

## THE ROLE OF JOB SATISFACTION AS A MEDIATOR IN THE INFLUENCE OF TALENT MANAGEMENT AND CAREER DEVELOPMENT ON EMPLOYEE PERFORMANCE: A STUDY OF POLRI INSTITUTIONS IN CENTRAL JAVA



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### Abstract

Talent management and career development are important factors in improving employee performance in various organizations, including government institutions. This study discusses the relationship between these two factors with employee job satisfaction and performance, as well as the role of job satisfaction as a mediator in the relationship. This study aims to explore the relationship between talent management, career development, and job satisfaction on employee performance at the National Police Institution in Central Java. Within this framework, job satisfaction is examined as a mediating variable. Using a quantitative approach by distributing questionnaires to 130 respondents, data analysis was conducted using the Partial Least Squares (PLS) method. The results of the study indicate that talent management and career development significantly affect employee job satisfaction and performance. In addition, job satisfaction is proven to mediate the relationship between talent management and employee performance, but not career development and employee performance. These findings highlight the importance of effective human resource management strategies to improve employee job satisfaction and performance. This study also provides practical implications, especially for the National Police institution, to optimize training programs, career development, and a supportive work environment.

**Keywords:** Talent Management, Career Development, Job Satisfaction, Employee Performance

## INTRODUCTION

According to (Dwigita & Muslikh, 2023), human resource management (HRM) plays a crucial role in managing various aspects related to the workforce within an organization. Talent management (TM) is one of the essential components in a company or institution as it supports recruitment processes and develops human resource skills to meet organizational needs (Gallardo-Gallardo et al., 2020). (Schweyer, 2018), in his book *Talent Management Systems: Best Practices in Technology Solutions for Recruitment, Retention, and Workforce Planning*, explained that the term TM was first introduced in the 1980s. Over time, TM has evolved and taken on roles such as attracting employees, recruiting employees, motivating employees, developing employees, and retaining staff and experts. Today, the challenges of adaptation and improving the quality of human resources have become significant issues. HR must be capable of adapting to technological advancements, requiring institutions to provide training or hire skilled staff to keep up with developments (Fajriyani et al., 2023). Talent management is undoubtedly an important aspect of an institution's growth. However, research on TM remains limited, necessitating adaptation and analysis to determine how to improve the quality of human resources through the utilization of TM (Al Ariss et al., 2014).

The advancement of time has increased competition among institutions, making employee and organizational management essential for survival and maintaining competitiveness (Sukirman, 2014). Talent management has become increasingly recognized as a critical indicator of employee performance. This means that acquiring new employees who are capable, experienced, and qualified to work within an organization, while simultaneously developing and retaining existing talent, is vital. An institution's assets can often be replicated easily, but the only asset that takes time to change is its Human Assets (Basuki, 2023). Currently, it is challenging to find employees who stay with an organization for more than five years. Therefore, companies must make efforts to develop and manage their talented employees (Ghani et al., 2022). Career Development is a series of structured and planned steps, starting from attracting talented job candidates, developing their skills and competencies, to retaining high-potential employees at various organizational levels (Dewi et al., 2020). All of this is aimed at ensuring the effective and sustainable achievement of the organization's strategic goals, while ensuring that every individual possesses the necessary

competencies to optimally support the organization's objectives (Yusuf Iis et al., 2022). Selecting qualified and well-trained individuals for key leadership positions is a critical decision due to its potential impact on the organization's current and future outcomes. Moreover, professional development opportunities strengthen succession planning strategies within organizations. Organizations play a significant role in the development of their employees, which positively impacts the workforce. Counseling sessions are highly beneficial for employees as they foster self-improvement and provide a pathway for achieving career goals.

