is by looking at the significance value. Based on the results of the t-statistic test that has been carried out, the following conclusions can be drawn:

- Testing the first hypothesis (H1) can be seen in Table 6 that the significance value of the talent management variable (X1) is $0.000 < 0.05$, so it can be stated that the variable X1 influences Y. A positive t value indicates that the variable X1 has a relationship in the same direction as Y. So it can be concluded that H1 is accepted. Namely, talent management (X1) has a positive and significant effect on employee performance (Y).
- Testing the second hypothesis (H2) can be seen in Table 4.6 that the significance value of work motivation (X2) is $0.004 < 0.05$, so it can be stated that the variable X2 influences Y. A positive t value indicates that the variable X2 has a relationship in the same direction as Y. So it can be concluded that H2 is accepted. Namely, work motivation (X2) has a positive and significant effect on employee performance (Y).

Individual hypothesis testing (simultaneous F test). The F test basically shows how far the independent variables influence the dependent variables together (simultaneously). The decision-making criteria with the F test can be seen as follows.

- Reject H0 if sig. < 0.05 , meaning there is a significant influence of talent management (X1) and work motivation (X2) on employee performance (Y).
- Accept H0 if sig. > 0.05 , meaning there is no significant influence of talent management (X1) and work motivation (X2) on employee performance (Y).

The test results can be seen in table 7

Table 7. Simultaneous Hypothesis Test Results



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ANOVA ^a					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	9098.342	2	4549.171	771.840	.000 ^b
Residual	783.893	133	5.894		
Total	9882.235	135			

a. Dependent Variable: Employee Performance (Y)

b. Predictors: (Constant), Work Motivation (X2), Talent Management (X1)

Source: Processed Data, 2023

From the table above, it is known that the sig. value = 0.000 where the value is less than 0.05 so that H0 is rejected or in other words H1 is accepted, it can be concluded that there is a significant influence of talent management (X1) and work motivation (X2) on employee performance (Y).

Coefficient of Determination. The coefficient of determination measures how far the model's ability to explain the variation of the dependent variable. The coefficient of determination value is used to measure how far the model's ability to explain the variation of the dependent variable. A small coefficient of determination value means that the ability of the independent variables to explain the variation of the dependent variable is very limited, but if the coefficient of determination value is high, it means that the independent variables are able to explain the variation and the dependent variable fully. The coefficient of determination in this study uses the value of R². Because the model uses 2 independent variables, and the Adjusted R² value is used for more than 2 independent variables. The results of the coefficient of determination analysis are presented in Table 8 below.

Table 8. Recapitulation of Results of Determination Coefficient Analysis

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.960 ^a	.921	.919	2.42774

a. Predictors: (Constant), Work Motivation (X2), Talent Management (X1)

b. Dependent Variable: Employee Performance (Y)

Source: Processed Data, 2023

Based on the data in Table 4.8, it can be seen that the R Square value is 0.921, which indicates that the variation of talent management variables (X1) and work motivation (X2) is able to explain 92.1% of the variation of employee performance variables (Y). The remaining 7.9% is influenced by other factors not examined in this study.

The Effect of Talent Management and Work Motivation Simultaneously on Employee Performance. Based on the hypothesis testing of talent management and work motivation variables on employee performance, the results show that H0 is rejected and H1 is accepted. This result means that simultaneously, talent management and work motivation have a positive and significant effect on employee performance. It indicates that effective talent management and high work motivation can work together simultaneously to influence employee performance in the institution. The implications of this finding can be used as a basis for developing better human resource management policies or programs that focus on improving the performance of non-civil servant



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government employees at Ganesha University of Education. According to Alam (2016) and Arisanti, Santoso and Wahyuni (2019), the results of the study stated that communication, motivation, and work discipline simultaneously influence employee performance. Employee performance is influenced by talent management, which is reinforced by the findings of Octavia and Susilo (2018), who said that talent management has a positive effect on employee performance. Based on these results, it implies that with the implementation of good talent management and work motivation, employee performance will be better. The things that can support the effectiveness of talent management and work motivation so that they have an impact on high employee performance include being selective when recruiting employees, introducing comprehensive talent development programs, effective recognition and reward systems, an inclusive and development-oriented leadership approach, balanced work flexibility and flexible work arrangements, and competitive and transparent compensation policies.

