

Original Article

The Effect of Talent Management and Job Satisfaction on Performance Improvement with Moderation of Duty Placement of Customs Employees

Andreratno Wijaya✉

Universitas Terbuka, Indonesia

andreratno.wijaya@gmail.com✉

Abstract:

This study examines the influence of talent management and job satisfaction on employee performance at the Directorate General of Customs and Excise, with job placement as a moderation variable. Data was collected from 150 employees through an online questionnaire distributed via Google Form. The data were analyzed using moderation regression to evaluate the role of job placement in moderating the relationship between talent management, job satisfaction, and employee performance. These findings reveal that job placement significantly strengthens the effects of talent management and job satisfaction on performance improvement.

Keywords: Management, Talent, Moderation, Customs

Introduction

Improving employee performance is the main goal of public sector organizations, including the Directorate General of Customs and Excise (DJBC). Talent management and job satisfaction play an important role in increasing employee productivity. However, challenges in task placement, especially in remote or high-risk areas, often lead to employee resistance in undergoing promotions or mutations, which ultimately affects organizational performance. In addition, government policies related to efficiency and coinciding with the Covid-19 Pandemic which requires employees to work from home are based on the Ministry of Finance's strategic plan starting from 2020 to 2024, one of which is the negative growth policy. This has an impact on the recruitment process which is increasingly limited so that the supply of fresh graduate human resources is reduced for the placement of employees in several remote areas.

Problem Formulation

1. Does talent management have an effect on improving the performance of DJBC employees?

Talent management is a strategic process that aims to attract, develop, and retain high-potential individuals within an organization. Talent management is expected to contribute to improving DJBC's performance through the process of identifying, developing and placing talents.



<https://jurnal.usk.ac.id/riwayat>

2. Does job satisfaction affect the improvement of DJBC employee performance?

Job satisfaction is often cited as one of the important factors that affect employee performance. Employees who are satisfied with their jobs tend to have higher motivation, stronger commitment to the organization, and better productivity. Job satisfaction is the positive or negative feeling that an individual feels towards his or her job. According to classical theories such as Herzberg's Two-Factor Theory and Maslow's Theory of Needs, job satisfaction is influenced by several factors:

Intrinsic Factors: Includes job challenges, recognition of achievements, development opportunities, and responsibilities.

Extrinsic Factors: Including salary, work facilities, relationships with superiors and co-workers, and work environment conditions.

3. Does employee assignment moderate the relationship between talent management, job satisfaction, and DJBC employee performance?

Employee task placement is the process of placing individuals in certain positions or positions based on competence, potential, interests, and organizational needs. Task placement acts as a moderator in the relationship between talent management, job satisfaction, and employee performance. Employees who have participated in talent management programs, such as Assessment Centers or competency development training, will show optimal performance if placed in positions that match their expertise. Conversely, inappropriate placement can reduce the effectiveness of talent management because employee potential is not utilized optimally. Employee job satisfaction is often influenced by the work location, type of task, and work environment. Placement in strategic locations with adequate facilities can increase job satisfaction and, ultimately, improve performance. Conversely, placement in remote areas with limited facilities can reduce job satisfaction, even though employees have high potential, thus lowering their performance

Hypothesis:

Based on this frame of mind, the hypotheses that can be tested in this study are:

1. H1: Talent management has a positive effect on the performance of DJBC employees.
This hypothesis tests whether the talent management process, including employee development and appropriate assignments, can improve employee performance at DJBC.
2. H2: Job satisfaction has a positive effect on the performance of DJBC employees.
This hypothesis tests whether the level of employee job satisfaction is directly related to the improvement of employee performance at DJBC.
3. H3: Employee assignment moderates the relationship between talent management and DJBC employee performance.
This hypothesis tests whether proper task placement (such as job locations that match skills and experience) strengthens or weakens the relationship between talent management and employee performance.
4. H4: Employee assignment moderates the relationship between job satisfaction and DJBC employee performance.
This hypothesis tests whether proper task placement can strengthen or weaken the relationship between job satisfaction and employee performance.

Research Objectives

1. Analyze the influence of talent management on employee performance.
2. Analyze the effect of job satisfaction on employee performance.
3. Examining the role of employee task placement as a moderation variable in the relationship between talent management and job satisfaction to employee performance.