Job satisfaction is one of the most important aspects of retaining employees and understanding their conditions while working in an organization (Baxi & Atre, 2024). Research conducted by (Barkhuizen & Gumede, 2021) explains that a lack of alignment in leadership style, career alignment, and career development can influence employee job satisfaction. The findings indicate that low alignment and insufficient career development can decrease job satisfaction, leading employees to consider leaving or changing jobs. In another study by (Wau & Purwanto, 2021), it was found that employee job satisfaction is not only influenced by work motivation but also by the career development provided to employees, which in turn motivates them to advance their careers within the organization. Employee performance refers to how well, effectively, and efficiently an individual performs assigned tasks and the extent of their contribution through behaviors, actions, and efforts in the workplace (Syed Hussain al-Hussaini, 2019). Employee performance plays a crucial role in helping organizations achieve a competitive advantage over competitors. This performance is the result of individuals' efforts to complete their tasks within a given timeframe, aiming to support the achievement of organizational goals and strategic objectives. Talented and high-performing employees are key to enhancing an organization's competitiveness in the market (Bibi, 2019).

## **REVIEW OF LITERATURE**

### **Talent Management**

Talent Management can be defined as a systematic process designed to place each employee in the right position. Proper placement of employees aims to enhance their

competencies and advantages, which in turn benefit the organization (Järvi & Khoreva, 2020). According to (Gallardo-Gallardo et al., 2020), Talent Management can also be understood as how organizations retain their best employees, to develop strategies that help the organization continue to grow. Talent Management does not only focus on the abilities of individuals themselves but also considers important factors, such as the technology facilitated and used by individuals, which can maximize the use of that technology (Amelia & Rofaida, 2023).

According to (Sparrow et al., 2015) in their book *Strategy-Driven Talent Management: A Leadership Imperative*, the meaning of talent management is a method for organizations to develop, retain, and motivate talented individuals to enhance company performance. This definition aligns with that of talent management as described by (DeVaro, 2020) in his book *Strategic Compensation and Talent Management: Lessons for Managers*, which explains that talent management is a system designed to attract, develop, and motivate employees, with the most important goal being to retain the best employees who have significant potential within the organization.

### **Career Development**

Career development according to (Ummah, 2019) the encyclopedia of Career Development explains that career development is a process in individuals that focuses on planning, management, and also the work done. The theory of career development does not explain how individual careers develop in an organization, according to Robertson et al (2020) in a book entitled *Oxford Handbook of Career Development* explains that career development is also a form of interpretation such as negative experiences and instability in work to unpleasant treatment that affects comfort at work.

Previous research conducted by (Claussen et al., 2014), explained that career development and talent management have their conditions, career development is carried out when individuals have special abilities in a field so that performance increases this has a relationship with talent management which focuses on how to place individuals according to their abilities so that they can increase work productivity. In another study conducted by (Khansha & Indiyati, 2022) explained that in career development several factors influence

such as salary, promotion, leadership style, socializing at work, and also the work environment itself.

### **Job Satisfaction**

Job satisfaction, according to (Stride et al., 2008) their book *Measures of Job Satisfaction, Organisational Commitment, Mental Health, and Job-related Well-being*, is divided into several aspects. These include overall satisfaction, which refers to all aspects of the job and the employees' feelings, the dynamics of tasks assigned to individuals, and the opportunity to apply individual skills in their work. Additionally, extrinsic satisfaction, which relates to external conditions such as salary, environment, and policies, is also a key component. According to (Adolph, 2016), three key values in job satisfaction are identified. The first is individualism, which encompasses the freedom and independence of individuals to make decisions, essentially granting them autonomy to act according to their will.