Selective when recruiting employees means that competencies must be in accordance with what is needed by the institution; the institution has standards for recruiting employees and placement according to the competencies they have. The introduction of a comprehensive talent development program is an institution being able to implement a talent development program that involves training, mentoring, project assignments, and awards that focus on developing employee skills and potential. This program is implemented continuously and comprehensively to ensure that employees have the opportunity to develop themselves professionally. It will motivate employees to produce better performance because they feel appreciated and empowered. An effective recognition and reward system means that the institution has an effective recognition and reward system, such as monthly or annual best employee awards, performance bonuses, promotions, or direct recognition from superiors. A transparent and fair reward system will motivate employees to work harder, produce superior performance, and encourage them to develop their talents and skills. An inclusive and development-oriented leadership approach, namely direct superior in the institution applies an inclusive and development-oriented leadership approach, where the direct superior can provide support, guidance, and constructive feedback to all employees. It motivates employees to continue to develop themselves because they feel supported and cared for by their direct superiors. Good leadership will also help identify employees' talents and potential and provide clear direction for their career development.

Balanced work flexibility and flexible work arrangements mean that the institution provides balanced work flexibility, such as flexible work policies, customizable work arrangements, and support for employees' work-life balance. It will motivate employees to work more productively and creatively because they can manage their time and energy wisely between work and their personal lives. Competitive and transparent compensation policies: In this case, the institution has a competitive and transparent compensation policy, where employees are given fair compensation based on their performance. Clear and transparent compensation policies will motivate employees to work hard and achieve good results because they know that their efforts will be rewarded with appropriate compensation. In practice, talent management and work motivation are interrelated and influence each other simultaneously. Effective management of employee talent and motivation will affect their performance and positive contribution to the institution. Thus, talent management and work motivation simultaneously have a positive and significant influence on the performance of non-civil servant government employees of Ganesha University of Education. Therefore, it is necessary to pay attention to the importance of effective talent management and work motivation



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in an effort to improve the performance of non-civil servant government employees of Ganesha University of Education.

Talent management and work motivation also have a very important role in determining an employee's performance. Motivation is one of the efforts to improve employee performance. Motivation and performance are two constructive and correlative elements. Both require each other and cannot be separated from each other. Employee work performance will be low if they do not have the motivation to carry out the work. Conversely, if the employee has high motivation to carry out the work, then in general the employee's performance level will be high. For that reason, so that every employee can improve their career, the employee must try hard to manage themselves, not surrender to fate and not play with collusion and nepotism. So that the effort is not in vain, running on the right track, then the career must be planned.

The Influence of Talent Management on Employee Performance. Based on the hypothesis testing of talent management variables on employee performance, the results show that H0 is rejected and H2 is accepted. This result means that talent management has a positive and significant effect on employee performance. The results of this study are supported by several previous relevant studies that show the relationship between talent management and employee performance. Capelli (2009) argues that talent management is related to finding the right person with the right skills for the right position. It is a company whose vision, mission, and company values have been previously determined by a number of talented employees who work together and synergize (Pella & Afifah, 2011). From this explanation, theoretically, there is an influence between the quality of human resources and employee performance. Employee performance is influenced by talent management, which is reinforced by the findings (Octavia and Susilo, 2018), which state that talent management has a positive effect on employee performance. The findings of Rachmadinata and Ayuningtias (2017) state that talent management affects performance. Several things can be done to make talent management have a greater influence on performance, including identifying talent needs, identifying and developing internal talent, ongoing training and development programs, and inclusive and development-oriented leadership.

Talent management involves identifying and mapping talent needs within the organization. In this process, the personnel/human resource management department works with management to identify the skills, knowledge, and competencies needed to achieve the organization's goals. This information provides an important framework for the recruitment process. In addition, the organization implements a comprehensive internal talent identification program, such as talent and potential assessments, and the introduction of career development programs that focus on developing employee talents and skills. This program helps identify existing talents within the organization and explores employee potential so that they can be developed sustainably according to the needs of the organization. This internal talent development will help improve employee performance because they can apply their skills and potential in their work.

Institutions must provide continuous training and development programs for employees, including technical training, leadership training, and soft skills development. These training and development programs help employees to continuously improve their competencies and knowledge so that they can better face the ever-changing demands of their jobs. Employees who have access to good training and development programs tend to perform better because they can hone their skills and knowledge. Inclusive and development-oriented leadership is also needed where direct superiors in the institution are empowered as inclusive and development-oriented leaders. They provide support, guidance, and constructive feedback to their employees and assist in their career



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development. An inclusive and development-oriented leadership approach will motivate employees to develop and deliver good performance because they feel supported and appreciated by their direct superiors. It indicates that good talent management will improve employee performance.

