

The Effect of Talent Management and Workload on Employee Performance with Competence as a Mediating Variable at BPS-Statistics Indonesia across Maluku Province

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Abstract

In an era of increasingly fierce competition, organizations are required to enhance employee performance to compete effectively. Talent management serves as a crucial strategy utilized by organizations to identify, develop, and retain high-quality employees. On the other hand, an excessive workload can negatively impact employee performance. This research was conducted to obtain an explanation regarding the effect of talent management and workload on employee performance with competence as a mediating variable at BPS-Statistics Indonesia across Maluku Province. The purpose of this research is to analyze the effect of talent management and workload on employee performance with competence as a mediating variable. This research uses quantitative research. This research uses smartPLS version 4 software, the data collection instrument is a questionnaire measured using a Likert scale. This study had a sample of 191 respondents, namely employees of the BPS-Statistics Indonesia across Maluku Province. The results of this research show that Talent Management has a significant effect on employee performance with a p value of $0.018 < 0.05$, the Workload has a significant effect on Employee Performance with a p value of $0.000 < 0.05$, Talent Management has a significant effect on Competency with a p value of $0.000 < 0.05$, Workload has a significant effect on Competency with a p value of $0.000 < 0.05$, Competency has a significant effect on Employee Performance with a p value of $0.000 < 0.05$, Competency mediate between Talent Management and Employee Performance with a p value $0.000 > 0.05$, Competency mediate between the Workload and Employee Performance at BPS-Statistics Indonesia across Maluku Province.

INTRODUCTION

Undang-Undang Nomor 20 Tahun 2023 explains that the management of ASN performance is vital in the administration of general government duties and national development. Furthermore, ASN are at the forefront of realizing professional public services that are free from corruption, collusion, and nepotism (KKN). Nugraha et al. (2020) state that ASN, as public service providers, are required to deliver their best performance to the community; however, to date, public perception of ASN performance remains negative and is considered ineffective.

The results of the 2024 Blavatnik Index, which evaluates public sector employee performance worldwide, indicate that Indonesia ranks 38th out of 120 countries in terms of its activities and overall employee performance. More specifically, the performance of Indonesia's State Civil Apparatus (ASN) ranks among the top five in the Asia-Pacific region. Furthermore, the results of the national BerAKHLAK index assessment, conducted by the Ministry of Administrative and Bureaucratic Reform (KemenPAN-RB) in 2024, demonstrate an increase in Indonesia's BerAKHLAK index score, rising from 61.1 percent in 2023 to 68.1 percent in 2024.

This progress indicates that the government has made substantial efforts to enhance the work culture of state apparatuses and promote a better image of the ASN, thereby strengthening public trust in government institutions.

Despite demonstrating continuous improvement, criticisms regarding ASN performance persist, particularly concerning the digital competency gap, work ethic, and bureaucratic adaptation. The continued presence of less competent apparatus resources and weak supervisory systems remain significant obstacles to the delivery of public services by the ASN (Annafi & Zendrato, 2025).

To achieve optimal employee performance, an organization must manage its human resources as effectively as possible to ensure that employees can execute their duties proficiently and yield maximum output. In practice, however, organizational management frequently encounters various issues that can disrupt employee performance. Consequently, organizations are required to identify the factors that determine the level of an employee's performance and formulate the necessary policies to ensure that employee performance is maximized in accordance with organizational expectations (Sedarmayanti, 2017).

Statistics Indonesia (BPS), as the government institution mandated to conduct basic statistics, is not immune to challenges regarding employee performance or the State Civil Apparatus (ASN). As a data provider delivering public services through integrated statistical services and serving as the driving force for various surveys to fulfill national data requirements, BPS is required to possess a professional and competent apparatus within their respective fields. Regrettably, the results of the 2024 BPS Organizational Culture Survey (SBO) indicate that, on average, employee competency within BPS across Indonesia stands at 71.8 percent. This figure demonstrates that the competency of BPS ASN is still categorized as 'fair' and has not yet met expectations, given that the ideal benchmark ranges from 75 percent and above. Consequently, BPS still faces substantial challenges in enhancing the competency and capacity of its ASN.

