

THE EFFECT OF TALENT MANAGEMENT AND PERFORMANCE ALLOWANCES ON EMPLOYEE PERFORMANCE WITH EMPLOYEE WELFARE AS AN INTERVENING VARIABLE AT THE REGIONAL OFFICE OF THE NATIONAL LAND AGENCY OF NORTH SULAWESI PROVINCE

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Abstract

This study aims to determine the Influence of Talent Management and Performance Allowances on Employee Performance with Employee Welfare as an Intervening Variable at the Regional Office of the National Land Agency of North Sulawesi Province. The type of research used in this study is quantitative descriptive. The population in this study were employees working at the Regional Office of the National Land Agency of North Sulawesi Province with a sample size of 114 employees. Data collection techniques in this study. Data analysis techniques using structural equation modeling (SEM) with Smart PLS version 4.0 analysis. The results of the study indicate that: (1) talent management has a positive and significant effect on employee well-being, (2) talent management has a positive and significant effect on employee performance, (3) performance allowances have a positive and significant effect on employee well-being, (4) performance allowances have a positive and significant effect on employee performance, (5) employee well-being has a positive and significant effect on employee performance. (6) talent management has a positive and significant influence on employee performance through employee well-being as an intervening variable, (7) performance allowances have a positive and significant influence on employee performance through employee well-being as an intervening variable,

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Key Words

Talent Management, Performance Allowance, Employee Performance, Employee Welfare

INTRODUCTION

Deputy for Human Resources for State Apparatus at the Ministry of State Apparatus Empowerment and Bureaucratic Reform (Kemen PANRB) Alex Denni said that the Ministry of State Apparatus Empowerment and Bureaucratic Reform is currently making policies to form a strong State Civil Apparatus, namely improving performance (CNBC, May 17, 2022).

At the inauguration and swearing-in of structural positions simultaneously throughout Indonesia online and offline in the Prona hall of the Ministry of Agrarian Affairs and Spatial Planning/National Land Agency on Tuesday, July 9, 2024, the Minister of Agrarian Affairs and Spatial Planning/Head of the National Land Agency Agus Harimurti Yudhoyono, conveyed his hopes to the inaugurated officials and all employees of the National Land Agency to work earnestly and improve performance.

In order to organize and strengthen the organization, the Minister of Agrarian Affairs and Spatial Planning/Head of the National Land Agency has issued Regulation of the Minister of Agrarian Affairs and Spatial Planning/Head of the National Land Agency Number 16 of 2020 concerning the organization and work procedures of the Ministry of Agrarian Affairs and Spatial Planning/Head of the National Land Agency, and Regulation of the Minister of Agrarian Affairs

and Spatial Planning/National Land Agency Number 17 of 2020 concerning the organization and work procedures of the Regional Office of the National Land Agency and the Regency/City Land Office.

The arrangement and strengthening of the Ministry of Agrarian Affairs and Spatial Planning/National Land Agency is also applied in the arrangement of the Human Resources Management system at the Ministry of Agrarian Affairs and Spatial Planning/National Land Agency. The implementation and strengthening of the human resources management system is carried out by implementing individual performance assessments in all job formations, as well as determining the results of individual performance measurements as the basis for rewards and sanctions (punishment).

Performance assessment indicators are seen from the implementation of bureaucratic reform and development of integrity zones, complete systematic land registration (PTSL), implementation of agrarian reform, implementation of land acquisition, control of land ownership and utilization of space, resolution of land conflicts, development of human resources, follow-up of public complaints, improving the quality of land data, increasing non-tax state revenues, achievement of performance indicator values for budget implementation, budget absorption, absorption of state electricity company funding sources, percentage of follow-up of SPAN-LAPOR #TanyaATRBPN (Online Public Service Complaint Application) and incoming letters until January 8, 2024 and management of social media for the period until January 8, 2024.