Usability of Research

The results of this study are expected to contribute to the development of human resource management policies within the DJBC, especially in terms of strategic and competency-based task placement planning.

Literature Review

Theoretical Studies

1. Talent Management

Talent management is a systematic process to attract, develop, retain, and utilize talented individuals within an organization. ([Collings & Mellahi, 2009](#))([Mulia, 2021](#))

2. Job Satisfaction

Job satisfaction is a positive emotional state that results from the evaluation of an individual's work experience. ([Mulia, 2021](#))

3. Performance Official

Employee performance is the result of work achieved in carrying out tasks in accordance with their responsibilities.

4. Task Placement

Task placement is the process of placing employees in certain positions based on their competencies, qualifications, and organizational needs.

Previous Research

Some research suggests that task placement can moderate the relationship between talent management, job satisfaction, and performance:

1. "Talent Management and Organizational Performance: A Review" ([Collings & Mellahi, 2009](#)) This study shows that effective talent management contributes to improving organizational performance. Talent management processes, such as proper recruitment, focused training, and career development, can improve employee motivation and performance. This research supports the hypothesis that talent management has an influence on employee performance.
2. "The Impact of Job Satisfaction on Organizational Performance" ([Judge et al., 2001](#)) The results of this study show that job satisfaction has a significant positive relationship with employee performance. Employees who are satisfied with their jobs tend to be more productive and committed to the organization. This study is relevant to the assumption that job satisfaction has a significant influence on employee performance.
3. "Workplace Diversity and Employee Performance: The Moderating Role of Job

Placement" ([Schunk, 1995](#)). This study examines the role of task placement moderation in the relationship between diversity in the workplace and employee performance. The results showed that the placement of tasks that matched the employee's skills and background increased the positive influence of diversity on performance.

Methods

A. Research Design

This study uses a quantitative method with a causal design to examine the relationship between talent management, job satisfaction, and employee performance, as well as the role of task placement moderation ([Almaaitah et al., 2020](#)).

B. Population and Sample

The research population is employees of the Directorate General of Customs and Excise. A sample of 50 respondents was selected using the questionnaire distribution technique ([Andrayani et al., 2022](#)).

C. Research Instruments

Data collection was carried out through an online questionnaire using Google Form, with a Likert scale of 1–5 to measure each variable ([Cappelli & Keller, 2014](#)).

D. Research Variables

1. Independent Variables:
 - o Talent Management (X1)
 - o Job Satisfaction (x2)
2. Dependent Variables:
 - o Employee Performance (Y)
3. Moderation Variables:
 - o Placement of Officer Duties (M)

E. Data Analysis Techniques

The data were analyzed using moderation regression with the Moderated Regression Analysis (MRA) model to test the influence of moderation variables ([Farooq & Khan, 2011](#)).