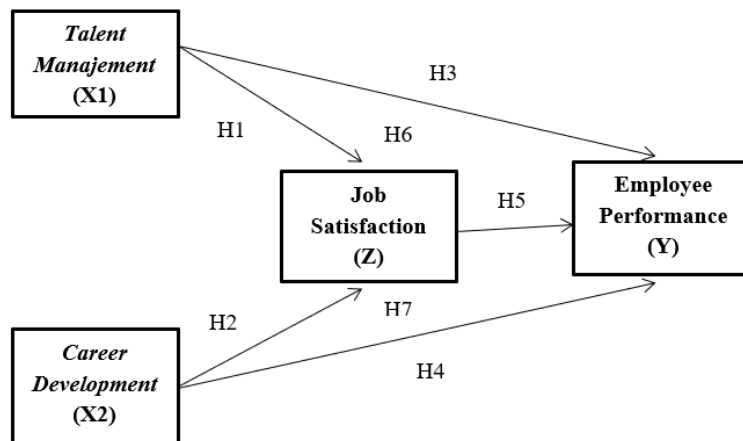
Research conducted by (Sari & Hadijah, 2016) found that job satisfaction influences work discipline, thereby enhancing employee performance and productivity. Similarly, a study (Suryawan & Salsabilla, 2022) explained that job satisfaction is correlated with employee performance. Higher levels of satisfaction result in improved performance. Additionally, job satisfaction enhances employee compliance and work discipline. Research (Robbins & Judge, 2008) identified several factors that contribute to increased job satisfaction. These factors include the nature of the job itself, company management, the physical and social work environment, compensation (salary, benefits, etc.), and career development opportunities, such as job promotions. Lastly, research by (M et al., 2023) highlighted that an employee's desire to leave their job is heavily influenced by their level of job satisfaction.

### **Employee Performance**

On the other hand, employee performance can be defined as the results or contributions made by each individual or group within a company, which ultimately impacts the overall performance of the organization (Paais & Pattiruhu, 2020). The primary goal of forming an organization or company is to achieve the set targets and vision effectively and efficiently. To achieve this goal, contributions from every employee are necessary, and one

of the key factors influencing this achievement is the level of satisfaction, ensuring that employees enjoy their work with genuine and sincere enthusiasm (Milliana et al., 2023).

According to (A. Y. Prasetyo & Waskito, 2023), employee performance is the result achieved by a group of individuals working together in a company to reach specific targets, complete assigned tasks, and contribute positively to the development and success of the organization in line with the company's vision, mission, and strategy. This is translated into employee discipline, personal initiative, adaptability, effort, and persistence in achieving organizational goals. Trust and fairness within an organizational culture are key to building and nurturing an engaged environment where employees at all levels work together.



**Figure 1**  
**Research Framework**

## RESEARCH METHOD

In this study, the method used is the quantitative method. Quantitative research methods are research methods based on certain populations or samples, and data collection using instruments (Muhammad Hasan et al., 2023). Research with the aim of testing predetermined hypotheses Quantitative research was obtained by distributing questionnaires to employees at the National Police Agency in Central Java which aims to analyze the role of organizational performance as a mediator in the influence of talent management and career development on employee performance.

A population is a group of individuals, objects, or entities that have certain characteristics or traits that researchers want to study. The population includes all elements

that are the focus of the research and from which samples will be taken for further analysis. For example, if the research focuses on employees in a company, then all employees in the company are the research population. Population is important because it determines the scope and validity of the generalization of research results. In this case, the population used is all employees at the National Police Agency in Central Java. A sample is a small part or subset of the population selected for analysis to gain insight into the entire population. The sample must represent the main characteristics of the population so that the research results can be generalized accurately. Proper sample selection is critical to the validity and reliability of research findings.

Operational definition refers to the description of variables in research that can be measured using measuring instruments (Ph.D. Ummul Aiman et al., 2022). In this study, the main variables include Employee Performance as an independent variable, Job Satisfaction as a mediating variable, and Talent Management and Career Development as dependent variables. Talent Management (X1) includes talent acquisition, development, retention, and management (Kaleem, 2019). Career Development (X2) focuses on training and career development systems (Li, 2014). Job Satisfaction (Z1) measures the positive emotional state of work, with intrinsic and extrinsic indicators (Hapsari, 2019). Employee Performance (Y) is measured through task, adaptive, and contextual performance (Hatmanti, 2019). All variables were measured using a 1-5 Likert scale.

This study uses primary data obtained directly from the first source, namely employees at the National Police Agency in Central Java, to answer the research questions. Primary data provides a specific description of the characteristics, experiences, perceptions, and opinions of respondents. Data collection was carried out through a survey method by distributing closed questionnaires using Google Forms to respondents selected from the population of National Police employees. The questionnaire was used as a data collection method with questions filled in by respondents to obtain responses that could be evaluated (Prof. Dr. Sugiono, 2023).