The range of values for the 13 indicators is one to one hundred percent and 2 indicators, namely the resolution of land conflict disputes and increasing non-tax state revenues do not have the highest value limit because the two indicators are activities whose target achievement is infinite. The performance report of the regional offices of the national land agency throughout Indonesia can be seen in Table 1.1 as follows;

**Table 1. Performance Report of the National Land Agency Regional Office
All Indonesia Semester II 2023**

No	Province	Total Performance Value
1	Bali	117.62
2	Central Java	113.41
3	Bangka Belitung Islands	103.5
4	In Yogyakarta	93.25
5	Banten	92.88
6	South Sulawesi	88.57
7	Riau	88.16
8	East Java	85.60
9	West Kalimantan	84.59
10	West Java	83.49
11	South Kalimantan	82.21
12	West Nusa Tenggara	81.63
13	East Kalimantan	81.05
14	Bengkulu	78.77
15	North Sumatra	77.50
16	Lampung	76.67
17	Gorontalo	76.55
18	Jakarta	75.97
19	Riau islands	75.56
20	North Maluku	74.10

21	North Sulawesi	73.33
22	Jambi	72.68
23	Southeast Sulawesi	72.61
24	East Nusa Tenggara	71.01
25	Aceh	70.09
26	Central Kalimantan	68.58
27	West Sulawesi	65.34
28	Central Sulawesi	65.22
29	West Sumatra	64.07
30	South Sumatra	62.84
31	Papua	56.21
32	West Papua	55.83
33	Maluku	54.09

Source: Bureau of Organization and Personnel, Ministry of ATR/BPN, 2023

Based on Table 1, it is known that the regional office of the National Land Agency of North Sulawesi Province is still far behind the regional office of the National Land Agency of Bali Province, which is ranked first with the best performance value for the level of regional offices of the National Land Agency throughout Indonesia.

Research purposes

The purpose of this research is to find out:

1. To analyze the influence of talent management on employee well-being at the National Land Agency Regional Office of North Sulawesi Province.
2. To analyze the influence of talent management on the performance of employees of the National Land Agency Regional Office of North Sulawesi Province.
3. To analyze the influence of performance allowances on employee well-being at the National Land Agency Regional Office of North Sulawesi Province.
4. To analyze the influence of performance allowances on the performance of employees of the National Land Agency Regional Office of North Sulawesi Province.
5. To analyze the influence of employee well-being on the performance of employees of the National Land Agency Regional Office of North Sulawesi Province.

LITERATURE REVIEWS

Theories used in research

Human Resource Management

According to Ajabar (2020:5) Human Resource Management is an activity that is attempted to trigger, improve, motivate and maintain good performance in an organization. Human Resource Management is the process of conveying organizational goals by utilizing the people or people in it. Individuals or employees who are managed to have the good competencies and abilities needed to support their work (Ni Kadek, 2019).

Performance

According to Kawiana (2020) performance is a series of achievements of the work results of a person or group of people carrying out business activities, both in developing productivity and success in marketing in accordance with their authority and responsibilities. Based on Government

Regulation of the Republic of Indonesia Number 30 of 2019 concerning Civil Servant Performance Assessment, Civil Servant performance is the work results achieved by each Civil Servant in an organization/unit in accordance with employee performance targets and work behavior. Measurement of civil servant performance is carried out by comparing the realization of employee performance targets with the employee performance targets that have been set and assessing employee work behavior.

Talent Management

Talent management is one of the methods that has developed as a new method that is useful for redefining organizational goals through the process of utilizing human resources Firmansyah, et al., (2019:5). Civil Service Talent Management is the National Civil Service Talent Management and Agency Civil Service Talent Management. National Civil Service Talent Management is a Civil Service career management system that includes the stages of talent acquisition, development, retention, and placement that are prioritized to occupy target positions based on the highest potential and performance levels. Implemented through certain mechanisms effectively and sustainably to meet the needs of Government Agencies nationally in order to accelerate national development.

Performance Allowance

According to Firmansyah, et al., (2019). Performance allowances are also a government step in implementing bureaucratic reform in the form of providing remuneration to Civil Servants. Employee performance allowances in the Ministry of Agrarian Affairs and Spatial Planning/National Land Agency are given every month by taking into account the employee's performance achievements each month. The provision of performance allowances is given by considering the assessment of bureaucratic reform, organizational performance achievements and individual performance achievements, and (Presidential Regulation of the Republic of Indonesia Number 9 of 2020 concerning Employee Performance Allowances in the Ministry of Agrarian Affairs and Spatial Planning/National Land Agency). From the explanation above, it can be defined that performance allowances are income other than salaries given to active employees through an assessment of the competencies and performance achievements produced by employees in this study, the researcher wanted to see performance allowances at the National Land Agency Regional Office of North Sulawesi Province with dimensions of performance achievements, and attendance.

Employee Welfare

According to Hasibuan (2018). Employee well-being is a complementary compensation or benefit given based on policies that aim to maintain and improve the physical and mental condition of employees so that their work performance and productivity increase. Well-being is a dream for everyone, because well-being is a state in where one feels peace and prosperity.