Within the scope of BPS Maluku Province itself, the ASN competency score stands at 62.6 percent, ranking as the second lowest among all BPS echelon II work units across Indonesia, following BPS Papua Province. This relatively low competency score necessitates policy interventions in employee management to facilitate quality improvements among the BPS Maluku Province ASN, thereby achieving overall institutional enhancement for BPS Maluku Province. Furthermore, there is a requisite for Talent Management capable of mapping ASN capabilities in accordance with their respective competencies and designated task areas.

Table 1. The competency score of BPS ASN in the Eastern Indonesia Region according to the 2024 BPS Organizational Culture Survey

No	Unit Kerja Eselon II	Populasi	Responden	Nilai Competency
1	BPS Provinsi Maluku	314	314	62.6%
2	BPS Provinsi Maluku Utara	270	270	67.6%
3	BPS Provinsi Papua Barat	293	293	63.1%
4	BPS Provinsi Papua	488	488	60.9%
	Rata-rata Seluruh Indonesia			71.8%

Sumber: BPS Organizational Culture Survey Results, 2024

Talent management is the process of preparing talented human resources (possessing both soft and hard skills) to be developed and retained as an essential asset that companies must have to remain competitive. (Zunaidah & Nabawi, 2020). Talent Management exerts a positive influence

on performance, implying that the more effectively Talent Management is administered, the better employee performance will be (Octavia & Susilo, 2018). The effective execution of talent management ensures that human resources can be optimally utilized to achieve the absolute success of an organization. Because both public and private sector organizations increasingly regard talent management as a vital new addition across industries, the majority of organizations prioritize Talent Management to place the right individuals in the appropriate roles or fields, thereby enabling their potential to be maximally developed.

Within BPS Maluku Province itself, Talent Management has never been previously implemented to place human resources in appropriate roles according to their competencies. There remain employees with technical backgrounds as statisticians occupying positions in administration, public relations, finance, and other unrelated areas. Employees are assigned relatively randomly based on the availability of vacant positions, rather than on their competency clusters and educational backgrounds. Consequently, the assigned workloads are disproportionate to employee capabilities, and substantial employee potential remains unoptimized due to placements in roles incongruent with their expertise. Therefore, BPS Maluku Province needs to undertake human resource restructuring and an overhaul of ASN governance to map employee capabilities according to their respective fields, thereby enabling a significant acceleration in overall organizational performance.

In an era of increasingly intense competition, organizations are compelled to enhance employee performance to compete effectively. Talent management serves as a crucial strategy employed by organizations to identify, develop, and retain high-quality personnel. Conversely, an excessive workload can exert a negative impact on employee performance. This aligns with the findings of Irawati & Carollina (2017), who posit the existence of a saturation point at which an increased workload renders performance unproductive. Based on the background delineated above, it is imperative to conduct research concerning the influence of talent management and workload on employee performance, with competency acting as a mediating variable, within the scope of Statistics Indonesia (BPS) across Maluku Province.

METHODS

This study employs a quantitative approach, which emphasizes theory testing through the numerical measurement of research variables and the analysis of data using statistical procedures. This approach was selected as it aligns with the research objective to measure and analyze the causal relationships among variables. The population in this study comprises all State Civil Apparatus (ASN) at BPS across Maluku Province, encompassing one work unit at the provincial BPS and 11 work units at the district/city BPS, totaling 393 employees. The sampling technique utilized in this research is stratified random sampling. The sample was drawn from the BPS environment across Maluku Province, wherein the population was divided into several mutually exclusive and internally homogeneous strata (layers or subgroups) based on specific characteristics relevant to the study. The sample size for this research consists of 191 employees.

