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Beyond Talent Management: The Critical Role of Flexible Working Arrangements in Enhancing Public Sector Job Satisfaction

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Abstract: This study assesses the impact of talent management and flexible working arrangements on job satisfaction and employee performance, especially in the public sector post-merger period. The data is collected by employee of Indonesia's research and innovation agency which has merged with several research and development institutions. The author also explains more about the effect of talent management and flexible working arrangements on employee performance, which is influenced by job satisfaction. This study uses talent management and flexible working arrangements on job satisfaction and employee performance in the public sector institutions of research and innovation in Jakarta area by using variables that affect employee performance. Questionnaire were distributed online to 182 employee respondent who worked at research and innovation agency in the Jakarta area. The data were then analyzed using PLS-SEM through SmartPLS 4 software. The results of this study indicate a non significant effect of talent management on job satisfaction and employee performance. And conversely, the effect of flexible working arrangements on job satisfaction is positive significant. Employees value the ability to control their time and environment of flexible working arrangements, which directly translates to higher satisfaction.

Keywords: talent management, flexible working arrangements, job satisfaction, employee performance, public sector.

INTRODUCTION

Indonesia's ambition to transition into a high-income economy hinges on its ability to foster a robust scientific foundation, a domain where the nation has historically struggled (Nugroho et al., 2013). Science acts as a primary catalyst for economic growth and corporate competitiveness (Athreye et al., 2021); yet, realizing this potential depends heavily on the efficacy of national research and development (R&D) initiatives (Yasin, 2023). Although Indonesia has climbed to rank 54 in the Global Innovation Index, this progress masks persistent structural weaknesses in gross R&D expenditure, tertiary inbound mobility, and the production

of high-impact scientific articles (WIPO, 2024). These deficits underscore a critical need to strengthen the human capital and research pillars that drive the national innovation ecosystem.

To address these systemic challenges, the government consolidated various research entities into the National Research and Innovation Agency (BRIN) in 2021 (BRIN, 2023b). However, this massive organizational integration has introduced significant operational complexities. Post-merger data highlighted an initial dip in performance output, with the agency missing its publication targets. Furthermore, the workforce profile reveals a scarcity of advanced qualifications; currently, only 9.4% of employees hold doctoral degrees, falling significantly short of the 20% national target (Bappenas, 2020). While BRIN has since launched targeted doctoral recruitment and capacity-building programs, the challenge of managing a diverse, newly integrated workforce remains acute.

In the face of such rapid transformation, effective human capital strategies are paramount. Research consistently demonstrates that Talent Management (TM) practices—such as competency-based evaluation and career development—can significantly bolster job satisfaction and organizational commitment (Alanazi, 2022; Jibril et al., 2022; Sabuhari et al., 2020). Concurrently, Flexible Working Arrangements (FWA) have emerged as essential tools for improving work-life balance and productivity (Dilmaghani, 2021; Maharani et al., 2020), although empirical evidence regarding their direct impact on performance remains mixed (Damara et al., 2024; Yuliati et al., 2023). Within the specific context of R&D, where specialized skills are critical, these practices are theorized to buffer against turnover and performance decline (Katily et al., 2021).

Despite these theoretical benefits, internal assessments at BRIN suggest that the workforce is under considerable pressure. Reports indicate that a significant minority of employees struggle with high vocational (43%) and psychological strain (52%), driven largely by role ambiguity and role insufficiency (BRIN, 2023a). These findings imply that many staff members perceive a misalignment between their skills and their assigned responsibilities, or lack clarity regarding performance expectations. Such friction is particularly detrimental in public sector institutions, where bureaucratic rigidities often impede the seamless adoption of modern HR interventions like FWA and dynamic talent management.

Consequently, this study seeks to investigate the interplay between talent management, flexible working arrangements, and workforce outcomes within BRIN's unique institutional context. While previous studies have examined these variables in isolation or within higher education (Ramaditya et al., 2022; Setia et al., 2022), the specific dynamics of a newly merged public research agency remain underexplored. By analyzing how TM and FWA influence job satisfaction and individual performance, this research aims to provide empirical evidence to guide policy adjustments that can optimize human capital and support Indonesia's broader innovation goals.

