



Unleashing Potential: How Talent and Career Management Drive Employee Performance through Motivation (Case Study on Employees of PT. Infomedia Nusantara, Jakarta)

Dimas Ryanto¹, Nuraeni², Maswanto³

¹Universitas Muhammadiyah Jakarta, South Tangerang City, Indonesia, kodimryanto1@gmail.com

²Universitas Muhammadiyah Jakarta, South Tangerang City, Indonesia, nur.aini@umj.ac.id

³Universitas Muhammadiyah Jakarta, South Tangerang City, Indonesia, maswantodaya@gmail.com

Corresponding Author: kodimryanto1@gmail.com

Abstract: This study focuses on the impact of Talent Management and Career Management on employee performance through motivation, with a case study at PT Infomedia Nusantara Jakarta. The research is motivated by the need for high-quality human resources and efforts to retain them through development and career opportunities, expected to enhance motivation and improve performance. This quantitative study involves employees of PT Infomedia Nusantara Jakarta, with a sample of 109 respondents selected using simple random sampling based on the Slovin formula. Data were collected through questionnaires and analyzed using t-tests, F-tests, structural analysis, and path analysis methods. The results indicate that Talent Management has no significant effect on motivation and performance, whereas Career Management has a significant positive impact on motivation but no direct effect on performance. Motivation itself significantly and positively influences employee performance. Overall, the Talent Management program plays a minimal role in enhancing motivation and performance, while the Career Management program indirectly has a strong role in improving performance through motivation. If these programs are implemented effectively, both employee motivation and performance are expected to improve

Keywords: Career Management; Employee Performance; Motivation; Talent Management.

INTRODUCTION

Companies develop when supported by reliable human resources, need innovation in finding the best human resources, quality so that company performance will increase, besides that the company must continue to provide career opportunities and motivation to employees to continue to grow and develop.

PT Infomedia Nusantara has a business opportunity through accelerating transformation to digital with new company goals, vision, and mission to be able to compete in the digital era

through a predetermined programme. Tight competition encourages organisations to maintain quality human resources as conveyed by (Rivai, 2019) that good work results if the employee is given a task then the employee is responsible and carries it out optimally, the final result of the task will get a work assessment. The phenomenon of performance decline will be crucial when the company sets challenging targets in a long-term business programme.

The need for the best resources at PT Infomedia Nusantara has been carried out through a talent management programme where the management of *Human Capital Business Partner* (HCBP) in 2019 was developed and implemented with a focus on improving the capabilities of "people & organization" so that a reliable and digital-quality workforce is needed. The current workforce is dominated by productive age employees (age 25 - 45) totalling 82 employees, or 71% of total employees, and age (46 - 55) totalling 63 employees or 29% of all employees. The composition in terms of education level and age group can be used as a career opportunity and motivation for the younger generation.

From the results of the PT Infomedia Nusantara employee survey, there are gaps in the organisation regarding digital support, efficiency of work procedures, certainty of career management and lack of professionals (*analytical and consultative*). In addition, related to optimisation and feedback to low-performing employees, including appreciation for employees with high performance is not yet optimal. Based on this background, the author wants to conduct research related to human resource management, especially the influence between *Talent Management, Career Management*, performance and motivation in an organisation or company with a case study on employees of PT Infomedia Nusantara Jakarta.

Performance theory according to experts including according to (Rivai, 2019) performance is a real behaviour that everyone displays as a work achievement produced by employees according to their role in the company, still according to (Rivai, 2019) performance is a display of the overall state of the company during a certain period of time which is the result of work or achievement that is influenced by the company's operational activities in utilizing its resources (Helfert, 1996). Meanwhile, according to (Dessler, 2008) what is meant by performance management is the process of consolidating goal setting, assessment and performance development into a single joint system, which aims to ensure employee performance supports the company's strategic goals. According to Prawirosentono in (Zainal, 2019), the factors that affect performance are: 1).Effectiveness and Efficiency, 2).Authority or authority, 3).Discipline, 4).Initiative. Dimensions and indicators of employee performance according to Robbins in (Zainal, 2019), namely: 1).Quality, 2).Quantity, 3).Timeliness, 4).Effectiveness, and 5).Independence. While measuring employee performance according to (Dessler, 2006) consists of: 1).Quality, 2).Productivity, 3).Knowledge of work, 4).Trustworthiness, 5). Availability, 6). Freedom