The data collection method involves the gathering of primary data, which is conducted by distributing questionnaires to a selected sample. The questionnaire utilizes a Likert scale, and the resulting data will be processed using SmartPLS software version 4.0.

RESULTS AND DISCUSSION

The data processing technique utilizing SmartPLS 4.0 (Partial Least Squares) requires a two-stage process to assess the model fit of a study, namely the Evaluation of the Measurement Model (Outer Model) and the Evaluation of the Structural Model (Inner Model) (Hair et al., 2021). These stages are as follows:

Measurement Model (Outer Loading)

The outer model analysis is conducted to evaluate the validity and reliability of the instrument, ensuring that the questionnaire items utilized are appropriate for measurement purposes. The tests performed on the outer model include Convergent Validity, Discriminant Validity, and Composite Reliability.

a. Convergent validity

The assessment of convergent validity is based on the correlation between the item scores or component scores estimated using SmartPLS 4.0. The convergent validity test is considered valid if each individual outer loading value exceeds 0.7.

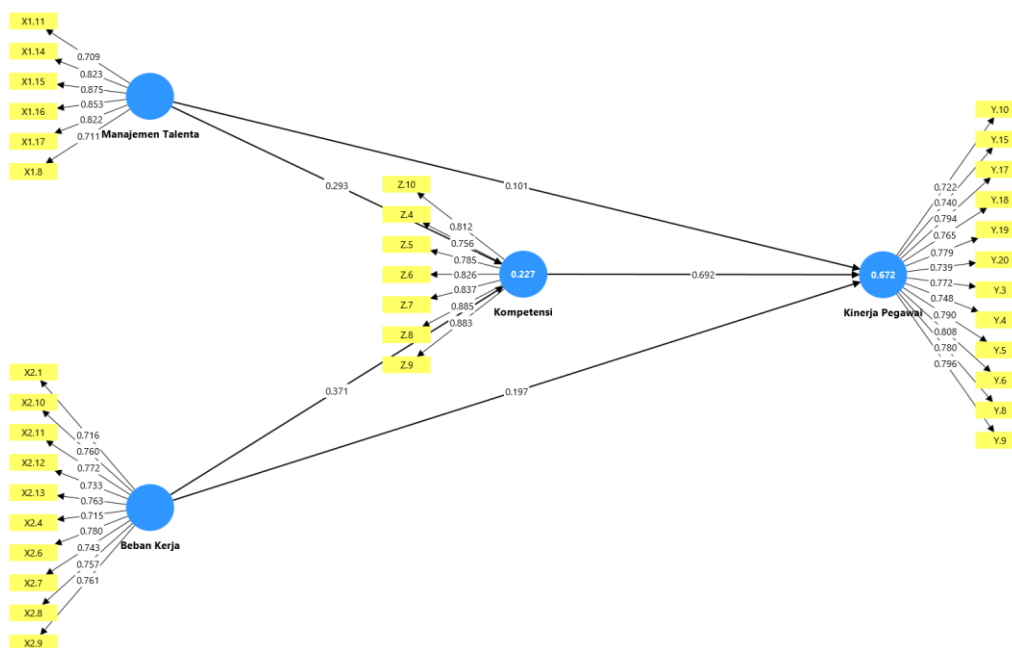


Figure 1. Outer Loading Results Using SmartPLS Version 4.0

Based on Figure 1, it is evident that all indicators possess outer loading values exceeding 0.7. Therefore, it can be concluded that the outer loading assessment for each indicator per variable has satisfied the criteria for good convergent validity and is declared "valid".

b. Discriminant Validity

The measurement in this analysis utilizes the Fornell-Larcker criterion, cross-loading values, and the Heterotrait-Monotrait ratio (HTMT). An indicator is considered to satisfy the requirements for discriminant validity if its cross-loading value on its respective variable is the highest compared to its loadings on other variables, the square root of the AVE in the Fornell-Larcker criterion table for each variable is greater than its correlation with other variables, and

the Heterotrait-Monotrait ratio (HTMT) value is below 0.90 (Henseler et al., 2015).