Problem Statement

From previous research, it is evident that both talent management and flexible working arrangements influence individual employee performance and job satisfaction. However, existing research predominantly focuses on non-public sectors. Hence, this study aims to extend this investigation to the public sector, specifically government R&D institution in Jakarta, to explore the effects of talent management and flexible working arrangements on employee performance and job satisfaction.

This study focuses on BRIN employees based in the Jakarta area. It aims to explore employee perceptions regarding talent management practices and flexible working arrangements, and how these factors influence job satisfaction, work motivation, and individual performance. The objectives of this study are to examine the impact of talent management on individual performance and to investigate the effect of flexible working arrangements on

individual performance, among employees of BRIN following the integration of R&D institution nationwide.

Literature Review

Talent Management

Talent Management (TM) refers to a strategic component of human resource management that emphasizes the recruitment, development, and retention of individuals with high potential and significant value to the organization. This process encompasses activities such as performance evaluation, leadership training, and succession planning (Collings et al., 2019). Effective management of human capital through TM practices such as talent attraction, identification, development, and retention directly influences organizational competitiveness and sustainability (Ramaditya et al., 2022). Alanazi et al. (2022) highlights that structured TM processes significantly enhance employee satisfaction and organizational commitment by providing clear developmental pathways and robust career support systems. Similarly, Jibril et al. (2022) emphasize that effective TM practices are foundational to achieving sustainable competitive advantage by ensuring that organizations effectively utilize their human capital. Moreover, the TM approach helps institutions manage their workforce effectively and address skill gaps by focusing on the identification and development of high-potential employees (Aina & Atan, 2020). Aina et al. (2020) break down talent management into three core practices: attracting talent, developing talent and binding talent.

Flexible Working Arrangements

The Job Demands-Resources (JD-R) model, a fundamental theoretical framework, emphasizes that flexible working arrangements (FWAs)—including remote work, flexible scheduling, and compressed workweeks, can be utilized to reduce job demands and stress, thus enhancing employee job satisfaction and performance (Demerouti et al., 2001 in (Kortsch et al., 2022). FWAs enhance job satisfaction and employee performance by providing autonomy, reducing stress, and improving work-life balance (Dilmaghani, 2021; Prasetyaningtyas et al., 2021). According to Prasetyaningtyas et al. (2021), remote working significantly influences employee productivity positively, primarily through improved job satisfaction. Additionally, FWAs improve job satisfaction and work-life balance, leading to higher organizational commitment and lower turnover (Putra et al., 2020). Krajčík et al. (2023) found that employees particularly value time flexibility, although location flexibility is increasingly important. Wetzel et al. (2021) found that flexible arrangements increase engagement and are seen as a sign of trust by management. On the contrary, 45% of employees feel more productive at home, but 25% struggle with lack of work boundaries, while 30% reported increased stress due to unclear role expectations in remote settings (Brecheisen, 2023). Brecheisen's study also found that flexibility helps parents and caregivers maintain performance without burnout. Sirait et al. (2021) measures how flexible work arrangements impact performance and satisfaction at the Ministry of Communication and Information Technology. They found that employees experienced reduced stress and increased concentration working from home, and FWA also boosted employee trust and commitment when applied fairly across roles.

Job Satisfaction

According to Herzberg et al. (1959) in Aisha et al., (2024) workplace factors are divided into two categories: motivators—such as achievement and recognition—which foster job satisfaction, and hygiene factors—such as salary and work environment—whose absence may lead to dissatisfaction. Satisfied employees, per this theory, are more productive because they are internally motivated. Job satisfaction refers to a favorable emotional response that emerges from an individual's evaluation of their job or overall work experience (Locke et al., 1976 in

Duggan et al. (2022). Empirical studies consistently show positive correlations between high levels of job satisfaction and improved employee performance, reduced absenteeism, and lower turnover rates (Katily et al., 2021; Setia et al., 2022). As cited in Aina et al. (2020), Robbins et al. (2019) describe job satisfaction as a constructive emotional condition that arises from an individual's assessment of their job and related experiences. Job satisfaction acts as a critical mediator linking TM and FWAs to employee performance. Effective TM practices enhance job satisfaction by fulfilling employees' career development and growth needs, subsequently improving their performance (Alanazi, 2022; Setia et al., 2022). Likewise, FWAs enhance employee satisfaction by providing autonomy and work-life balance, which in turn improves productivity and overall performance (Rajaram et al., 2024).