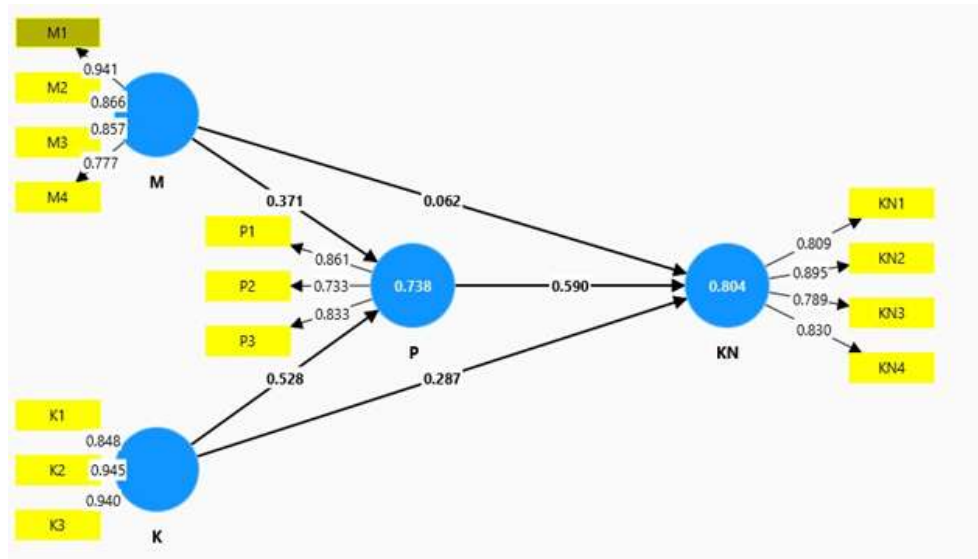
Results

A. Data Description

- The respondents were 150 DJBC employees obtained through the distribution of questionnaires Google Forms from various positions, both executive, functional and structural ([Setiyowati et al., 2020](#)).
- Characteristics of respondents based on position, summoning of the assessment center process, current workplace, previous and destination after the AC process ([Hartatti, 2020](#)).

B. Moderation Regression Test

The regression test results showed:



Components in a Diagram

Blue Circle (Latent Construct)([Hair Jr et al., 2019](#)):

- o M: Talent Management (e.g., independent variables).
- o K: Job satisfaction (e.g., other independent variables).
- o Q: Task placement (e.g., moderation variables).
- o KN: Employee performance (e.g., dependent variables).

Yellow Box (Indicator/Manifest Variable)([Fitri et al., 2021](#)):

- o M1, M2, M3, M4: Indicators for the M (Talent Management) construct.
- o K1, K2, K3: Indicators for the K (Job Satisfaction) construct.
- o P1, P2, P3: Indicators for the P (Task Placement) construct.
- o KN1, KN2, KN3, KN4: Indicators for KN (Employee Performance) constructs([Katebi et al., 2022](#)).

Measurement Model (Outer Model)

The measurement model aims to evaluate the quality of the indicators or items used to measure the latent variables. :

- a. Validitas Konvergen (Convergent Validity)
Measure how well indicators in a construct correlate with each other.
Loading Factor: A $\geq$ value of 0.7 is considered good ($\geq$ 0.5 is still acceptable in exploratory research)([Lei et al., 2018](#)).
Average Variance Extracted (AVE): A value of $\geq$ 0.5 indicates good convergence validity. The results obtained for the convergence validity test are as shown in the figure:

Outer loadings - Matrix					Outer weights - Matrix				
	K	KN	M	P		K	KN	M	P
K1	0.848				K1	0.330			
K2	0.945				K2	0.378			
K3	0.940				K3	0.386			
KN1		0.809			KN1		0.326		
KN2		0.895			KN2		0.364		
KN3		0.789			KN3		0.254		
KN4		0.830			KN4		0.253		
M1			0.941		M1			0.307	
M2			0.866		M2			0.289	
M3			0.857		M3			0.289	
M4			0.777		M4			0.274	
P1				0.86	P1				0.44
P2				0.73	P2				0.35
P3				0.83	P3				0.42

a. Discriminant Validity

To measure whether a construct differs empirically from other constructs then it is necessary **Fornell-Larcker Criterion**, where the AVE of each construct must be greater than the correlation between that construct and the other constructs (Lewis & Heckman, 2006). The results obtained for the discrimination validity test are as shown in the figure:

Discriminant validity - Fornell-Larcker criterion					
	K	KN	M	P	
K	0.912				
KN	0.829	0.832			
M	0.820	0.771	0.862		
P	0.832	0.878	0.804	0.811	

Cross-Loadings: The indicator should have a higher load on the measured construct compared to other constructs. The results obtained are as shown in the picture:

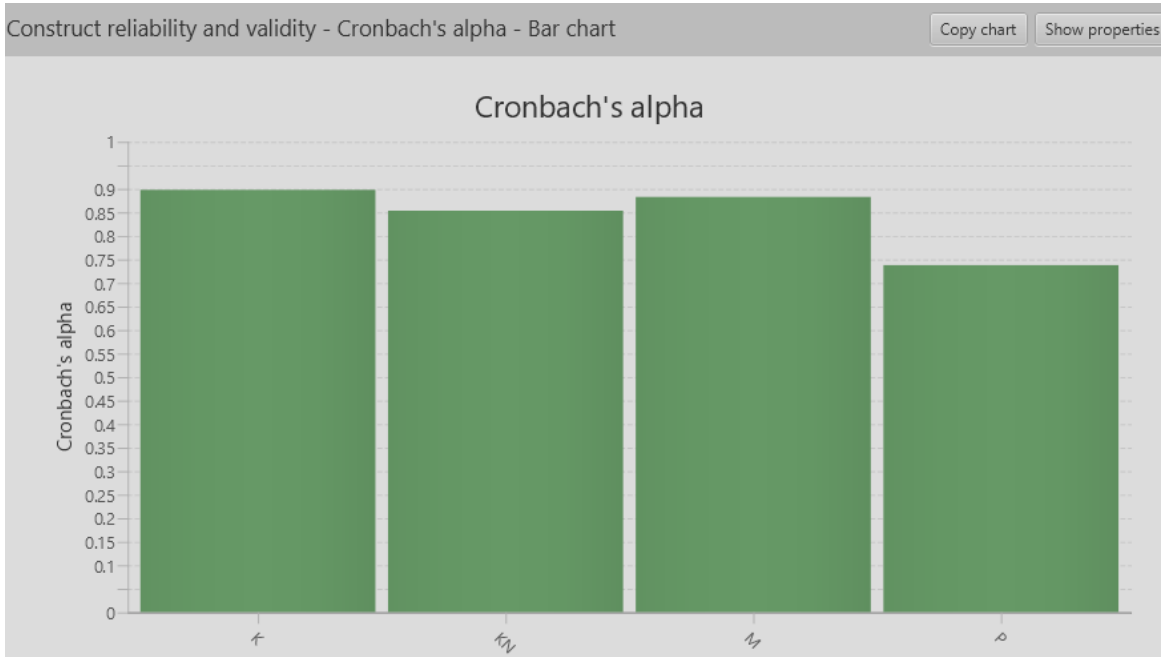
Discriminant validity - Cross loadings				
	K	KN	M	P
K1	0.848	0.684	0.721	0.683
K2	0.945	0.776	0.767	0.792
K3	0.940	0.802	0.757	0.797
KN1	0.651	0.809	0.720	0.817
KN2	0.877	0.895	0.837	0.836
KN3	0.612	0.789	0.494	0.593
KN4	0.560	0.830	0.421	0.621
M1	0.749	0.686	0.941	0.750
M2	0.684	0.678	0.866	0.677
M3	0.670	0.698	0.857	0.656
M4	0.725	0.594	0.777	0.687
P1	0.803	0.727	0.739	0.861
P2	0.571	0.658	0.502	0.733
P3	0.634	0.752	0.695	0.833

b. **Construct Reliability**

Measures the internal consistency of the indicators used to measure the construct ([Manik & Juwono, 2024](#)).

Cronbach's Alpha: A $\geq$ value of 0.7 indicates good reliability.

Composite Reliability (CR): A $\geq$ value of 0.7 indicates high reliability.



Model Struktural (Inner Model)

The structural model aims to evaluate the relationship between latent variables (research hypothesis).

So what needs to be paid attention to is:

a. Path Coefficient

Measure the strength and direction of the relationship between latent variables. Positive values indicate positive relationships, and vice versa ([Mohammed, 2015](#)). A significant value if the p-value ≤ 0.05 (obtained through bootstrapping).

The results obtained in measuring the path coefficient are as shown in the following figure:

Path coefficients - Matrix					Path coefficients - List	
	K	KN	M	P		Path coefficients
K		0.287		0.528	K -> KN	0.287
KN					K -> P	0.528
M		0.062		0.371	M -> KN	0.062
P		0.590			M -> P	0.371
					P -> KN	0.590

b. Coefficient of Determination (R^2)