The collected data were analyzed using the Partial Least Square (PLS) method with SMARTPLS software to test the relationship between variables. This study tested several instruments, including validity tests, which according to (Ph.D. Ummul Aiman et al., 2022)

measure the extent to which the instrument is relevant and reliable. Reliability test, according to (Ummul Aiman et al., 2022), ensure the instrument provides consistent and stable results. The normality test is used to determine whether the data distribution is normal, by detecting the spread of points on the diagonal line. If the spread of points approaches the diagonal line, then the data is considered normally distributed (Tampubolon, 2023).

## RESULTS AND DISCUSSION

Respondent characteristics based on gender are presented in the following table:

**Table 1**  
**Characteristics Based on Gender**

Gender	Number of Respondents (People)	Percentage (%)
Man	91	70%
Woman	39	30%
Amount	130	100%

Source: Processed primary data, 2024

Based on table 1 above, the results of the analysis of respondent characteristics based on gender show that the male gender is more dominant than the female gender.

Respondent characteristics based on gender are presented in the following table:

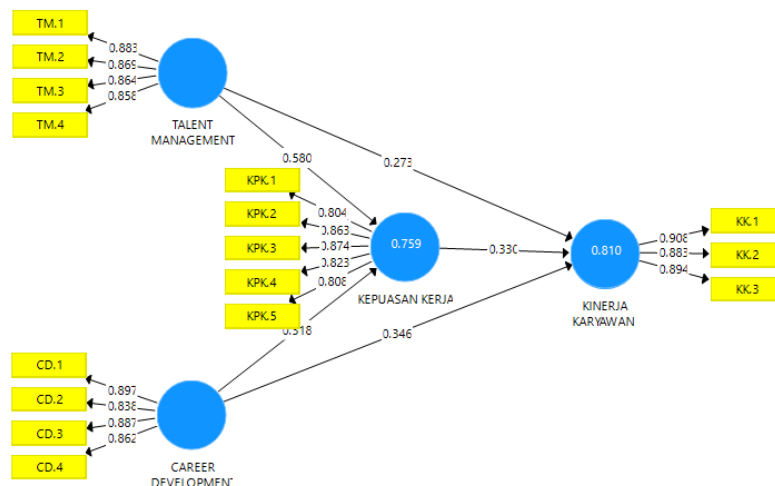
**Table 2**  
**Characteristics Based on Age**

Age	Number of Respondents (People)	Percentage (%)
18-23 Years	54	41,5%
24-29 Years	21	16,2%
30-35 Years	24	18,5%
36-42 Years	23	17,7%
On 45 Years	8	6,2%
Amount	130	100%

Source: Processed primary data, 2024

Based on Table 2 above, the results of the analysis of respondent characteristics based on age show that the age group of 18-23 years is more dominant in purchasing hand bodies, namely 130 people or 41.5%.

The outer model analysis in this investigation produced the following findings:



**Figure 1**  
**Outer Model**

A validity test is used to determine whether the data in the study can be used as a measure of the variables are valid or not. This study uses 4 variables, namely Talent Management (TM), Career Development (CD), Job Satisfaction (KPK), and Employee Performance (KK). SEM\_PLS 3.0 software is used to measure data validity by looking at the values of convergent validity, discriminant validity, and AVE (Average Variance Extract).

The following are the results of the convergent validity calculations:

**Table 3**  
**Convergent Validity Test Results**

	TM	CD	KPK	KK	Information
TM.1	0.883				Valid
TM.2	0.869				Valid
TM.3	0.864				Valid
TM.4	0.858				Valid
CD.1		0.897			Valid
CD.2		0.838			Valid
CD.3		0.887			Valid
CD.4		0.862			Valid
KPK.1			0.804		Valid
KPK.2			0.863		Valid
KPK.3			0.874		Valid
KPK.4			0.823		Valid
KPK.5			0.808		Valid
KK.1				0.908	Valid
KK.2				0.883	Valid
KK.3				0.894	Valid

Judging from Table 3, based on the validity test requirements, a good indicator has a loading factor value  $> 0.7$  (Ghozali, 2021). The table shows that the loading factor value is more than  $< 0.7$ , indicating that the results of this study meet convergent validity.