Employee Performance

Employee performance is commonly understood as the degree to which an individual successfully fulfills job-related tasks and responsibilities, directly influencing the organization's overall effectiveness and strategic outcomes. According to Robbins et al. (2019), as cited in Aina et al. (2020), performance encompasses the quantity, quality, and timeliness of outcomes produced by employees. It is influenced by internal factors like competence, discipline, and job satisfaction, and external factors like work climate and management support. Employee performance is defined as the effectiveness and efficiency with which job tasks are executed. It is influenced by intrinsic factors (motivation, commitment) and extrinsic factors (organizational support, job conditions). Employee performance reflects the outcomes of individual or collective efforts aimed at fulfilling organizational objectives within the scope of assigned roles and responsibilities. In this study, performance is assessed through several dimensions, including work quality, output volume, punctuality, cost efficiency, level of required supervision, and the influence of interpersonal interactions (Pandey et al., 2021).

The Relationship between Talent Management and Job Satisfaction

Narayanan et al. (2019) highlight that organizations with strong talent practices outperform their peers on metrics like revenue per employee, retention of high performers, and hiring success. Several studies confirm the correlation between high job satisfaction and enhanced employee performance, reduced turnover, and improved organizational efficiency (Setia et al., 2022). Ambrosius et al. (2018) finds that in emerging markets, strategic talent management not only improves commitment but also mitigates turnover intentions. Employee performance, a critical factor for achieving organizational goals, directly relates to employee satisfaction. Research by Setia et al., (2022) demonstrates that talent and knowledge management practices positively impact job satisfaction, which subsequently enhances employee performance. Hassanein et al. (2022) further highlights that suitable TM practices significantly increase employee engagement and job satisfaction.

H1: Talent management practices have a significant effect on job satisfaction.

The Relationship between Talent Management and Employee Performance

Effective talent management practices have been shown to significantly enhance employee satisfaction, organizational commitment, and overall performance (Alanazi, 2022; Jibril et al., 2022). Talent Management, when executed effectively through systematic development, leadership training, and competency-based evaluation, enhances employee engagement and contributes directly to performance outcomes (Sabuhari et al., 2020).

H2: Talent management has a significant effect on employee performance.

The Relationship between Job Satisfaction and Employee Performance

Govender et al (2018) identified a statistically significant association between job satisfaction and employee performance. Govender also found that employees who were satisfied due to flexible arrangements and strong leadership performed more effectively and reported lower absenteeism.
H3: Job satisfaction has a significant effect on employee performance.

The Relationship between Flexible Working Arrangements, Job Satisfaction and Employee Performance

Integrating talent management and flexible working arrangements is hypothesized to significantly enhance job satisfaction and employee performance, thereby improving organizational effectiveness. Effective TM coupled with FWAs provides a comprehensive framework supporting employees' professional growth and personal well-being (Ramaditya et al., 2022; Setia et al., 2022). Studies further suggest that although FWAs positively impact job performance, the extent of their impact can vary based on organizational climates and additional mediating factors such as leadership styles and organizational support (Ramaditya et al., 2022). In a study by Al Ariss et al. (2014), talent attraction was significantly associated with an organization's reputation and ethical practices. Modern talent attraction emphasizes inclusivity, remote work flexibility, and career development opportunities. Other empirical evidence from Rajaram et al. (2024) states that job satisfaction partially mediated the relationship between flexible working hours and performance. It means that satisfaction improved when employees had a better work-life balance, which then elevated task output and team participation.
H4: Flexible working arrangements have a significant effect on job satisfaction
H5: Flexible working arrangements have a significant effect on employee performance.