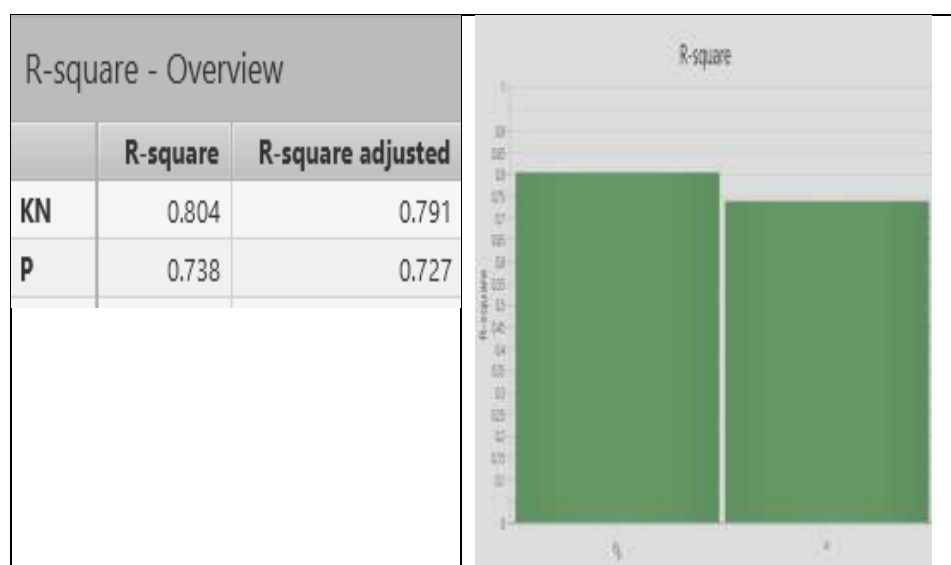
Measuring how much an independent variable explains the dependent variable.

$R^2 \geq 0.67$ = strong,

$0.33 \leq R^2 < 0.67$ = moderate,

$0.19 \leq R^2 < 0.33$ = weak.

The results of the determination coefficient measurement are as follows:



c. **Effect of F² Effect**

Measure the magnitude of the effect of one construct on another.

The results of the measurement of the effect of the F2 effect are as follows:

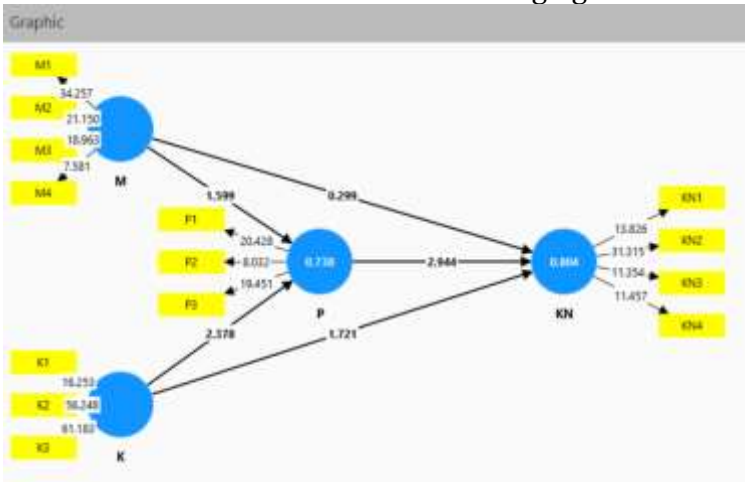
f-square - Matrix					f-square - List		
	K	KN	M	P		f-square	
K		0.102		0.348	K -> KN	0.102	
KN					K -> P	0.348	
M		0.005		0.172	M -> KN	0.005	
P		0.465			M -> P	0.172	
					P -> KN	0.465	

Moderation Test

Moderation Coefficient: Indicates whether moderation has a positive or negative effect on the X → Y relationship.

□ **T-Value:**

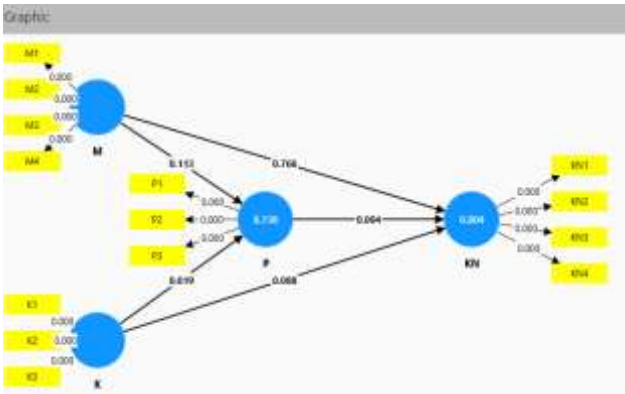
The results of the T-value test are as shown in the following figure:



□ **P-Value:**

A **P-value ≤ 0.05** indicates significant moderation.