In addition to using the outer loading value, to test the validity of data or indicators, you can look at the discriminant validity value. The results of the discriminant validity of the research model by looking at its cross-loading value with criteria  $> 0.7$ . The following are the results of the discriminant validity test:

**Table 4**  
**Cross Loading Analysis Results**

	<b>TM</b>	<b>CD</b>	<b>KPK</b>	<b>KK</b>
<b>TM.1</b>	0.883	0.767	0.757	0.716
<b>TM.2</b>	0.869	0.769	0.684	0.690
<b>TM.3</b>	0.864	0.759	0.725	0.774
<b>TM.4</b>	0.858	0.615	0.702	0.798
<b>CD.1</b>	0.764	0.897	0.769	0.638
<b>CD.2</b>	0.696	0.838	0.770	0.731
<b>CD.3</b>	0.802	0.887	0.740	0.775
<b>CD.4</b>	0.769	0.862	0.751	0.731
<b>KPK.1</b>	0.775	0.704	0.804	0.656
<b>KPK.2</b>	0.762	0.718	0.863	0.729
<b>KPK.3</b>	0.764	0.721	0.874	0.723
<b>KPK.4</b>	0.672	0.669	0.823	0.727
<b>KPK.5</b>	0.755	0.779	0.808	0.798
<b>KK.1</b>	0.774	0.709	0.772	0.908
<b>KK.2</b>	0.724	0.762	0.745	0.883
<b>KK.3</b>	0.640	0.776	0.710	0.894

Source: Processed primary data, 2024

Based on Table 4, it can be seen that the value that has a green color indicates the loading value between constructs, whereas the cross-loading value has a greater value than the value of other constructs. It can be concluded that the latent variable has good discriminant validity.

Next, to test the AVE value must meet the requirements  $> 0.5$  which means 50% or more of the given indicators. The following are the results of the validity test using AVE:

**Table 5**  
**Average Variance Extracted (AVE) Value**

	<b>AVE</b>
Talent Management	0.755
Career Development	0.759
Job Satisfaction	0.697

Employee Performance 0.801  
 Source: Processed primary data, 2024

Table 5 shows that the AVE value for the Talent Management variable is > 0.5 or 0.755, then for the Career Development variable it is > 0.5 or 0.759, while the Job Satisfaction variable is > 0.5 or 0.697, and the Employee Performance variable has a value of > 0.5 or 0.801, which means that all variables are said to be valid.

In this study, a reliability test was used to prove the level of consistency and stability of the measuring instrument against all statements in the questionnaire. A statement is said to be reliable if it has a Cronbach's Alpha and Composite Reliability value > 0.7. The following are the results of the reliability test:

**Table 6**  
**Composite Reliability Analysis Results**

	Cronbach's Alpha	Rho_A	Composite Reliability	AVE
<b>Talent Management</b>	0.892	0.892	0.925	0.755
<b>Career Development</b>	0.894	0.896	0.927	0.759
<b>Job satisfaction</b>	0.891	0.895	0.920	0.697
<b>Employee Performance</b>	<b>0.876</b>	<b>0.876</b>	<b>0.923</b>	<b>0.801</b>

Based on Table 6, it can be seen that the Cronbach's Alpha and Composite Reliability values of the Talent Management (X1), Career Development (X2), Job Satisfaction (Z), and Employee Performance (Y) variables have values > 0.70, which means that all variables in this study have met the requirements to be said to be reliable.