Table 2. Fornell-Larcker Criterion

	Talent Management (X1)	Workload (X2)	Competency (Z)	Employee Performance (Y)
Talent Management (X1)	0.801			
Workload (X2)	0.013	0.750		
Competency (Z)	0.298	0.375	0.827	
Employee Performance (Y)	0.310	0.458	0.796	0.770

Source : Processed Data, 2026

This research model does not fully satisfy the discriminant validity requirements according to the Fornell-Larcker criterium due to a proximity (indicator overlap) between the Employee Performance (Y) and Competency (Z) variables, wherein Employee Performance exhibits a stronger correlation with Competency (0.796) compared to the variance explained by its own indicators (0.770).

Table 3. Cross Loading

Item	Talent Management (X1)	Workload (X2)	Employee Performance (Y)	Competency (Z)
X1.8	0.711	-0.024	0.154	0.134
X1.11	0.709	-0.006	0.137	0.159
X1.14	0.823	-0.018	0.286	0.280
X1.15	0.875	-0.021	0.259	0.195
X1.16	0.853	-0.044	0.273	0.291
X1.17	0.822	0.139	0.301	0.292
X2.1	-0.081	0.716	0.304	0.265
X2.4	-0.006	0.715	0.296	0.218
X2.6	0.032	0.780	0.300	0.281
X2.7	-0.092	0.743	0.229	0.192
X2.8	-0.137	0.757	0.230	0.120
X2.9	-0.029	0.761	0.272	0.198
X2.10	-0.011	0.760	0.315	0.250
X2.11	0.197	0.772	0.499	0.403
X2.12	0.031	0.733	0.388	0.339
X2.13	-0.007	0.763	0.397	0.343
Y.3	0.365	0.233	0.772	0.624
Y.4	0.256	0.312	0.748	0.611
Y.5	0.289	0.330	0.790	0.640
Y.6	0.286	0.292	0.808	0.650
Y.8	0.224	0.349	0.780	0.652

Item	Talent Management (X1)	Workload (X2)	Employee Performance (Y)	Competency (Z)
Y.9	0.177	0.307	0.796	0.653
Y.10	0.156	0.360	0.722	0.617
Y.15	0.156	0.401	0.740	0.578
Y.17	0.284	0.405	0.794	0.589
Y.18	0.218	0.381	0.765	0.611
Y.19	0.232	0.451	0.779	0.565
Y.20	0.219	0.418	0.739	0.553
Z.4	0.299	0.338	0.633	0.756
Z.5	0.245	0.352	0.692	0.785
Z.6	0.279	0.257	0.641	0.826
Z.7	0.263	0.306	0.650	0.837
Z.8	0.220	0.321	0.662	0.885
Z.9	0.161	0.358	0.697	0.883
Z.10	0.261	0.225	0.623	0.812

Source : Processed Data, 2026

Based on Table 3, it is evident that each indicator possesses the highest cross-loading value on its respective variable compared to the other variables. Therefore, it can be concluded that all indicators utilized in this study have satisfied the requirements for good discriminant validity and are declared "valid".

Table 4. Heterotrait-monotrait ratio (HTMT)

	Workload (X2)	Employee Performance (Y)	Competency (Z)
Talent Management (X1)	0.135	0.320	0.310
Competency (Z)	0.374	0.854	
Employee Performance (Y)	0.463		

Source : Processed Data, 2026

Based on Table 4, all inter-construct correlation values in the HTMT table fall below the required maximum threshold (< 0.90).

c. Composite Reability

The composite reliability test is considered 'valid' or 'reliable' if the composite reliability value for each variable is above 0.7. The expected Cronbach's alpha value is also above 0.7. Furthermore, the Average Variance Extracted (AVE) value should be equal to or greater than 0.5 to be declared valid. Accordingly, the respective composite reliability values are presented as follows:

Table 5. Composite Reliability Values

Variable	<i>Cronbach's Alpha</i>	<i>rho_A</i>	<i>Composite Reliability</i>	<i>Average Variance Extracted (AVE)</i>
Talent Management (X1)	0.890	0.918	0.914	0.642
Workload (X2)	0.916	0.930	0.928	0.563
Competency (Z)	0.923	0.923	0.938	0.685
Employee Performance (Y)	0.937	0.938	0.946	0.593

Source : Processed Data, 2026

Based on Table 5, it is evident that the composite reliability values for each variable—namely Talent Management, Workload, Competency, and Employee Performance exceed 0.7, thereby satisfying the required criteria for acceptance.

Structural Model (Inner Model)

The inner model is a structural model that predicts the relationships among latent variables. The evaluation of this model utilizes the coefficient of determination (R^2) to assess the extent to which the endogenous constructs can be explained by the exogenous constructs.

Table 6. R-Square Values

Variable	<i>R-Square</i>	<i>R-Square Adjusted</i>
Employee Performance	0.672	0.667
Competency	0.227	0.219

Source : Processed Data, 2026

Based on the results of the data analysis using SmartPLS, it is evident that the coefficient of determination (R-Square) for the effect of Talent Management and Workload on Employee Performance, with a value of 0.672 or 67.2%, falls into the strong category (Chin, 1998).

Hypothesis Testing

Hypothesis testing in this study was conducted by examining the T-statistics and P-values. A research hypothesis is considered accepted if the P-value is less than 0.05. The results of hypothesis testing obtained through the inner model are presented below.

Table 7. Direct Effect Hypothesis Testing Results

Hypothesis	Variable	Original Sample (O)	T Statistics (O/STDEV)	P-Values	Results
H1	X1 -> Y	0.101	2.369	0.018	Significant
H2	X2 -> Y	0.197	3.971	0.000	Significant
H3	X1 -> Z	0.293	4.802	0.000	Significant
H4	X2 -> Z	0.371	5.791	0.000	Significant
H5	Z-> Y	0.692	14.777	0.000	Significant

Source : Processed Data, 2026

Table 8. Indirect Effect Hypothesis Testing Results

Hypothesis	Variable	Original Sample (O)	T Statistics (O/STDEV)	P-Values	Results
H6	X1→Z→Y	0.203	4.329	0.000	Significant
H7	X2→ Z→Y	0.257	5.664	0.000	Significant

Source : Processed Data, 2026

The table above presents the results of hypothesis testing for both direct effects and indirect effects, which can be explained as follows:

1. The effect of Talent Management on Employee Performance yields a T-statistic value of 2.369, which is greater than the t-table value of 1.96, and a P-value of 0.018, which is less than 0.05. Therefore, it can be concluded that the Talent Management variable has a significant effect on Employee Performance at BPS across Maluku Province.
2. The effect of Workload on Employee Performance yields a T-statistic value of 3.971, which is greater than the t-table value of 1.96, and a P-value of 0.000, which is less than 0.05. Therefore, it can be concluded that the Workload variable has a significant effect on Employee Performance.
3. The effect of Talent Management on Competency yields a T-statistic value of 4.802, which is greater than the t-table value of 1.96, and a P-value of 0.000, which is less than 0.05. Therefore, it can be concluded that the Talent Management variable has a significant effect on Competency.
4. The effect of Workload on Competency yields a T-statistic value of 5.791, which is greater than the t-table value of 1.96, and a P-value of 0.000, which is less than 0.05. Therefore, it can be concluded that the Workload variable has a significant effect on Competency.
5. The effect of Competency on Employee Performance yields a T-statistic value of 14.777, which is greater than the t-table value of 1.96, and a P-value of 0.000, which is less than 0.05. Therefore, it can be concluded that the Competency variable has a significant effect on Employee Performance.
6. The effect of Talent Management on Employee Performance mediated by Competency yields a T-statistic value of 4.329, which is greater than the t-table value of 1.96, and a P-value of 0.000, which is less than 0.05. Therefore, it can be concluded that the Talent Management variable has a significant effect on Employee Performance mediated by the Competency variable.
7. The effect of Workload on Employee Performance mediated by Competency yields a T-statistic value of 5.664, which is greater than the t-table value of 1.96, and a P-value of 0.000, which is less than 0.05. Therefore, it can be concluded that the Workload variable has a significant effect on Employee Performance mediated by the Competency variable.