The results of the P-Value moderation test are as follows:



Interpretation of Measurement Results

Once all the indicators are valid and reliable and the structural model shows significant relationships, then the interpretation of the results can be carried out as follows ([Paratama et al., 2013](#)):

1. Outer Loading (Value on the Arrow between Construct and Indicator)

Interpretation : All indicators have a loading value above 0.7, indicating that this indicator is valid for measuring the Talent Management construct shows all indicators show high validity ([Narayanan et al., 2019](#)).

2. Path Coefficient (Value on Arrow Between Constructs)

The values on the inter-construct arrows indicate the strength and direction of the latent inter-construct relationships.

$M \rightarrow P$ (Talent Management to Task Placement): 0.371

Interpretation: Talent Management has a moderately positive relationship to Task Placement, but the strength of this relationship still needs to be tested for significance.

$K \rightarrow P$ (Job Satisfaction to Job Placement): 0.528

Interpretation: Job Satisfaction has a strong positive influence on Task Placement.

$P \rightarrow KN$ (Task Placement to Employee Performance): 0.590

Interpretation: Task Placement has a strong positive influence on Employee Performance.

$M \rightarrow KN$ (Talent Management to Employee Performance): 0.062

Interpretation: The direct influence of Talent Management on Employee Performance is very weak.

$K \rightarrow KN$ (Job Satisfaction to Employee Performance): 0.287

Interpretation: Job Satisfaction has a moderately positive effect on Employee Performance ([Ningsih et al., 2021](#)).

Path Analysis

1. $M \rightarrow P$ (Talent Management to Task Placement):

T-Value = 1,599 $\rightarrow$ It is not significant because the t value is less than 1.96.

2. $K \rightarrow P$ (Job Satisfaction to Job Placement):

T-Value = 2,378 $\rightarrow$ Significantly, because the t value is more than 1.96.

3. $P \rightarrow KN$ (Task Placement to Employee Performance):

T-Value = 1,721 $\rightarrow$ It is not significant, because the t value is less than 1.96.

4. $M \rightarrow KN$ (Talent Management to Employee Performance):

T-Value = 0.299 → Not significant.

5. K → KN (Job Satisfaction to Employee Performance):
T-Value = 2,944 → Significantly, because the t value is more than 1.96.

General Interpretation

1. Job Satisfaction (K) has a significant direct effect on Employee Performance (KN).
2. Task placement (P) does not have a significant influence on Employee Performance (KN), nor does it significantly moderate the relationship between Talent Management (M) and Employee Performance (KN).
3. Talent Management (M) does not have a direct and significant effect on Employee Performance (KN) or Task Placement (P) ([Oladapo, 2014](#)).

Value in Circles (R-Square / R²):

- o Indicates the variant described by the independent construct against the dependent construct.
- o P (0.738) means that 73.8% of the variance in Task Placement is explained by independent variables (e.g. Talent Management and Job Satisfaction).
- o KN (0.804) means that 80.4% of the variance in Employee Performance is explained by the variable independence and moderation ([Supriati et al., 2019](#)).

Number Next to Arrow (P-Value):

or P-Value below 0.05 indicates a significant relationship.

or All P-Values displayed next to the indicator (0.000) indicate that the indicator is significant in forming latent constructs ([Widodo et al., 2023](#)).

Based on the information you provided regarding the results of the path analysis, here are further interpretations related to the hypothesis proposed in your research:

1. H1: Talent Management has a positive effect on the Performance of DJBC Employees
 - Based on the path coefficient value for M → KN of 0.062 and T-Value of 0.299, this result shows that the relationship between Talent Management and Employee Performance is not significant (because the t-value < 1.96).
 - Conclusion: This hypothesis is not fulfilled in this model, as there is no significant influence of talent management on employee performance ([Pushpakumari, 2008](#)).
2. H2: Job Satisfaction has a positive effect on the Performance of DJBC Employees
 - Based on the path coefficient value for K → KN of 0.287 and T-Value of 2.944, this result shows a positive and significant relationship between job satisfaction and employee performance.
 - Conclusion: This hypothesis is fulfilled because job satisfaction has a significant influence on employee performance ([Rahman et al., 2019](#)).
3. H3: Employee Task Placement Moderates the Relationship between Talent Management and DJBC Employee Performance
 - Path coefficient value for M → P is 0.371 with a T-Value of 1.599, which indicates that this relationship is not significant (since the T-Value < 1.96).
 - Path coefficient value for P → The KN is 0.590, but the T-Value is 1.721, which is also insignificant (because the T-Value < 1.96).
 - Conclusion: This hypothesis is not met, as task placement does not show a significant role in moderating the relationship between talent management and employee performance ([Yuniasih et al., 2022](#)).

4. H4: Employee Task Placement Moderates the Relationship between Job Satisfaction and DJBC Employee Performance
 - Although task placement has a strong positive influence on employee performance (P → KN), this relationship is not significant based on the T-Value of 1,721 ([Latif et al., 2013](#)).
 - Conclusion: This hypothesis is not fulfilled, because task placement does not significantly moderate the relationship between job satisfaction and employee performance.

Conclusion

- H1 (Talent Management and Employee Performance): This hypothesis is not fulfilled, as the direct influence of talent management on employee performance is not significant.
- H2 (Job Satisfaction and Employee Performance): This hypothesis is fulfilled, as job satisfaction has a significant influence on employee performance.
- H3 and H4 (Task Placement as Moderators): These two hypotheses are not met, because task placement does not play a significant role in moderating the relationship between talent management or job satisfaction and employee performance. Job satisfaction must be the main focus to improve the performance of DJBC employees.
- Task placement needs to be improved and adjusted to the skills and needs of employees.
- Talent management needs to focus more on development that is relevant to the needs of the organization, although currently its direct influence on performance is not significant.
- Further evaluation is needed to better understand the dynamics between the variables in this research model.

Task placement did not play the expected moderation role in this model, although the direct relationship between job satisfaction and employee performance was significant.

References

- Almaaitah, M., Alsafadi, Y., Altahat, S., & Yousfi, A. (2020). The effect of talent management on organizational performance improvement: The mediating role of organizational commitment. *Management Science Letters*, 10(12), 2937–2944.
- Andrayani, L., Zainal, V. R., Nawangasri, L. C., & Hariadi, W. W. (2022). Training and development of employees within the Ministry of Finance. *COMSERVA: Journal of Research and Community Service*, 2(6), 836–842.
- Cappelli, P., & Keller, J. R. (2014). Talent management: Conceptual approaches and practical challenges. *Annu. Rev. Organ. Psychol. Organ. Behav.*, 1(1), 305–331.
- Collings, D. G., & Mellahi, K. (2009). Strategic talent management: A review and research agenda. *Human Resource Management Review*, 19(4), 304–313.
- Farooq, M., & Khan, M. A. (2011). Impact of training and feedback on employee performance. *Far East Journal of Psychology and Business*, 5(1), 23–33.
- Fitri, R. L., Handaru, A. W., & Yohana, C. (2021). The Effect of Recruitment, Selection, and Placement on Employee Performance. *The International Journal of Social Sciences World (TIJOSSW)*, 3(2), 90–97.
- Hair Jr, J. F., LDS Gabriel, M., Silva, D. da, & Braga, S. (2019). Development and validation of attitudes measurement scales: fundamental and practical aspects.