Previous research

Table 2. Previous Research

No	Title	Writer	Analysis Tools	Research result
1	The Influence of Talent Management on Employee Performance (Study on Employees of PT. Pertamina Geothermal Energy Ulubelu Area)	Hanna Viany Octavia (2018)	Descriptive Analysis, Classical Assumption Test and Simple Linear Analysis	Talent Management
2	The influence of talent management on employee performance at the Telkom Education Foundation, Bandung City	Dita Purnama Sari, Hani Gita Ayu Ningtyas, (2020)	Descriptive analysis, classical assumption test, simple linear regression, hypothesis test and coefficient of determination	Talent management has a significant influence on employee performance at the Telkom Education Foundation in Bandung City
3	The Influence of Talent Management on UBP Karawang Employee Performance	Actress, Actress, Actress (2018)	Simple Linear Regression	Talent Management has a significant influence on the performance of UBP Karawang employees
4	The Influence of Talent Management and Knowledge Management on Employee Performance at the Transformer Center, Batu Regency	Kardo, Sri Wilujeng, Diana Wati Surya Ningtyas (2020)	Simple Linear Regression	Talent Management, both partially and simultaneously, has a significant influence on employee performance.

Source: Data processed by researchers. 2024.

Research Model and Hypothesis

Research Model

Hypothesis is a temporary answer to the formulation of the problem described from the theoretical framework or theoretical study that must be tested for its truth, because of its temporary nature, it is necessary to carry out proof through empirical data from a scientific study. Based on the formulation of the problem that has been described, the researcher formulates the following hypothesis:

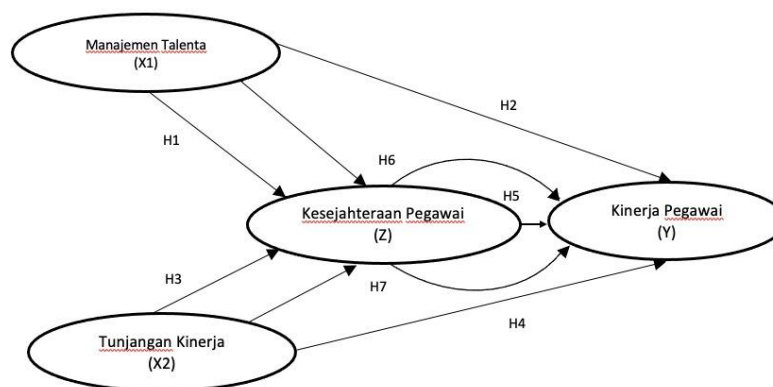


Figure 1. Hypothesis Model

Source: Data processed by researchers, 2024

Hypothesis

Based on the research hypothesis model above, the hypothesis in this study is as follows:

- H1 :It is suspected that talent management has a positive and significant influence on employee well-being.
- H2 :It is suspected that talent management has a positive and significant influence on employee performance.
- H3 :It is suspected that performance allowances have a positive and significant effect on employee well-being.
- H4 :It is suspected that performance allowances have a positive and significant effect on employee performance.
- H5 :It is suspected that employee well-being has a positive and significant influence on employee performance.
- H6 :It is suspected that talent management has a positive and significant influence on employee performance through employee well-being as an intervening variable.
- H7 :It is suspected that performance allowances have a positive and significant effect on employee performance through employee well-being as an intervening variable.

RESEARCH METHODS

This study was conducted to test the proposed hypothesis using a research method that has been designed in accordance with the variables to be studied in order to obtain accurate results. This type of research is quantitative research. This study aims to determine and analyze the effect of talent management, performance allowances on employee performance with employee well-being as an intervening variable, carried out through data collection and quantitative analysis (questionnaire).

Characteristic This research is a quantitative descriptive research that explains the causal relationship (cause effect) between variables through hypothesis testing. This is in accordance with the purpose of the study, namely to explain the causal relationship that occurs between the independent variable and the dependent variable by conducting hypothesis testing.

Location and Place of Research

The research was conducted at the Regional Office of the National Land Agency of North Sulawesi Province, on Jalan 17 Agustus, Wanea District, Manado City, North Sulawesi. The research period was 2 months, namely from October 2024 to November 2024.

Method of collecting data

Data collection technique

In data collection techniques, researchers use the method collection data:

1. Questionnaire. The list of questions was given to the employees of the Regional Office of the National Land Agency of North Sulawesi Province who were the samples in this study.
2. Interview. Interview is a direct question and answer session with respondents in conducting research and providing information and explanations related to the research.
3. Documentation Study, namely collecting and studying supporting data from the Regional Office of the National Land Agency of North Sulawesi Province.