One way to improve talent management practices is to conduct an internal talent audit to identify employees with special potential and skills. By identifying internal talent, institutions can develop appropriate career development programs and provide opportunities for growth and promotion to high-performing employees. In addition, it is important to implement effective recruitment practices to attract new talent that fits the needs of the institution. The implementation of a talent management audit involves a series of steps to identify, manage, and develop individual talents and abilities within the organization. A talent management audit aims to ensure that the university has competent, motivated, and qualified human resources in achieving its strategic goals.

Experts regarding talent management have put forward many definitions. Rampersad (2006) argues that talent management is an effective approach to managing talent within an organization. It includes planning and developing succession in the company, ensuring that employee self-development is realized to the maximum, and utilizing talent optimally. Lewis and Heckman (2006) define talent management as an overall process starting from recruitment and placement to development and planning for employee development towards a better direction. According to Pella and Inayati (2011), talent is a differentiating factor in organizational performance. Talent is the people that the company wants to maintain because of their advantages. Talent can also be interpreted as employees who are identified as having the potential to become future leaders of the company.

The above definition shows that talent is something owned by employees that is built and fostered through training and development programs by an organization for a long-term process that can improve their performance so that it can be a driving force behind their contribution to the success of the organization. Therefore, every company must analyze and develop the talents owned by each of its employees. According to Pella and Inayati (2011), talent management is a process to ensure that a company fills key positions of future leaders and positions that support the company's core competencies (unique skills and high strategic value). Pella and Inayati (2011) added that talent is people that the company wants to maintain because of their advantages. Talent can also be interpreted as employees who are identified as having the potential to become future leaders of the company.

Based on the above understanding, it can be concluded that talent management is a process carried out by company management that manages their talents in order to be competitive with other companies. This talent management consists of various processes, namely planning, recruitment, placement, orientation, development, assessment, management, and appropriate compensation for all employees owned by the company. In business conditions that are in great need of talent like today, every organization is faced with the challenge of attracting, assessing, training and retaining talented employees.

The Effect of Work Motivation on Employee Performance. Based on the hypothesis testing of the work motivation variable on employee performance, the results show that H0 is rejected and H3 is accepted. This result means that work motivation has a positive and significant effect on employee performance. Every human being needs encouragement both from within and from outside themselves to be able to fulfill their needs and desires. The encouragement in question is motivation. According to Robbins and Judge (2015), motivation is a process that explains the



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strength, perseverance, and direction of a person in an effort to achieve the desired goals. Motivation is an activity that channels, maintains, and causes human behavior to achieve their desires (Mujiatun, 2015). Motivation tends to reduce its strength if satisfaction is achieved, is blocked from achieving satisfaction, has frustration, cognitive differences, or because the strength of the motivation increases. Motivation, according to Hasibuan (2017), is something that causes, supports, and channels human behavior so that they want to work hard and enthusiastically to achieve optimal results. From the description above, motivation is the spirit of a person that is useful for moving him to work or move enthusiastically in order to achieve his desires.

Concretely, motivation can be defined as the process of providing motives (drivers) to work with subordinates in such a way that they are willing to work sincerely in order to achieve organizational goals efficiently (Sarwoto, 1979). Motivation is the provision of enthusiasm for work to employees. Motivation is intended to provide stimulating power to the employee concerned so that the employee works with all his strength and effort (Manullang, 1982). Motivation can be defined as the entire process of providing motives to work to subordinates in such a way that they are willing to work sincerely in order to achieve organizational goals efficiently and economically (Siagian, 1983).

Thus, motivation plays a very important role in influencing employee performance. It can be proven by a theoretical study stating that motivation influences performance, as well as an empirical study in the form of research conducted similarly stating that motivation influences employee performance. In its influence on performance, several things must be considered, namely performance-based incentive programs, recognition of work achievements, career development programs, participation in decision making, a supportive work environment, high work motivation has the potential to improve employee performance, and the role of management in motivating employees.