The results of the multicollinearity test can be seen based on the value of the VIF (Variance Inflation Factor) in the following table:

**Table 7**  
**Multicollinearity Analysis Results**

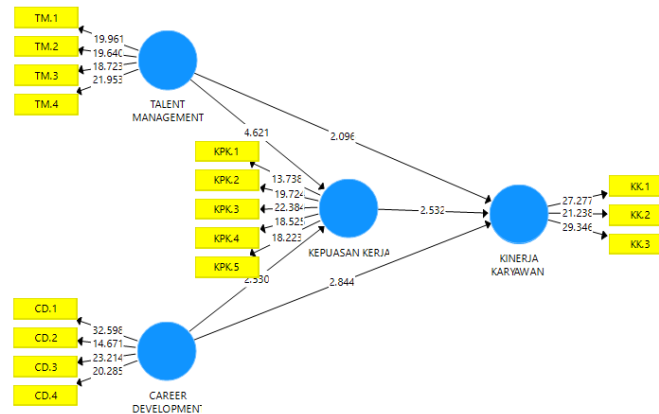
	VIF	Information
TM.1	2.641	Multicollinearity Free
TM.2	2.377	Multicollinearity Free
TM.3	2.380	Multicollinearity Free
TM.4	2.253	Multicollinearity Free
CD.1	2.898	Multicollinearity Free
CD.2	2.140	Multicollinearity Free
CD.3	2.672	Multicollinearity Free
CD.4	2.314	Multicollinearity Free

KPK.1	2.184	Multicollinearity Free
KPK.2	2.685	Multicollinearity Free
KPK.3	2.603	Multicollinearity Free
KPK.4	2.208	Multicollinearity Free
KPK.5	2.078	Multicollinearity Free
KK.1	2.622	Multicollinearity Free
KK.2	2.181	Multicollinearity Free
KK.3	2.417	Multicollinearity Free

Source: Processed primary data, 2024

Based on Table 7, all variable indicators in the study do not experience multicollinearity, because the indicators of the Talent Management (X1), Career Development (X2), Job Satisfaction (Z), and Employee Performance (Y) variables have VIF values <5.

The inner model describes the strength of the estimation between latent variables. In this study, the inner model consists of path coefficient tests, goodness of fit, and hypothesis tests. In assessing the inner model (structural model) with PLS is as follows:



**Figure 2**  
**Inner Model**

The Goodness of Fit value can be seen from the SRMR (Standardized Root Mean Square Residual) value which is a tool to measure model fit. The SRMR value is said to be suitable if it shows a number below 0.08, while the SRMR value between 0.08 to 0.10 is still acceptable and the NFI value > 0.1 (Ghozali, 2021).

**Table 9**  
**SRMR and NFI values**

<b>SRMR</b>	0.050
<b>NFI</b>	0.858

Source: Processed primary data, 2024

Based on the data above, it can be concluded that the two GoF indicators, namely the SRMR and NFI values, have good agreement.

The R-Square value is classified into strong, medium, and weak with values of 0.75; 0.50; and 0.25 respectively. (Ghozali, 2021). The R-Square results can be seen in the following table:

**Table 9**  
**R-Square Value**

	<b>R Square</b>	<b>R Square Adjusted</b>
<b>Job Satisfaction (Z)</b>	0.759	0.755
<b>Employee Performance (Y)</b>	0.810	0.806

Source: Processed primary data, 2024

Based on the R-Square test value in Table 4.9, it shows that the research on the Job Satisfaction variable is 81%. The R-Square value of 0.810 indicates that the independent variables studied, namely talent management and Career development, have a strong influence on employee performance variables. While the job satisfaction variable is 81%. The R-Square value of 0.810 indicates that the independent variables studied have a strong influence on the job satisfaction variable.

Hypothesis testing is a test to measure the relationship of variables and also the level of significance between variables. This is seen from the P value <0.05 and the T-statistic value must be >1.96.

**Table 10**  
**Hypothesis Test Results**

	<b>Original Sample (O)</b>	<b>Sample Mean (M)</b>	<b>Standard Deviation (STDEV)</b>	<b>T Statistik ((O/STDEV)</b>	<b>P Value</b>	<b>Information</b>
TM -> KPK	0.580	0.584	0.126	4.621	0.000	Significant
CD -> KPK	0.318	0.310	0.126	2.530	0.012	Significant
TM -> KK	0.273	0.260	0.130	2.096	0.037	Significant
CD -> KK	0.346	0.359	0.122	2.844	0.005	Significant
KPK -> KK	0.330	0.322	0.130	2.532	0.012	Significant
TM -> KPK -> KK	0.192	0.186	0.084	2.280	0.023	Significant
CD -> KPK -> KK	0.105	0.101	0.065	1.620	0.106	Not Significant