- RAUSP Management Journal*, 54(4), 490–507.
- Hartati, I. (2020). The human resource development strategy of the Ministry of Finance of the Republic of Indonesia in facing the challenges of the 4.0 disruption era. *BPPK Journal: Financial Education and Training Agency*, 13(1), 109–129.
- Judge, T. A., Thoresen, C. J., Bono, J. E., & Patton, G. K. (2001). The job satisfaction–job performance relationship: A qualitative and quantitative review. *Psychological Bulletin*, 127(3), 376.
- Katebi, A., HajiZadeh, M. H., Bordbar, A., & Salehi, A. M. (2022). The relationship between “job satisfaction” and “job performance”: A meta-analysis. *Global Journal of Flexible Systems Management*, 23(1), 21–42.
- Latif, M. S., Ahmad, M., Qasim, M., Mushtaq, M., Ferdoos, A., & Naeem, H. (2013). Impact of employee’s job satisfaction on organizational performance. *European Journal of Business and Management*, 5(5), 166–171.
- Lei, K. Y., Basit, A., & Hassan, Z. (2018). The impact of talent management on job satisfaction: A study among the employees of a travel agency in Malaysia. *Indonesian Journal of Applied Business and Economic Research*, 1(1), 1–19.
- Lewis, R. E., & Heckman, R. J. (2006). Talent management: A critical review. *Human Resource Management Review*, 16(2), 139–154.
- Manik, S. P., & Juwono, V. (2024). Digital Transformation Strategy in Governance: A Study on the Ministry of Finance. *Brilliant: Journal of Research and Conceptual*, 9(1), 1–16.
- Mohammed, A. (2015). The impact of talent management on employee engagement, retention and value addition in achieving organizational performance. *International Journal of Core Engineering & Management*, 1(12), 142–152.
- Mulia, R. A. (2021). *Human resource management: theory and application in performance improvement*. CV. Eureka Media Aksara.
- Narayanan, A., Rajithakumar, S., & Menon, M. (2019). Talent management and employee retention: An integrative research framework. *Human Resource Development Review*, 18(2), 228–247.
- Ningsih, E. S., Fatimah, F. S., & Sarwadhamana, R. J. (2021). Test the Validity and Reliability of the Talent Management Questionnaire Instrument. *Indonesian Journal of Hospital Administration*, 4(2), 52–55.
- Oladapo, V. (2014). The impact of talent management on retention. *Journal of Business Studies Quarterly*, 5(3), 19.
- Paratama, P. I. A., Utama, M., & Wayan, I. (2013). *The Influence of Placement and Work Experience and Work Environment on Employee Loyalty*. Udayana University.
- Pushpakumari, M. D. (2008). The impact of job satisfaction on job performance: An empirical analysis. *City Forum*, 9(1), 89–105.
- Rahman, M. H., Fatema, M. R., & Ali, M. H. (2019). Impact of motivation and job satisfaction on employee’s performance: an empirical study. *Asian Journal of Economics, Business and Accounting*, 10(4), 1–10.
- Romulo, C. S., & Dalimunthe, Z. (2024). Effect of related party transaction and tax haven utilization on tax avoidance moderated by Country-by-Country reporting. *Riwayat: Educational Journal of History and Humanities*, 7(1), 26–40.
- Schunk, D. H. (1995). Self-efficacy, motivation, and performance. *Journal of Applied Sport Psychology*, 7(2), 112–137.
- Setiawati, I., Wardani, S., & Lestari, W. (2024). Development of Wordwall-based Indonesian Geographical Condition Assessment Instrument in Modipaskogo E-Book for Elementary School Students. *Riwayat: Educational Journal of History and Humanities*, 7(1), 48–65.
- Setiyowati, M., Harsono, H., & Sumarsono, T. G. (2020). Analysis of The Effect of

- Employee Placement and Environment on Performance through Motivation. *Journal of Social Science*, 1(2), 21–28.
- Supriati, S., Ariani, Y., & Sarifudin, S. (2019). Implementation of Performance Accountability in Bureaucratic Reform at the Ministry of Finance of the Republic of Indonesia. *Journal of Public Administration*, 10(1).
- Widodo, Z. D., Agustini, I. G. A. A., Utama, A. M., Santosa, S., Novianti, R., Anggraini, R. I., Bangun, R., Pramanik, P. D., Permata, D., & Ahdiyat, M. (2023). *Talent management*.
- Wulandari, D. (2024). The Effectiveness of Youtube Channel as Learning Media at Conversation Class. *Riwayat: Educational Journal of History and Humanities*, 7(1), 67-69.
- Yuniasih, H. H., Ridwan, M. S., & Pristiana, U. (2022). *Effect Of Application Of Talent Management, Competency And Work Motivation On Employee Performance, Through Employee Retention (Study On Asn Government City Surabaya)*. Doctoral dissertation, u.