According to (Robbins, 2015) motivation is a process that explains the strength, direction and perseverance of a person in order to achieve goals, while according to Mc.Clelland in (Mangkunegara, 2011) motivation is a person's psychological condition that encourages a person to achieve maximum achievement, according to Harold in (Hasibuan, 2016) motivation is a drive and effort in order to satisfy a need or a goal. According to (Zainal, 2015) motivation is a series of attitudes and values that influence individuals to achieve specific things in accordance with individual goals.

There are three motivational factors according to (Zainal, 2015), namely: 1).The possibility to develop and get better, 2).The type of work that can provide future hope, 3).Feel proud to be part of the company where they work. Meanwhile, the dimensions of motivation conveyed by Mc. Clelland in (Rivai, 2015), namely: 1). *The need for achievement or achievement (need for achievement)*. 2). *The need for relationships or affiliation (need for affiliation)*. 3). *The need for power (need for power)*. According to (Zainal, 2015) motivation measurement is done through: 1). Individual characteristics, 2).Personal motivation and management style, 3).Ways to professionalism

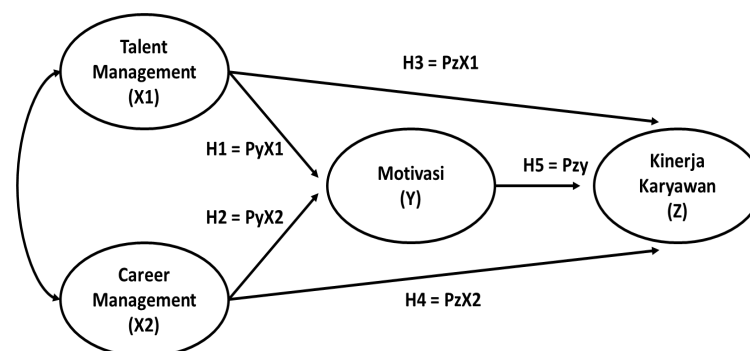
According to (Berger, 2016) *Talent management* is a human resource management activity that can be done well if the company has proactive and systematic talent in an effort to optimise the ability and excellence of resources. According to (Pella and Inayati, 2011) that *Talent management* is a process to ensure a company fills the key positions of *future leaders* and positions that support the company's core competencies (*unique skills and high strategic value*). Furthermore (Pella and Inayati, 2011) said that *Talent Management* is the company's desire to nurture people who have advantages to be identified because of their potential to become company leaders in the future.

According to (Berger, 2016) the factors of *Talent Management* are: 1).The value of labour, 2).Balancing work life with life outside work, 3).Demographics, 4). Replacement of executives, 5). The emergence of small-scale businesses, 6). Changes in the role of HR professionals, 7). *Talent Management* is a company strategy by providing *coaching* to retain employees as a future succession plan, 8). Leadership developed through competence, 9). Creating a company image through *employee branding*, 10). Top leaders must pay attention to succession plans. The dimensions of *Talent Management* according to (Pella and Inayati, 2011) include five, namely: 1). The dimension of determining the size of talent, 2). The dimension of selecting talent improvement capabilities, 3). The dimension of accelerating talent development, 4). The dimension of talent evaluation, and, 5). The dimension of evaluating programme progress, There are three measurements of *Talent management* according to (Capelli, 2008), namely: 1).*Recruitment*, 2)*Retain*, 3). *Developing*

According to (Gibson, et al, 2000) a career is a sequence of experiences and activities related to work and which creates certain attitudes and behaviours in a person. According to (Mathis and Jackson, 2006) organisation-centred career planning focuses on jobs and identifies career paths that provide logical progression of people between jobs in the organisation. According to Flippo, in (Masud, 2000) career development can be done with various efforts, among others, by creating continuity and tranquility at work, providing job status and work experience and providing power and authority at work. *Career Management* delivered by Greenhaus (op cit: 7) in (Priyono and Marnis, 2016) is the definition of a process carried out to develop implement and monitor strategic and individual career goals set by the company.