Data source

The data collected in this study came from:

1. **Primary Data:** data obtained directly from questionnaires distributed to employees of the National Land Agency Regional Office of North Sulawesi Province.
2. **Secondary Data:** data obtained from the Personnel Organization Sub-Division of the National Land Agency Regional Office of North Sulawesi Province and other data that support this research, Journals related to Talent Management, Performance Allowances, Welfare and Performance and Human Resource Management books,

Population and Research Sample

Population is a generalization area consisting of objects or subjects that have certain quantities and characteristics determined by researchers to be studied and then conclusions drawn Sugiyono (2020:126). The population of this study was all Civil Servants at the National Land Agency Regional Office of North Sulawesi Province, especially Civil Servants at the National Land Agency Regional Office of North Sulawesi Province, totaling 114 people.

A sample is a part of a population that has certain characteristics so that it is used as a sample Sugiyono (2020:127). The sample selection technique used in this study is non-random sampling (non-probability sampling). The non-random sampling (non-probability sampling) used is a saturated sample.

Data Analysis Techniques

The analysis technique used in this study is Partial Least Square (PLS) which is explained by Supriyanto and Maharani (2013) as a powerful approach because it can be used on various data scales, few assumptions, and a small number of samples. In SmartPLS, the research model is divided into two, namely the outer model (Measurement) and the inner model (Structural Model).

Research Instruments

1. Validity Test

Validity testing is done by evaluating the outer model, namely convergent validity. Convergent validity testing from individual item reliability examination can be seen from the standardized loading factor value. The standardized loading factor describes the magnitude of the correlation between each measurement item (indicator) and its construct. It can be said to meet the requirements of convergent validity if the outer loading value exceeds 0.7. In addition, the Average Variance Extracted (AVE) value is also a measure in assessing convergent validity. The measure of convergent validity can be said to be good if the minimum AVE value is above 0.5 (Abdillah and Jogiyanto, 2015).

2. Reliability Test

Reliability testing in PLS is measured by two methods, namely Cronbach's alpha and composite reliability. Cronbach's alpha measures the minimum value of the reliability of a construct while Composite reliability measures the actual value of the reliability of a construct. The rule of thumb is that the alpha or composite reliability value needs to exceed 0.7 even though a value of 0.6 is still acceptable. (Hair in Jogiyanto and Abdillah, 2015).

RESEARCH RESULTS AND DISCUSSION

Research result

Based on the validity and reliability tests conducted, it was stated that the 28 statements

representing the variables were valid and reliable, so that the statements could be used for research.

Table 3. Path Coefficients

Research Variables	Original sample (O)	P Values	Conclusion
Direct Effect			
Talent Management->Employee Welfare	0.358	0.000	Accepted
Talent Management-> Employee Performance	0.183	0.050	Accepted
Performance Allowance->Employee Welfare	0.396	0.000	Accepted
Performance allowance->Employee Performance	0.066	0.487	Accepted
Employee Welfare->Employee Performance	0.563	0.000	Accepted
Indirect Effect			
Talent Management->Employee Welfare->Employee Performance	0.202	0.002	Accepted
Performance Allowance->Employee Welfare->Employee Performance	0.223	0.001	Accepted

Source: Research Results, processed data (2024)

The Influence of Talent Management (X1) on Employee Well-Being (Z)

Based on the test results through path analysis, it is known that talent management has a positive and significant effect on employee welfare. Employees who follow the talent management stages to completion and are then declared to have passed have a greater chance of getting a promotion. Potential employees (employees who pass talent management) are employees who are needed both at the Regional Office of the National Land Agency of North Sulawesi Province and in all Land Offices spread throughout North Sulawesi Province. Land Offices spread throughout North Sulawesi Province provide opportunities for every employee who passes the talent management stage to be placed in the Land Office located in the city of Manado to the Regency Land Office located in the Talaud Islands.

This will enable the organization to achieve all the targets that have been set and be able to compete at the national and international levels. The results of this study are in line with research conducted by Delbridge and Turnbull (in Clinton 2012) which found that human resource management (talent management) has a positive impact on employee well-being, which means that the practice of talent management by the organization increases employee well-being, and Bulqiyah (2022) who found that employee empowerment (talent management) has a significant effect on employee well-being.