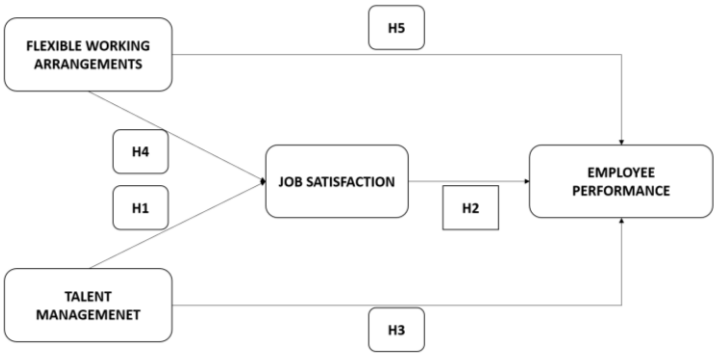


Figure 1. Research framework

METHODS

The author proposed a descriptive research methodology with a quantitative approach. According to Creswell (2014), a quantitative study uses survey design, with the purpose of assisting the researcher in making assumptions about the associations between variables and how the findings of the sample may apply to a larger population of interest. The instruments used in collecting secondary data in this study include journals, online sources, and others. Meanwhile, the primary source of information used is a questionnaire. The questionnaire used in this study for data collection is used at a specific time (cross-sectional).

The target population of this study comprises employees of the National Research and Innovation Agency (BRIN) located in the Jakarta region, aged 21 years and above, and representing various organizational levels ranging from entry-level to senior positions. The author uses 2 categories of sampling technics: non-probability sampling and purposive sampling. According to Vehovar et al. (2016) non-probability sampling involves selection

mechanisms where the probability of inclusion is not known or not equal for all population units. Examples include convenience sampling, quota sampling, and purposive sampling. These methods are particularly useful in exploratory research or when full population lists are unavailable. Purposive sampling, as defined by Kothari (2004), is a non-probability sampling technique in which participants are intentionally chosen based on predefined criteria that align with the specific aims of the research. Researchers apply this approach to deliberately select participants who have significant insight or practical experience related to the research topic.

To establish the minimum number of samples required, the author refers to Hair's (2021) table, which states that 155 samples are required to reach a 5% significance level and a path coefficient value between 0.11 and 0.2. This represents a refinement of the inverse square root method originally proposed by Kock and Hadaya (2018).

In data collection, this study used a survey. According to Sreejesh, Mohapatra, and Anusree (2014), a questionnaire is a systematically constructed instrument composed of uniform questions aimed at extracting specific information from participants. Sekaran and Bougie (2016) emphasize that surveys are instrumental in collecting data to describe, compare, and explain knowledge, attitudes, and behaviors. They highlight that questionnaires, as part of surveys, facilitate the systematic collection of information pertinent to the research objectives. Malhotra (2010) defines a questionnaire as a structured technique for data collection that comprises a series of questions presented in written form, allowing respondents to provide their answers. This method ensures consistency and uniformity in data gathering across different respondents.

The questionnaire comprised closed-ended questions, enabling respondents to select answers from predefined options. The questionnaire encompassed a section on socio-demographic characteristics, including variables such as work domain, employment category, age, educational attainment, and hierarchical position. This design ensured the acquisition of well-structured and contextually relevant data for analytical purposes.

In order to test the reliability and validity of the measure, the authors use statistical tests Cronbach’s alpha, factor analysis, and correlation analysis. It is to ensure that the measures are consistent, comprehensive, and accurately measure the construct of interest. Ensuring the quality and credibility of research findings requires careful attention to two key measurement concepts: reliability and validity. Reliability refers to the consistency of a measure—its ability to produce stable and repeatable results under consistent conditions. Validity, on the other hand, assesses whether the instrument truly measures the concept it is intended to measure. According to Middleton (2019), while reliability is necessary for validity, a reliable instrument may still fail to be valid if it does not capture the true essence of the variable under study. Sekaran and Bougie (2016) further elaborate that validity encompasses various forms, including content, criterion-related, and construct validity. Construct validity, in particular, assesses how well a test or instrument measures the theoretical construct it is intended to measure. This form of validity is essential when evaluating abstract concepts that are not directly observable.