According to (Henry Simamora, 2012), the dimensions and indicators of career management include: 1).Mutation as a process of job rotation (*tour of duty*), 2).Selection as a process of filtering candidates, 3).Placement as a process of giving employees a responsibility, 4). scientific level of knowledge, 5).Training is a form of providing knowledge and skills.

The purpose of this study was to determine the application of *Talent Management* and *Career Management* to employee performance with motivation as an intervening medium or mediating factor (case study on employees of PT. Infomedia Nusantara Jakarta). The research framework in this study includes:



Source: Data processed
Figure 1. Framework

Based on the problem formulation, research objectives and research benefits above, the authors propose the following hypothesis:

- a. H1: There is a significant influence between *talent management* partially on the motivation of employees of PT Infomedia Nusantara Jakarta.
- b. H2: There is a significant influence between *career management* partially on the motivation of employees of PT Infomedia Nusantara Jakarta.
- c. H3: There is a significant influence between *talent management* partially on the performance of employees of PT Infomedia Nusantara Jakarta.
- d. H4: There is a significant influence between *career management* partially on the performance of employees of PT Infomedia Nusantara Jakarta.
- e. H5: There is a significant influence between motivation partially on the performance of employees of PT Infomedia Nusantara Jakarta.

METHODS

The research method used is quantitative research method and *the independent* variables are *Talent Management* (X1) and *Career Management* (X2), the *intervening* variable in this study is motivation (Y). and the *dependent* variable in this study is employee performance (Z).

The source of data in this study is through distributing questionnaires given directly to respondents in the form of a *goggle* form. The research site is PT Infomedia Nusantara Jakarta which is located at the Infomedia Building Jl. RS. Fatmawati no.77-80 South Jakarta 12150, the research time was conducted from May 2020 to December 2020.

In this study, the population is PT Infomedia Nusantara Jakarta employees who are included in the *Talent Pool* with work locations in the Special Capital Region of Jakarta. The total population based on the *talent pool* is 150 with a percentage based on the number of *talent pools* for each work unit compared to the total *talent pool*, research samples included in the *talent pool* which were taken randomly in 2020 with the location of the work unit in DKI Jakarta. *The sampling* technique used is *probability sampling* technique using the Slovin formula, the number of samples obtained from the Slovin formula is 109 employees.

The data analysis method of this study uses testing through the SPSS application which consists of 1). Instrument Test is carried out with a. Validity test is carried out with *Pearson Product Moment* correlation (r). b. Reliability test is carried out to ascertain whether the instrument used is reliable or not, a variable is said to be reliable if it has *Cronbach Alpha 2*). Hypothesis testing is done with a. t test (partial hypothesis test) the results of the t count hypothesis are compared with the t table with the following conditions: If t count \leq t table, H₀ is accepted and if t count \geq t table, H₀ is rejected, with the significance testing rules are: If the probability value ($0.05 \leq$ Sig), then H₀ is accepted and H_a is rejected, meaning it is not significant. If the probability value ($0.05 \geq$ Sig), then H₀ is rejected and H_a is accepted, meaning it is significant. b. This F test is carried out to see the independent variables simultaneously / together have a significant effect on the dependent variable 3). Structural Equation consists of a. First sub-structure Path Equation: $Y = \rho_{YX1} X1 + \rho_{YX2} X2 + \epsilon_1$ b. Second sub-structure path equation: $Z = \rho_{ZX1} X1 + \rho_{ZX2} X2 + \rho_{ZZ} YY + \epsilon_2$ IV). Path analysis using direct effect analysis and indirect effect.

RESULTS AND DISCUSSION

The results of the Validity test with each consisting of 10 question items as a whole the data is declared **Valid** where based on the data generated in the *Pearson Corr / r* value column > from 0.195 and the value in the sig column <0.05, meaning that the calculation results have a significant correlation coefficient, a valid instrument means that the measuring instrument used to obtain data (measure) is valid and with the validity or suitability of the questionnaire /

question items used by the researcher is suitable for use in the next stage, namely the Reliability test.