The Influence of Talent Management (X1) on Employee Performance (Y)

Based on the test results through path analysis, it is known that talent management has a positive and significant effect on employee performance. One of the requirements for employees to enter talent management, both for the development and improvement of potential and the process of promoting employees, is to see employee performance. If an employee has unsatisfactory performance, the organization will not include the employee in the list of employees who must follow talent management.

Employees who are declared talented according to the assessment results obtained by employees when participating in the talent management stages are employees who are expected by the organization to become the best leaders in the future. Because employees who follow talent management to completion and are declared to have passed the selection are employees who already have the best qualifications. The qualifications in question are seen in terms of

performance, work behavior, work experience and the ability to identify problems and find solutions to these problems. If the need for potential employees is very much needed and human resources for potential employees are limited, then the search for potential (talented) employees can be carried out faster than the previous schedule and vice versa if the need for human resources for potential employees is sufficient, then the search for potential (talented) employees can be carried out longer than the previous schedule. The results of this study are in line with the results of research conducted by Octavia (2018) which found that talent management has a positive and significant effect on employee performance. Savitri (2019) who found that talent management has a positive and significant effect on employee performance and the results of Novitasari's research (2019) which found that talent management has a positive and significant effect on employee performance.

The Influence of Performance Allowances (X2) on Employee Welfare (Z)

Based on the test results through path analysis, it is known that performance allowances have a positive and significant effect on employee performance. Providing performance allowances to employees provides additional income to employees. This increase in income will be directly proportional to the increase in employee welfare. The amount of performance allowances received by employees is in accordance with the class of position and employee attendance based on the provisions set by the government.

Performance allowance is one of the factors that can improve employee welfare. Because performance allowance is additional income obtained by employees to be able to meet their own living needs and family living needs to be better. The results of this study are in line with the results of research conducted by Hanjani (2012), which found that performance allowance has a significant effect on employee welfare (employee well-being), Kurniawati, et al. (2022) who found that performance allowance has a significant effect on employee welfare (employee well-being), in accordance with Handoko's theory (in Lestari 2022) which states that performance allowance is one component of the welfare received by employees, which means that if performance allowance increases, employee welfare (employee well-being) also increases.

The Influence of Performance Allowances (X2) on Employee Performance (Y)

Based on the results of testing through path analysis, it is known that performance allowances have a positive and significant effect on employee performance. With the performance allowance, employees will have additional income that will help employees achieve a decent life. Well-fulfilled living needs allow employees to focus on carrying out their duties and responsibilities in the office so that it will ultimately improve employee performance. The performance allowance received by employees of the North Sulawesi Province National Land Agency Regional Office refers to the regulations set by the government. So that each employee will receive the amount of performance allowance according to the class of position and employee performance results.

The results of this study are in line with the results of research conducted by Iryani et al. (2022) who concluded that performance allowances have a positive and significant effect on employee performance, Abbe and Nuralam (2020) who concluded that performance allowances have a positive and significant effect on employee performance, Monica and Willem (2016) found that performance allowances have a significant effect on employee performance.

The Influence of Employee Welfare (Z) on Employee Performance (Y)

Based on the test results through path analysis, it is known that employee well-being has a positive and significant effect on employee performance. Employees with fulfilled well-being will produce positive energy in their work because employees feel that their material and non-material needs are well met so that they will be enthusiastic about working and produce high performance. There are two types of employee well-being that can affect employee performance at the North Sulawesi Province National Land Agency Regional Office. Employee well-being in question is seen from material and non-material aspects. Material well-being can be seen from the provision of honorariums, overtime pay and meal allowances. While non-material well-being can be seen from a comfortable work environment and good relationships between employees and superiors or co-workers. If employee well-being in terms of material and non-material can be fulfilled in the workplace, employees will feel that the organization pays attention to employees so that employees will feel comfortable while working and can increase their performance productivity.

The results of this study are in line with the results of research conducted by Fahriyanto, et al., (2021) which showed that employee well-being has a significant effect on employee performance, Soekardi (2012) who found that employee well-being has a significant effect on employee performance and Rempowatu, et al. (2020) who found that employee well-being has a positive and significant effect on employee performance.

The Influence of Talent Management (X1) on Employee Performance (Y) Through Employee Welfare (Z)

The results of the study indicate a positive and significant relationship between talent management and employee performance through employee well-being at the National Land Agency Regional Office of North Sulawesi Province. This means that employee well-being is able to significantly mediate the influence of talent management on employee performance. The implementation of talent management at the National Land Agency Regional Office of North Sulawesi Province has been able to significantly improve employee performance through employee well-being.