DISCUSSION

Based on the results of the analysis conducted, the findings indicate that all predetermined requirements have been met. This study collected data through questionnaires from 191 respondents, and the research instruments were tested through validity and reliability assessments. The results confirm that all instruments meet the required criteria and are deemed valid and reliable.

The Effect of Talent Management on Employee Performance

The research results prove that Talent Management has a significant effect on Employee Performance at BPS across Maluku Province. The Talent Management variable on Employee Performance has a coefficient value of 0.101, a T-statistic value of 2.369 (which is greater than the t-table value of 1.96), and a P-value of 0.018 (which is less than 0.05). The statistical test results prove that Talent Management has a significant positive effect on Employee Performance at BPS

across Maluku Province. This implies that any enhancement or improvement in Talent Management will tangibly (significantly) increase Employee Performance at BPS in Maluku.

In the operational context of Statistics Indonesia (BPS) throughout Maluku Province, the precise implementation of talent management is highly crucial. BPS personnel are required to possess diverse specializations, ranging from technical proficiencies in processing complex statistical data to public communication skills. When the institution is able to accurately map talent for instance, by assigning employees with high digital literacy and creativity to public relations functions to design dissemination strategies, while directing data analysts to focus on processing macroeconomic indicators this synergy will directly boost the achievement of the Key Performance Indicators (KPI) of the work units (*satker*) within BPS across Maluku Province.

An empirical study by Asnawir, Muh et al. (2023) examined the effect of Talent Management and knowledge management on Employee Performance. The research findings demonstrate that Talent Management has a positive and significant effect in improving Employee Performance. This condition indicates that the implementation of Talent Management by the agency will foster employee engagement and enhance employee performance. The results of this study are in line with several previous studies stating that Talent Management significantly affects Employee Performance (Tiara, Sinsi 2025; Azizah, N. Melisa 2025; Sariwulan, et al., 2021; Damarasri, BN, & Ahman, E., 2020; Karina & Ardana, 2020; Wolor, et al., 2020). Overall, these studies indicate that talent management can have a positive impact on Employee Performance, especially if implemented effectively while considering contextual factors within the agency (careful planning, selection and recruitment, training and development, and compensation). Therefore, Talent Management can serve as an essential strategic approach for agencies seeking to improve their Employee Performance and achieve broader organizational goals.

The Effect of Workload on Employee Performance

The research results prove that Workload has a significant effect on Employee Performance at BPS across Maluku Province. The Workload variable on Employee Performance has a coefficient value of 0.197, a T-statistic value of 3.971 (> 1.96), and a P-value of 0.000 (< 0.05). The statistical test results prove that Workload has a significant positive effect on Employee Performance at BPS across Maluku Province. This implies that the existing Workload actually stimulates or is accompanied by an increase in Employee Performance at BPS in Maluku.

For BPS personnel in archipelagic regions such as Maluku, the reality of the workload is often multi-layered. Within a single timeframe, employees frequently must assume concurrent responsibilities. The additional workload associated with navigating geographical challenges such as coordinating cross-island field teams actually fosters team cohesion and drives innovative strategies for faster task execution, ensuring that organizational performance targets continue to be remarkably achieved.