Table 1. Reliability test results

Variables	Cronbach's alpha	Objective value	Results
Talent Management	0.936	0.60	Reliable
Career Management	0.928	0.60	Reliable
Motivation	0.874	0.60	Reliable
Performance	0.861	0.60	Reliable

Data source: processed

Reliability test of all variables, each of which consists of 10 question items by comparing the *Cronbach's alpha* value and the reference value > 0.60 is declared Reliable so that researchers can continue in the next process to test hypotheses.

The results of testing the first hypothesis (H1) with the t test the probability value (Sig) for the effect of *Talent management* on Motivation is $0.739 > 0.05$ and the t value is $0.334 < 1.98260$. This shows that *Talent Management* has a partially insignificant effect on Motivation. This means that the *Talent Management* programme is not effective in its implementation so that it has not been able to motivate employees, this is because the company has not maximally implemented the programme and maintained the availability of talents including providing career opportunities for talents.

The results of testing the second hypothesis (H2) with the t test the probability value (Sig) for the effect of *Career management* on Motivation is $0.002 < 0.05$ and the t value is $3.152 > 1.98260$. This shows that *Career Management* has a significant effect partially on Motivation. This means that the *Career Management* programme that has been implemented is able to increase the enthusiasm and motivation of employees.

Table 2. t test Partial hypothesis 1 & Partial hypothesis 2

Coefficients ^a						
Model		Unstandardised Coefficients		Standardised Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	26.921	2.938		9.162	0.000
	<i>Talent Management</i>	0.032	0.095	0.047	0.334	0.739
	<i>Career Management</i>	0.363	0.115	0.440	3.152	0.002

a. Dependent Variable: Motivation

Data source: processed

Table.3 T test Partial hypothesis 3, Partial hypothesis 4 and Partial hypothesis 5

Coefficients ^a						
Model		Unstandardised Coefficients		Standardised Coefficients	t	Sig.
		B	Std. Error	Beta		
	(Constant)	19.418	2.528		7.681	0.000

1	<i>Talent Management</i>	-0.064	0.061	-0.120	-1.043	0.299
	<i>Career Management</i>	0.124	0.078	0.193	1.603	0.112
	Motivation	0.496	0.062	0.637	7.940	0.000
a. Dependent Variable: Employee Performance						

Data source: processed

The results of testing the third hypothesis (H3) with the t test the probability value (Sig) for the effect of *Talent management* on employee performance is $0.299 > 0.05$ and the t value $(-1.043) < 1.98260$. This shows that *Talent management* has a partially insignificant effect on employee performance. This means that the *Talent Management* programme that has been implemented does not affect the performance of talented employees because basically talented employees are employees who have high performance values.

The results of testing the fourth hypothesis (H4) with the t test the probability value (Sig) for the effect of *Career management* on employee performance is $0.112 > 0.05$ and the t value is $1.603 < 1.98260$. This shows that *Career Management* has a partially insignificant effect on Employee Performance. This means that the *Career Management* programme that has been implemented has not been able to improve employee performance, this is influenced by the placement of employees who are not in accordance with the educational background and abilities of employees.

The results of testing the fifth hypothesis (H5) with the t test the probability value (Sig) for the effect of Motivation on Employee Performance is $0.000 < 0.05$ and the t value is $7.940 > 1.98260$. This shows that Motivation has a partially significant effect on Motivation. This means that increasing employee motivation is able to affect employee performance.

Table 4. Path coefficients of the first model

Coefficients ^a						
Model		Unstandardised Coefficients		Standardised Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	26.921	2.938		9.162	0.000
	<i>Talent Management</i>	0.032	0.095	0.047	0.334	0.739
	<i>Career Management</i>	0.363	0.115	0.440	3.152	0.002
a. Dependent Variable: Motivation						

Data source: processed

The first structure equation test results in table 4. produces data that *Talent Management* with a coefficient value of 0.047 is **positive**, the effect of *Talent Management* on Motivation is unidirectional, meaning that the more effective the *Talent management* programme the higher the Motivation. While *Career Management* with a coefficient value of 0.440 **is positive**, the effect of *Career Management* on Motivation is unidirectional, meaning that the more effective the *Career Management* programme the higher the Motivation.