The results of this study are in line with the results of this study are in line with research conducted by Putri (2018) who found that job satisfaction (employee welfare) can mediate the influence of career development (talent management) on employee performance, Flegl (2022) who found that employee training (talent management) has a positive influence on employee welfare.

The Influence of Performance Allowances (X2) on Employee Performance (Y) Through Employee Welfare (Z)

The results of this study indicate that performance allowances have a positive and significant effect on employee performance through employee well-being at the National Land Agency Regional Office of North Sulawesi Province. This means that employee well-being is able to significantly mediate the effect of performance allowances on employee performance. Performance allowances received by employees are additional income given by the organization to employees as a form of appreciation for employee performance results. The provision of performance allowances to employees of the National Land Agency Regional Office of North Sulawesi Province refers to established regulations, the amount of which is based on the employee's job class and performance results.

The existence of employee performance allowances which are additional income for employees allows employees to meet their living needs and children's school fees without having to do side jobs. This shows that employee well-being has been met. With this condition, employees can focus on carrying out the tasks and responsibilities given so that it will produce optimal performance and improve employee performance. Thus, performance allowances mediated by employee well-being can have a significant impact on employee performance.

CLOSING

Conclusion

Based on the results of the explanation above, it can be concluded that:

1. Talent Management has a positive and significant influence on Employee Well-Being of Employees at the Regional Office of the National Land Agency, North Sulawesi Province.
2. Talent Management has a positive and significant effect on Employee Performance at the Regional Office of the National Land Agency, North Sulawesi Province.
3. Performance Allowance has a positive and significant effect on Employee Welfare (Employee Well-Being) of Employees at the Regional Office of the National Land Agency, North Sulawesi Province.
4. Performance Allowance has a positive and significant effect on Employee Performance at the Regional Office of the National Land Agency, North Sulawesi Province.
5. Employee Welfare (Employee Well-Being) has a positive and significant effect on Employee Performance at the Regional Office of the National Land Agency, North Sulawesi Province.
6. Employee Welfare is able to significantly mediate the relationship between Talent Management and Employee Performance working at the Regional Office of the National Land Agency of North Sulawesi Province.
7. Employee Welfare is able to significantly mediate the relationship between Talent Management and Employee Performance working at the Regional Office of the National Land Agency of North Sulawesi Province.

Suggestion

1. The Regional Office of the National Land Agency of North Sulawesi Province should pay more attention to employee welfare so that employee performance at the Regional Office of the National Land Agency of North Sulawesi Province can be more optimal. This can be seen from the path coefficient value for employee welfare (employee well-being) which has the highest value of 0.563 with a significance of 0.000, which means that employee welfare (employee well-being) has a strong influence on improving employee performance at the Regional Office of the National Land Agency of North Sulawesi Province. Employee welfare (employee well-being) can be in the form of providing honorariums, meal allowances, overtime pay, providing a comfortable and clean work environment and increasing familiarity between employees and superiors and also between employees and fellow co-workers.
2. The Regional Office of the National Land Agency of North Sulawesi Province should continue to provide and improve performance allowances for employees through direct proposals to the Ministry of Agrarian Affairs and Spatial Planning/BPN RI at the Center, to improve employee performance because from the results of the study, the path coefficient value for performance allowances is 0.396 with a significance value of 0.00, which means that performance allowances

- have a significant effect on employee performance.
- 3. The Regional Office of the National Land Agency of North Sulawesi Province must periodically conduct evaluations and monitoring of district/city land offices to provide information and outreach related to financial accountability and the level of physical presence of employees at their respective land offices.
- 4. The Regional Office of the National Land Agency of North Sulawesi Province should be able to further socialize and create new strategies related to the implementation of talent management at the Regional Office of the National Land Agency of North Sulawesi Province because the results of the study show that talent management employees significantly affect welfare.
- 5. employees, this can be seen from the coefficient values of the talent management path to employee welfare of 0.358 with a significance value of 0.000, which means that most employees agree that talent management can affect employee welfare, talent management can improve employee welfare because the results or outputs of talent management are promotions or increased competence for employees which will then increase employee income which will then improve employee welfare.
- 6. For further researchers, it is recommended to conduct research outside of the variables of this study and to deepen the discussion and expand the research on the dimensions of talent management variables and performance allowances so that more complete information is obtained about other important factors such as job satisfaction, emotional intelligence, organizational culture, work motivation and work life balance and others that influence employee well-being and employee performance.

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