In the context of Partial Least Squares Structural Equation Modeling (PLS-SEM), Hair Jr. (2021) recommend evaluating construct validity through composite reliability (CR) and average variance extracted (AVE). They suggest that CR values should exceed 0.7 and AVE values should be above 0.5 to confirm adequate convergent validity. Bagozzi and Yi (1988) also contribute to the discussion on construct validity, emphasizing the need for rigorous evaluation of measurement models to ensure that the constructs are accurately represented and distinct. They advocate for the use of multiple indicators and validation techniques to strengthen the credibility of the constructs being measured.

The SMARTPLS 4.0 statistical data processor is used by the author to analyse research outcomes. According to Hair (2021), PLS can be used for both confirmation (such as

hypothesis testing) and exploration reasons. The primary purpose is to explain the relationship between constructs while emphasizing the importance of the relationship.

SMARTPLS 4.0 ensure that data cleaning process is fully documented and transparent to ensure the reproducibility of the research. The first step is to remove duplicate data to ensure the accuracy of data. Authors will also check for biases data, outliers, missing data, and data formatting errors. One of the reasons for the PLS algorithm's popularity among researchers and practitioners is that it is used for formative relationships in addition to the reflective relationship between the indicator and its latent construct (Diamantopolous and Winklhofer, 2001 in Yamin et al., 2019).

RESULTS AND DISCUSSION

Characteristics of Respondents

The research sample consists of 182 permanent employees of Badan Riset dan Inovasi Nasional (BRIN) located in the Jakarta area. Most of the respondents in this study have an undergraduate (S1) education of 51%. Respondent are dominated by employees aged 21-40 by 63% and over 40 years by 36%. The middle management level (PNS Golongan III) fills most respondents at 77%, followed by the senior management level (PNS Golongan IV) at 21%.

Descriptive Statistics

Based on the results of this study, several statement items have a reasonably high mean value in terms of the level of agreement as seen in EP07 indicator item which states that "I take on challenging work tasks, when available" with a mean value of 4.050. This high mean indicates a workforce that is intrinsically motivated and eager to engage with complex problems. Then the indicator item FWA04 states that "Due to my flexible schedule, I have to decide on my own when to start, pause, and end my workday" with a mean value of 3.550. This statement shows that flexibility has successfully granted employees control over their immediate temporal and procedural environment.

Validity Test Result

The results of the study indicate that all variables utilized in this study meet and exceed the threshold of standardized factor loading (> 0.7). The AVE value of all variables is exceed the 0.50 threshold, confirming that the measurement model possesses adequate convergent validity.

Reliability Test Result

All variables have Cronbach's Alpha values above 0.6 and composite reliability values above 0.7. These results indicate that the reliability values for all constructs in this study are eligible.

Hypothesis Testing Result

Table 1. Hypothesis Testing Results

Hypothesis	Effect	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values	Result
H1	TM -> JS	0.097	0.082	0.191	0.505	0.614	Rejected
H2	TM -> EP	-0.149	-0.133	0.108	1.386	0.166	Rejected
H3	JS -> EP	0.830	0.825	0.096	8.627	0.000	Accepted
H4	FWA -> JS	0.609	0.610	0.094	6.516	0.000	Accepted
H5	FWA -> EP	-0.230	-0.236	0.109	2.107	0.035	Accepted