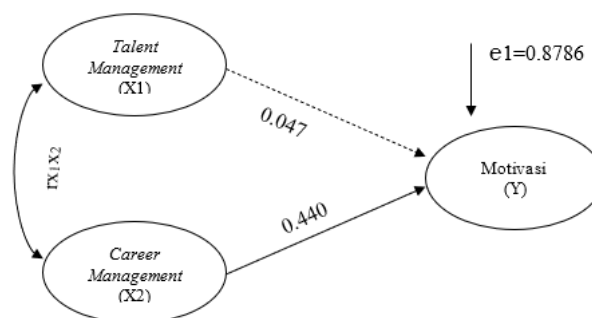
Constant value of 26.921 means that *Talent Management* and *Career Management* increase in one unit, then Motivation will increase by 26.921 units.

Table 5. Model Summary of the first model path

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.478 ^a	0.228	0.214	4.53458
a. Predictors: (Constant), <i>Career Management</i> , <i>Talent Management</i>				

Data source: processed

The coefficient of determination (R Square) is 22.8%, meaning that the contribution of *Talent Management* and *Career Management* variables to Motivation is 22.8%. While the remaining 77.2% is influenced by other variables not examined. Meanwhile, to get the value of e1 can be found by the formula: $e1 = \sqrt{(1-0.228)} = \sqrt{0.772} = \mathbf{0.8786}$



Data source: processed

Figure 2. Results of the first structural equation

Table 6. Second model path coefficient

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	19.418	2.528		7.681	0.000
	<i>Talent Management</i>	-0.064	0.061	-0.120	-1.043	0.299
	<i>Career Management</i>	0.124	0.078	0.193	1.603	0.112
	Motivasi	0.496	0.062	0.637	7.940	0.000
a. Dependent Variabel: Kinerja Karyawan						

Data source: processed

The results of the second structure equation test in table 6. produce data that *Talent Management* with a coefficient value of -0.120 means **negative**, meaning that the effect of *Talent Management* on employee performance is inversely proportional, meaning that the *Talent Management* programme is not efficient while employee performance increases. This is due to the low assessment of the talent development programme and the career development of talents. *Career Management* with a coefficient value of 0.193 is **positive**, the effect of *Career Management* on Employee Performance is unidirectional, meaning that the more effective the *Career management* programme, the higher the Employee Performance. While Motivation with a coefficient value of 0.637 is **positive**, the effect of Motivation on Employee Performance is unidirectional, meaning that the higher the Motivation, the higher the employee

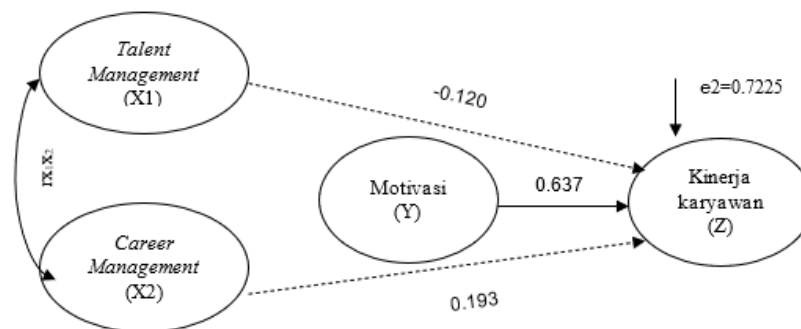
performance. Constant value of **19.418** means that the value of *Talent Management*, *Career Management* and Motivation increases in one unit, then employee performance will increase by 19.418 units.

Table 7. Model Summary of the second model path

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.691 ^a	0.478	0.463	2.91469
a. Predictors: (Constant), Motivation, <i>Talent Management</i> , <i>Career Management</i>				