The institution implements performance-based incentive programs, such as performance bonuses or special awards for employees who meet or exceed set performance targets. These programs provide additional motivation for employees to work hard and achieve better results because they know that their efforts will be appreciated and recognized. Recognition of work performance means that the institution provides consistent and clear recognition to employees who achieve good work performance. This recognition can be in the form of praise, appreciation from superiors, or formal awards. Recognition of work performance helps increase employee motivation because they feel appreciated and recognized for the efforts and contributions they make. In addition, the institution also provides clear and structured career development programs for employees, including training, mentoring, or job rotation programs. These career development programs provide employees with opportunities to develop their skills, knowledge, and competencies so that they can plan their careers in the institution and have clear goals to work towards. A good career development program can increase employee motivation to achieve their career goals and perform better.

The institution involves employees in decision-making related to their work, such as program planning, setting performance targets, or developing policies. Participation and involvement in decision-making give employees a sense of ownership of their work and influence them to contribute more actively and creatively to achieving the institution's goals. It can increase employee motivation because they have an important role in the decision-making process and feel that their work is appreciated. In addition, the institution must be able to create a supportive work environment. The institution creates a supportive and inspiring work environment for employees,



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including comfortable facilities, a positive work culture, and open communication between employees and leaders. A supportive work environment can increase employee motivation because they feel happy and comfortable working and can work effectively and efficiently to achieve their performance targets. It indicates that good work motivation will affect the performance of the company's employees to be better.

High work motivation also has the potential to improve employee performance. Employees who have a high level of work motivation tend to be more enthusiastic, more proactive, and more dedicated in carrying out their duties and responsibilities. It can have a positive impact on improving the performance of non-civil servant government employees at Ganesha University of Education. Intrinsic motivational factors that come from within employees, such as a sense of achievement, autonomy, and self-development, can be strong determinants in influencing employee performance. If employees feel empowered and gain personal satisfaction from their work, this can contribute to improving their performance at the institution. Extrinsic motivation is also important: extrinsic motivation, such as financial rewards, recognition, and promotions, can also affect the performance of non-civil servant government employees. Employees who feel appreciated and rewarded for their performance tend to be more motivated to perform well. In addition, management in higher education institutions has an important role in motivating employees. Inspirational leadership, support in career development, and effective communication about work expectations and achievements can increase employee work motivation and ultimately improve their performance.

Improving the performance motivation of Non-PNS employees can be done in several ways, namely, providing a clear and structured career development program can increase the motivation of Non-PNS employees. It can be in the form of training, workshops, or mentorship programs that help them improve their skills and knowledge in their field of work. With career development opportunities, non-PNS employees will feel supported and have better prospects for growth and advancement. Creating a fair and transparent recognition and reward system will increase the motivation of non-PNS employees. It can be in the form of giving appreciation, awards, or special incentives to those who have achieved extraordinary results or made significant contributions. This recognition can be given in both material and non-material forms, such as formal awards, promotions, or opportunities to attend conferences or seminars.

Involving non-civil servant employees in decision-making related to their work can increase their motivation. It can be done by holding regular meetings, discussions, or participatory forums that allow them to contribute to policy formulation and strategic planning. By feeling involved and having a say in the decision-making process, non-civil servant employees will feel valued and have a sense of ownership of their work. Creating a positive and supportive work environment is also an important factor in increasing the motivation of non-civil servant employees. It includes aspects such as effective communication, team support, collaboration, and fairness in handling problems or conflicts. Providing a comfortable workplace and paying attention to employee welfare will also help increase their motivation.

CONCLUSION

This study aims to analyze the relationship between talent management and motivation on the performance of non-civil servant government employees at Ganesha University of Education. The results of data analysis using multiple linear regression methods indicate that the hypothesis testing of the three variables obtained the results of H0 rejected and H1, H2 and H3 accepted. Talent



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management has a positive and significant influence on the performance of non-civil servant government employees at Ganesha University of Education. Likewise, work motivation has a positive and significant influence on the performance of non-civil servant government employees at Ganesha University of Education. The findings of this study indicate that talent management and work motivation play an important role in improving the performance of non-civil servant government employees at Ganesha University of Education. Higher education institutions should note that when they can identify internal talent, the institution can develop appropriate career development programs and provide opportunities for growth and promotion to high-achieving employees. Further researchers can continue this research by expanding the scope of the variables studied, delving deeper into other factors that influence employee performance, and conducting comparative studies with other educational institutions.

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