Source: Smart PLS 4

Discussion

The Effect of Talent Management on Job Satisfaction

Hypothesis 1 shows that talent management has a positive but not significant relationship with job satisfaction, according to the results of t-statistics of 0.505 < 1.96 and p-values 0.614 > 0.05. This result in line with the research results from Alanazi et al. (2022) and Jibril et al. (2022) that a spesific relationship between talent management and job satisfaction shows a positive relationship. Research from Setia et al. (2022) found that talent management along with knowledge management practices have been shown to improve job satisfaction. The results of research on statements related to talent management, especially on statements TM05 and TM06, show that BRIN's employee have a high concern on high-quality training and clear opportunities for career advancement. Based on the result of this study, it is known that despite the high satisfaction with promotion prospects (JS05), employees seemingly do not credit this to the organization's talent management system. They may view their advancement as a result of personal effort or supervisory support rather than a systemic, transparent talent management program. The lack of a significant relationship between talent management and job satisfaction is likely influenced by the demographic characteristics of the sample, which consists primarily of permanent employees aged 21–40 years. This generational cohort (Millennials and Gen Z) tends to prioritize immediate feedback, work-life balance, and purposeful work over traditional, long-term career planning. Consequently, if the organization's talent management practices are designed with a traditional, rigid approach, they may fail to resonate with the values of this younger workforce. Furthermore, as permanent employees, these individuals already enjoy a high degree of job security. In this context, talent management initiatives may be perceived not as a reward, but as an additional bureaucratic demand that does not offer immediate gratification, thereby failing to significantly enhance their job satisfaction. Although the result of the study show that there is an insignificant relationship between talent management and job satisfaction of the respondent, it is important for the institutions to provide things to develop the talent.

The Effect of Talent Management on Employee Performance

Hypothesis 2 shows that talent management has a negative and insignificant relationship with employee performance, according to the results of t-statistics of 1.386 < 1.96 and p-values 0.166 > 0.05. This aligns with the findings of Sabuhari et al. (2020), who noted that talent management, when executed effectively through systematic development, leadership training, and competency-based evaluation, enhances employee engagement and contributes directly to performance outcomes. Based on the result of this study, finding suggests that an increase in talent management activities is associated with a slight, albeit statistically non-significant, decrease in employee performance. This counter-intuitive result can be justified by the demographic profile of the respondents, who are predominantly permanent employees aged 21–40 years. This age group typically occupies operational or mid-level execution roles where daily output is critical. The negative direction suggests an operational distraction effect. Talent management programs often require employees to allocate significant working hours to training, workshops, or strategic assessments. For this younger cohort, the time invested in these developmental activities may be diverting resources away from their core operational tasks, leading to a temporary dip in their measured productivity. Furthermore, as permanent employees, they may perceive these mandatory development programs as 'role overload'—an additional administrative burden on top of their existing workload—which can cause fatigue and negatively impact their focus on primary performance indicators.

The Effect of Job Satisfaction on Employee Performance

Hypothesis 3 shows that job satisfaction has a positive and significant relationship with employee performance, according to the results of t-statistics of 8.627 > 1.96 and p-values 0.000 < 0.05. This align with the previous research result by Govender et al (2018) who identified a statistically significant association between job satisfaction and employee performance. This result indicates that in this organization, satisfaction acts as a powerful driver of productivity.This finding also suggests a mechanism of reciprocity: when employees perceive that the organization satisfies their professional and personal needs, they feel psychologically obligated to repay this support by dedicating higher effort and focus toward achieving their performance targets. This strong influence is specifically facilitated by the demographic profile of the respondents, who are permanent employees aged 21–40 years. As permanent employee, they enjoy a level of job security that removes anxiety about tenure, allowing them to channel their satisfaction directly into operational focus rather than survival. Furthermore, for this age group currently in their prime career-building phase, job satisfaction is not just about comfort but about engagement. When they are satisfied with their work environment, they are more likely to utilize their energy and ambition to perform at optimal levels to validate their professional competence.

The Effect of Flexible Working Arrangements on Job Satisfaction

Hypothesis 4 shows that flexible working arrangements has a positive and significant relationship with job satisfaction, according to the results of t-statistics of 6.516 > 1.96 and p-values 0.000 < 0.05. This result provides empirical evidence that giving employees control over when and where they work is a primary driver of job satisfaction. This result folllows the results of previous studies that FWAs enhance job satisfaction and employee performance by providing autonomy, reducing stress, and improving work-life balance (Dilmaghani, 2021; Prasetyaningtyas et al., 2021). Additionally, FWAs improve job satisfaction and work-life balance, leading to higher organizational commitment and lower turnover (Putra et al., 2020). It suggests that when the organization grants flexibility, it signals trust and respect, directly boosting the employees' intrinsic satisfaction with their roles. This strong impact is best explained by the dominance of respondents aged 21–40 years. For this demographic, flexibility is an essential requirement to manage their dynamic life stages—such as pursuing further education or raising young families. Furthermore, as permanent employees who are secure but potentially prone to routine burnout, flexible arrangements provide the necessary "breathing room" to manage stress without sacrificing their career stability, thereby significantly elevating their overall satisfaction.