Data source: processed

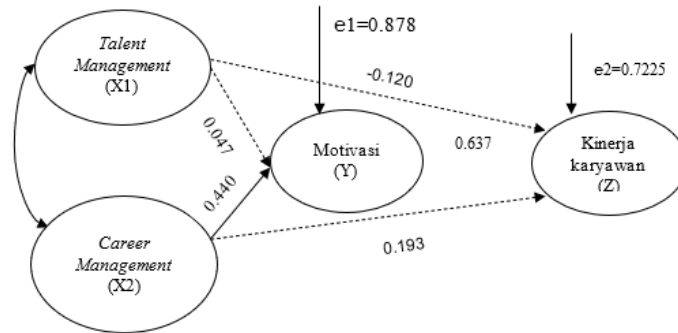
The magnitude of the R Square value found in table 7. is 0.478. This R Square value of 0.478 comes from squaring the value of the correlation coefficient or "R", which is $0.691 \times 0.691 = 0.478$. The magnitude of the coefficient of determination (R Square) is 0.478 or equal to 47.8%. This figure means that the *Talent Management* variable and the *Career Management* and Motivation variables simultaneously (together) affect the Employee Performance variable by 47.8%. While the rest ($100\% - 47.8\% = 52.2\%$) is influenced by other variables outside this equation or variables not examined. Meanwhile, the value of e_2 can be found by the formula: $e_2 = \sqrt{1 - 0.478} = \sqrt{0.522} = \mathbf{0.7225}$



Data source: processed

Figure 2. Results of the second structural equation

To complete the equation in the figure above, based on table 6. in the beta column is as follows: *Talent Management* = **-0.120**, while *Career Management* = **0.193** and Motivation = **0.637**. $\epsilon_2 = 0.7225$ ϵ_2 is a constant value, which means that when the *Talent Management* and *Career Management* and Motivation variables do not change, the Employee Performance variable is 0.7225. Second sub-structure path equation, $Z = \rho_{ZX1} X1 + \rho_{ZX2} X2 + \rho_{ZY} Y + \epsilon_2$, $Z = 0 + 0.193X2 + 0.637Y + 0.7225 \epsilon_2$, $\rho_{ZX1} X1 = 0$, $X1$ is the path coefficient value of the *Talent Management* variable, *Talent Management* remains at 0 and there is no increase in Employee Performance even though other variables do not change. $\rho_{ZX2} X2 = 0.193X2$ is the path coefficient value of the *Career Management* variable, if *Career Management* increases, Employee Performance will increase by 0.193 assuming the *Talent Management* variable, and Motivation has no change. $\rho_{ZY} = 0.637Y$ is the path coefficient value of the Motivation variable, if Motivation increases, Employee Performance will increase by 0.637 assuming the *Talent Management* and *Career Management* variables do not change.



Data source: processed
Figure 3. Path diagram

The path analysis from figure 3 above is as follows: Analysis of the direct effect of *Talent Management* on Motivation: from the analysis of the first model structure above, the significance value of *Talent Management* is $0.739 > 0.05$ with a beta value of 0.047 or 4.7%, so it can be concluded that **directly there is an insignificant influence between *Talent Management* on Motivation with a very low, positive and unidirectional relationship, meaning that the effectiveness of the programme increases, motivation will increase.**

Analysis of the direct effect of *Career management* on Motivation, from the analysis of the first model structure above, the significance value of *Career management* is $0.002 < 0.05$, with a beta value of 0.440 or 44%, so it can be concluded that **directly there is a significant effect of *Career management* on Motivation with a moderate or strong enough, positive and unidirectional relationship, meaning that if the effectiveness of the programme increases, motivation will increase.**

Analysis of the direct effect of *Talent Management* on employee performance, from the analysis of the second model structure above, the significance value of *Talent Management* is $0.299 > 0.05$ with a beta value of -0.120 or -12%, so it can be concluded that **directly there is an insignificant effect of *Talent Management* on employee performance with a negative and opposite relationship, meaning that if the effectiveness of the programme decreases, employee performance increases.**

Analysis of the direct effect of *Career management* on employee performance, from the analysis of the second model structure above, the significance value of *Career management* is $0.112 > 0.05$ with a beta value of 0.193 or 19.3%, so it can be concluded that **directly there is an insignificant effect of *Career Management* on Employee Performance with a very low, positive and unidirectional relationship, meaning that the effectiveness of the programme increases employee performance increases.**

Analysis of the direct effect of Motivation on employee performance, from the analysis of the second model structure above, the significance value of Motivation = $0.000 < 0.05$ with a beta value of 0.637 or 63.7%, so it can be concluded that **directly there is a significant effect of Motivation on employee performance with a strong, positive and unidirectional relationship, meaning that increasing employee motivation will improve employee performance.**

Analysis of the indirect effect of *Talent Management* through Motivation on employee performance: it is known that the direct effect given by *Talent management* on employee performance is (-0.120), while the indirect effect of *Talent management* through Motivation on employee performance is the multiplication of the beta value of *Talent management* on Motivation with the beta value of Motivation on employee performance, namely: $0.047 \times 0.637 = 0.030$, based on the results of the above calculations, it is known that the direct effect value is -0.120 and the indirect effect is 0.030, which means that the indirect effect is greater than the direct effect value. These results indicate that **indirectly *Talent Management* through**

Motivation has a significant effect on Employee Performance.