Source: Processed primary data, 2024

Based on the results of the analysis, it can be concluded that there is a significant influence between various factors on employee job satisfaction and performance. The influence of Talent Management (X1) on job satisfaction (Z) is indicated by the original sample value of 0.580, t-statistic of 4.621, and P value of 0.000. These results indicate that H1 is accepted because the t-statistic value is greater than 1.96 and the P value is smaller than 0.05, indicating a significant influence of Talent Management on job satisfaction.

Furthermore, the influence of Career Development (X2) on job satisfaction (Z) also shows significant results, with an original sample of 0.318, a t-statistic of 2.530, and a P value of 0.012. Because the t-statistic value is greater than 1.96 and the P value is less than 0.05, H2 is accepted, which means that there is a significant influence of Career Development on job satisfaction.

The influence of Talent Management (X1) on employee performance (Y) is also significant, with an original sample of 0.273, a t-statistic of 2.096, and a P value of 0.037. A t-statistic value greater than 1.96 and a P value smaller than 0.05 indicate that H3 is accepted, so Talent Management has a significant effect on employee performance.

Likewise, the influence of Career Development (X2) on employee performance (Y) shows a significant influence, with an original sample of 0.346, a t-statistic of 2.844, and a P value of 0.005. A t-statistic value greater than 1.96 and a P value smaller than 0.05 indicate that H4 is accepted, which means that Career Development has a significant influence on employee performance.

In addition, job satisfaction (Z) has a significant effect on employee performance (Y), with an original sample of 0.330, a t-statistic of 2.532, and a P value of 0.012. With a t-statistic value greater than 1.96 and a P value smaller than 0.05, H5 is accepted, indicating that job satisfaction affects employee performance.

For the influence of Talent Management (X1) on employee performance (Y) mediated by job satisfaction (Z), the analysis results show an original sample of 0.192, a t-statistic of 2.280, and a P value of 0.023. Since the t-statistic is greater than 1.96 and the P value is less than 0.05, H6 is accepted, which means that job satisfaction mediates the relationship between Talent Management and employee performance.

However, the influence of Career Development (X2) on employee performance (Y) mediated by job satisfaction (Z) did not show significant results, with an original sample of 0.105, a t-statistic of 1.620, and a P value of 0.106. Since the t-statistic value is less than 1.96 and the P value is greater than 0.05, H7 is rejected, which means there is no significant influence between Career Development and employee performance mediated by job satisfaction.

## **CONCLUSION**

Based on the results of this study, it can be concluded that talent management, career development, and job satisfaction have a significant influence on employee performance. Talent management plays an important role in improving employee job satisfaction and performance, with effective talent management can motivate and increase employee productivity. In addition, career development also makes a significant contribution to employee job satisfaction and performance, where good career development encourages employees to work better. Job satisfaction is proven to mediate the relationship between talent management and employee performance, but does not have a significant influence in mediating the relationship between career development and employee performance. Overall, both talent management and career development, both directly and indirectly, have a significant impact on improving employee performance. Therefore, the right human resource management strategy is very important to achieve optimal performance in the organization.

However, this study has several limitations, including the use of a quantitative approach through a questionnaire that tends to be less able to explore subjective qualitative aspects, such as employees' in-depth perceptions of the talent management and career development programs implemented. This study is also limited to the existing sample, which may affect the generalizability of the results. For further research, it is recommended to use a more in-depth approach, such as direct interviews, to explore broader and deeper perspectives from respondents.

For the National Police, it is recommended to improve the effectiveness of training programs by focusing on relevant technical and soft skills needs and placing members based on individual competencies. The promotion process also needs to be carried out fairly and

transparently. In addition, creating a supportive work environment with open communication and giving awards for useful ideas or innovations can increase motivation. Periodic evaluation of talent management and career development programs is also needed to ensure the effectiveness of the program.

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