The results of this study are in line with the findings of Mutiara (2021), who examined the effect of Workload, work environment, and job satisfaction on employee performance at the Department of Manpower of the Riau Provincial Government. The research findings demonstrate that Workload has a positive and significant effect in improving Employee Performance. Workload affects Employee Performance because a task assigned to an employee, if it does not align with their capabilities, will become a distinct burden for the employee themselves. Conversely, when the work aligns with the employee's capabilities, regardless of the amount of work handled, their motivation to complete it increases. This is because the enthusiasm arising from the match

between the skills possessed and the assigned job becomes a challenge for employees to prove their capabilities. Furthermore, employees do not feel bored because the perceived Workload is proportional to their abilities. This is in line with the statement by Nursiti and Aditya (2020) that a Workload tailored to the skills and requirements of a position will certainly be better at directing employees to work effectively and efficiently. Meanwhile, a Workload that is incompatible with an employee's capabilities can result in the employee failing to perform optimally or work at their best.

The Effect of Talent Management on Competency

The research results prove that Talent Management has a significant effect on the Competency of BPS employees across Maluku Province. The Talent Management variable on employee Competency has a coefficient value of 0.293, a T-statistic value of 4.802 (which is greater than the t-table value of 1.96), and a P-value of 0.000 (which is less than 0.05). The statistical test results prove that Talent Management has a significant positive effect on the Competency of BPS employees across Maluku Province. This indicates that a well-implemented talent management program is proven capable of increasing the competency level of employees.

Within the Statistics Indonesia (BPS) environment across Maluku Province, the demand for competency upgrading is absolutely imperative. Data processing and presentation standards are constantly evolving. Effective talent management ensures that statisticians are equipped to master various advanced tools, ranging from executing complex syntax in SPSS and calculating Relative Standard Errors (RSE), to managing massive databases. Without a systematic talent mapping and development system, it would be difficult for the institution to maintain the validity standards of statistical data.

An empirical study by Ziarani et al. (2023) examined the effect of Talent Management on Employee Performance with Competency as a mediator. The research findings demonstrate that Talent Management has a positive and significant effect in improving employee Competency. The results of this study are in line with the research by Bhaker, Suresh, & Gita (2020), which states that Talent Management significantly affects employee Competency. Government agencies that manage their talent effectively will consistently possess a supply of human resources who are adaptive, innovative, and prepared to face the shifts in global survey methodologies that are becoming increasingly digital-based.

The Effect of Workload on Competency

The tested research results prove that Workload has a significant effect on the Competency of BPS employees across Maluku Province. The Workload variable on employee Competency has a coefficient value of 0.371, a T-statistic value of 5.791 (> 1.96), and a P-value of 0.000 (< 0.05). The statistical test results prove that Workload has a positive and significant effect on the Competency of BPS employees across Maluku Province. This implies that employees given adequate tasks or Workload tend to develop their abilities (Competency) along with the experience of completing those tasks (learning by doing). Competency is not only acquired through formal education but is also shaped empirically through the routine of task completion.

This condition is highly relevant to the work dynamics within BPS across Maluku Province. Preparations for major events, such as the 2026 Economic Census, require employees to master cross-disciplinary skills. A statistician might be assigned additional duties, such as coordinating publicity manuscripts, designing graphic design briefs for social media, or training statistical

partners in remote areas. This series of workloads, which extends beyond technical job descriptions, has tangibly enriched employees' tacit knowledge and forged resilient managerial and leadership competencies.

The results of this study are in line with the findings of Ramdhana & Astuti (2025), who examined the effect of Workload, work environment, and job satisfaction on employee performance at the Department of Manpower of the Riau Provincial Government. The research findings demonstrate that Workload has a positive and significant effect on employee Competency. Workload affects employee Competency because employees feel that the Workload they receive encourages them to develop their Competency. The results of this study are also in line with previous research by Ika Sumiyati & Siregar (2021), which found that Workload has a direct and significant effect on employee Competency. These results indicate that a proportional Workload can encourage employees to develop their Competency in an effort to complete the assigned tasks. This phenomenon indicates that when employees are faced with a challenging Workload that remains within their capabilities, they will be motivated to enhance their knowledge, skills, and professional attitudes.