Analysis of the indirect effect of *Career Management* through Motivation on employee performance: it is known that the direct effect of *Career Management* on employee performance is **0.193**, while the indirect effect of *Career Management* through Motivation on employee performance is the multiplication of the Beta value of *Career Management* on Motivation with the Beta value of Motivation on employee performance, namely: $0.440 \times 0.637 = 0.280$. Based on the results of the above calculations, it is known that the direct effect value is **0.193** and the indirect effect is **0.280**, which means that the indirect effect is **greater** than the direct effect value. These results indicate that **indirectly *Career Management* through Motivation has a significant influence on Employee Performance.**

The total effect analysis which is the overall effect of the direct effect number and the indirect effect number is as follows: 1). It is known that the value of the direct effect given by *Talent management* on employee performance is **-0.120**. While the value of the indirect effect given by *Talent management* on employee performance through motivation is 0.030, then the total effect value is the value of the direct effect plus the value of the indirect effect, namely: $-0.120 + 0.030 = -0.09$, while the value of the direct influence given by *Career management* on employee performance is **0.193**. While the value of the indirect effect given by *Career management* on employee performance through motivation is 0.280, then the total effect value is the value of the direct effect plus the indirect effect, namely: $0.193 + 0.280 = 0.473$. From the above analysis, it can be concluded that the hypothesis that reads "The effect of *Talent management* and *Career management* on Employee Performance through Motivation can be **"ACCEPTED"**. This means that there is an influence, namely *Talent management* and *Career management* on Motivation, then *Talent management* and *Career management* through Motivation on Employee Performance.

CONCLUSION

Based on the analysis above, it can be concluded that the *Talent Management* programme has no role and is still very low in influence to improve employee performance, the implementation of the programme is ineffective and results in respondents' perceptions stating that there is a lack of explanation of talent needs and the availability of existing talent is not given career opportunities.

Motivation has a role and influence in improving employee performance. Although the effect is still very weak in increasing employee motivation, if the *Talent Management* programme is well planned, it will increase motivation and improve employee performance, the respondents' perception on this matter stated that the desire to work harder to occupy positions.

The Career Management programme has not been effective in its implementation. Employees' perceptions of this state that the company in providing career opportunities and occupying a person's position is not based on their educational background or expertise. *Career Management* indirectly through motivation has a very strong role and influence in improving employee performance. This shows that employee motivation is getting higher and employee performance is increasing, as the employee's perception states that the company always provides educational opportunities, training and certification to improve employee abilities.

Talent Management and Career Management will be an ineffective programme if the talent development programme is not in line with the career development programme. Although many factors are used in the *Career Management* programme, *Talent Management* can be used as a means of finding talented employees in preparing future leaders. Based on respondent data where as many as 56% of respondents are employees under 40 years of age with an educational background as much as 79% are S1 to become future assets if the company maintains and provides motivation in the form of opportunities to pursue careers and occupy

important positions in the company. As for the *Career Management* programme, a clear and definite career path is very important for employees.

Talent Management and *Career Management* programmes on employee performance through motivation when these two programmes are carried out together with good and clear planning will increase employee confidence and motivation. Planning for employee development in the form of training, certification and placing employees based on their education and expertise. Employee succession plans need to be explained by company leaders to all employees to motivate them to have a career and compete professionally.

Improve and enhance the *Talent Management* programme by developing according to skills and education and providing opportunities by placing in strategic positions. Provide work motivation through clear career advancement and review whether the decline in performance is due to work processes, unsupportive facilities and infrastructure or the existence of manual processes in work that take a long time, or due to salary, bonus and other issues.

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