The Effect of Flexible Working Arrangements on Employee Performance

Hypothesis 5 shows that flexible working arrangements has a negative and significant relationship with employee performance, according to the results of t-statistics of 2.107 > 1.96 and p-values 0.035 < 0.05. This contradicts the initial hypothesis and some literature that suggests flexibility improves productivity (Prasetyaningtyas et al., 2021).1 However, it aligns with findings from Damara et al. (2024) and the descriptive data regarding coordination challenges. This result provides empirical evidence that, contrary to the expectation that autonomy drives productivity, the implementation of flexible work in this specific setting is detrimental to operational output. This suggests the reduced physical presence and varying work schedules likely create communication bottlenecks and delayed decision-making, which hampers the speed and quality of task completion required for high performance. This decline in performance is closely linked to the profile of respondents as permanent employees aged 21–40 years. As permanent employee, their roles often involve complex, interdependent workflows that rely heavily on swift, informal coordination with colleagues. When flexibility

is introduced, this "spontaneous collaboration" is lost, leading to operational friction. Furthermore, for the younger demographic (21–40) who may not yet have fully established home-office discipline or infrastructure, flexible arrangements can introduce environmental distractions (such as domestic responsibilities or digital interruptions) that fragment their focus, resulting in lower measurable productivity compared to a structured office environment.

CONCLUSION

The results showed that talent management had no significant impact on either job satisfaction or employee performance. Flexible working arrangements had significant positive effect on BRIN employees' job satisfaction. However, on the contrary flexible working arrangements has a direct negative impact on employee performance.

Theoretically, this research offers a nuanced contribution to human resource literature by challenging the universal applicability of talent management and flexible working arrangements theories in the public sector. Practically, these findings have direct implications for BRIN's management policies. The results suggest that simply layering traditional talent programs onto a permanent, young workforce is counterproductive. Management must recognize that "one size does not fit all" and that the current permanent status of employees buffers the motivational intent of standard talent programs. Furthermore, the significant negative impact of flexible working arrangements on performance implies that the current implementation of flexible work is too loose or unstructured. Management needs to shift focus from merely granting flexibility to managing flexibility through better coordination protocols to ensure that high satisfaction translates into high performance.

To address the negative impact of flexible working arrangements on performance without sacrificing the high satisfaction it generates, it is recommended that BRIN implement a structured hybrid model. This involves establishing mandatory core hours for synchronous collaboration to eliminate communication bottlenecks and utilizing advanced digital project management tools to track output rather than presence. Regarding talent management, BRIN needs to shift from usual training programs to agile talent management.

This study has limitations regarding its generalizability, as it focuses exclusively on permanent employees at BRIN within the Jakarta area, dominated by a specific age cohort (21–40 years). Consequently, the findings regarding the ineffectiveness of talent management and the negative performance impact of FWA may not apply to private sector R&D firms, contract-based employees, or older demographics who may possess different work ethics and technological adaptabilities. Additionally, the cross-sectional nature of the study captures a snapshot in time, which may not account for how employees might adapt to flexible working arrangements or talent management programs over a longer period. Future research should consider expanding the scope to include a comparative analysis between permanent and contract employees to validate if job security truly acts as a moderator in these relationships. It would also be beneficial to employ longitudinal methods to observe if the negative effect of flexible working arrangements on performance diminishes as employees become more accustomed to remote working protocols. Furthermore, future studies should investigate moderating variables such as "Digital Leadership" or "Collaborative Technology Efficacy" to understand better why flexibility hampers performance in this specific setting and how it can be mitigated.

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