The Effect of Competency on Employee Performance

The research results prove that Competency has a significant effect on Employee Performance at BPS across Maluku Province. The Competency variable on Employee Performance has a coefficient value of 0.692, a T-statistic value of 14.777 ($>$ the t-table value of 1.96), and a P-value of 0.000 ($<$ 0.05). The statistical test results prove that Competency has a significant positive effect on Employee Performance at BPS across Maluku Province. This positions Competency as the most critical determinant factor for both individual and organizational success.

For an institution like BPS, which serves as the data "engine room" for regional government policy formulation, personnel competency is non-negotiable. A minor error in data recoding or managing duplicate records can have detrimental consequences on the conclusions drawn regarding the region's demographic or economic conditions. Therefore, the high competency of BPS statisticians across Maluku Province not only guarantees smooth internal operations, but also ensures that the data released to the public and regional governments is credible, up-to-date, and scientifically accountable.

This finding aligns with the theory (Krisnandi & Saputra, 2021) stating that in the context of organizational performance, the enhancement of Competency plays a highly crucial role. This is because an increase in Competency can support employees' work capabilities while simultaneously improving Employee Performance. In other words, the higher an employee's Competency, the higher their Employee Performance will be. The results of this study are in line with previous research stating that Competency significantly affects Employee Performance (Karina & Ardana, 2020). Overall, these studies indicate that increased Competency will lead to improved Employee Performance.

The Effect of Talent Management on Employee Performance Mediated by Competency

The research results prove that Talent Management has a significant effect on Employee Performance mediated by the Competency of BPS employees across Maluku Province. The effect of the Talent Management variable on Employee Performance mediated by Competency yields a

coefficient value of 0.203, a T-statistic value of 4.329 ($>$ the t-table value of 1.98), and a P-value of 0.040 ($<$ 0.05). The statistical test results prove that there is a positive and significant indirect effect of Talent Management on Employee Performance through the Competency variable. Because the direct effect of Talent Management on Employee Performance in the previous test was also significant, the role of Competency in this context acts as a partial mediation.

This finding is in line with the empirical study by Ziarani et al. (2023), who examined the effect of Talent Management on Employee Performance with Competency as a mediator. The research findings demonstrate that Talent Management has a direct effect on Employee Performance and an indirect effect through the development of employee Competency.

The Effect of Workload on Employee Performance Mediated by Competency

The research results prove that Workload has a significant effect on Employee Performance mediated by the Competency of BPS employees across Maluku Province. The effect of the Workload variable on Employee Performance mediated by Competency yields a coefficient value of 0.257, a T-statistic value of 5.664 ($>$ the t-table value of 1.98), and a P-value of 0.000 ($<$ 0.05). The statistical test results prove that there is a positive and significant indirect effect of Workload on Employee Performance through the Competency variable. This path also indicates a partial mediation effect, where the total effect of Workload on Employee Performance increases when accompanied by an enhancement in Competency.

The results of this study are in line with the findings of Ika Sumiyati & Siregar (2021), which demonstrate that Workload has a direct effect on Employee Performance and an indirect effect through the development of employee Competency. The research by Ramdhana & Astuti (2025) indicates that there is a significant indirect effect of Workload on Employee Performance through Competency as an intervening variable. Employees who are assigned to roles that do not align with their Competency experience difficulties in managing and completing the tasks they are responsible for. This results in many tasks remaining uncompleted as employees feel overburdened by assignments that fall outside their capacity and capabilities..

CONCLUSION

Based on the results of the study using SmartPLS version 4.0, the following conclusions can be drawn:

1. Talent Management has a significant effect on Employee Performance.
2. Workload has a significant effect on Employee Performance.
3. Talent Management has a significant effect on Competency.
4. Workload has a significant effect on Competency.
5. Competency has a significant effect on Employee Performance.
6. Talent Management has a significant effect on Employee Performance mediated by employee Competency.
7. Workload has a significant effect on Employee Performance at BPS across Maluku Province mediated by employee Competency.

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