

# The Effect of Talent Management, Performance Allowances, and Self Awareness on the Performance of Employees at the Regional Office of the National Land Agency in North Sumatera Province with Employee Well-Being as an Intervening Variable

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## ABSTRACT

This study aims to examine the influence of talent management, performance allowances, and self-awareness on the performance of employees at the Regional Office of the National Land Agency in North Sumatera Province through employee well-being. This study used a quantitative and descriptive research design. The population of this study consists of employees working at the Regional Office of the National Land Agency in North Sumatera Province, with a sample size of 114 employees. The data analysis technique used was structural equation modeling (SEM) with Smart PLS version 4.0 as the analysis tool. The results of the study indicate that: (1) talent management has a positive but insignificant 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) self-awareness has a positive and significant effect on employee well-being; (6) self-awareness has a positive and significant effect on employee performance; and (7) employee well-being has a positive and significant effect on employee performance. Furthermore, the results also reveal that (8) talent management has a positive but insignificant effect on employee performance

through employee well-being as an intervening variable, (9) performance allowances have a positive and significant effect on employee performance through employee well-being as an intervening variable, and (10) self-awareness has a positive and significant effect on employee performance through employee well-being as an intervening variable.

**Keywords:** Talent management, performance allowances, self-awareness, employee well-being, and employee performance.

## INTRODUCTION

During the 9th National Congress of the Civil Servant Corps in 2022, President Joko Widodo emphasized the issue of performance hindered by bureaucratic culture and the mindset of being constantly served. The Ministry of State Apparatus Empowerment and Bureaucratic Reform is currently developing policies to foster resilient civil servants and improve their performance. Hadi Tjahjanto, the Minister of Agrarian Affairs and Spatial Planning/Head of the National Land Agency, expressed his expectations for officials and employees of the National Land Agency to enhance their performance. Efforts are being made to improve organizational structures and workflows at the ministry, regional offices, and land

offices. Individual performance assessments are used to provide rewards and sanctions. In the 2022 performance assessment, the Regional Office of the National Land Agency in North Sumatera Province ranked 15th out of 33 provinces in Indonesia based on various performance indicators measured on a scale of 1-100 percent. Since organizational performance heavily relies on the performance of individuals, it is crucial to address suboptimal performance and enhance employee performance. Performance assessments are conducted in accordance with applicable regulations such as Government Regulation No. 46 of 2011 to 2020 and Government Regulation No. 30 of 2019 in 2021. During the period of 2020 to 2021, the office had 114 employees. There was a decrease in the number of employees with an excellent performance rating but an increase in those with satisfactory and good performance ratings. Performance assessment encompasses evaluating both employee performance targets and work behavior. The organization continually strives to improve employee performance as it positively impacts overall organizational performance.

The evaluation of employee performance or human resources assessment in the Regional Office of the National Land Agency in North Sumatera Province offers advantages in enhancing both organizational and individual performance. Various factors influencing employee performance have been examined, including talent management, performance allowances, self-awareness, and employee well-being. Since 2020, the office has implemented talent management practices to attract top talents and ensure workforce regeneration. However, the implementation of talent management has yet to reach its full potential, as some employees have discontinued the talent management selection process due to personal reasons. Performance allowances are additional income given to employees based on their performance achievements. These

allowances are regulated by relevant rules and regulations within the Ministry of Agrarian Affairs and Spatial Planning/National Land Agency. They consider various factors such as performance targets, attendance, and adherence to ethical standards and disciplinary norms for civil servants. Different ministries have different incentive schemes based on the performance of civil servants in their respective institutions. Since July 2014, the Regional Office of the National Land Agency in North Sumatera Province has been providing performance allowances to its employees. However, there is a need to pay attention to the fair distribution of these allowances, particularly in accommodating variations in workload among employees. According to the regulation set by the Minister of Agrarian Affairs and Spatial Planning/Head of the National Land Agency, the provision of performance allowances is determined by performance achievements. Disparities in the amount of performance allowances exist between civil servants in State-Owned Enterprises Ministries and those in the Ministry of Agrarian Affairs and Spatial Planning/National Land Agency. Several studies indicate that performance allowances have a significant influence on employee performance, although findings may vary (Iryani et al., 2022; Abbe & Nuralam, 2020; Monica & Willem, 2016; Yusnia, 2017; Rohaeni, 2018; Saharuddin et al., 2020).

Self-awareness is considered a crucial factor for employees to effectively carry out their tasks, continuously develop professionally, and deliver optimal performance. It involves having an accurate understanding of one's strengths and weaknesses and a willingness to consistently improve oneself. Technological advancements and changing regulations impact the work systems of employees, including those at the Regional Office of the National Land Agency in North Sumatera Province. Employees are required to adapt and adjust their tasks to

these changes. Good self-awareness plays a vital role in improving employee performance as it enables them to efficiently cope with these changes. The Regional Office of the National Land Agency in North Sumatera Province should focus on enhancing employees' self-awareness, particularly regarding the utilization of digital work systems. This includes reducing reliance on manual processes and promoting adherence to standard operating procedures. By doing so, the efficiency and effectiveness of employee performance are expected to improve. However, studies present mixed findings on the significant impact of self-awareness on employee performance (Naisya & Siti, 2021; Thea Azalia, 2019; Romatik & Hermin, 2014).

The Regional Office of the National Land Agency in North Sumatera Province should focus on improving employees' self-awareness regarding the utilization of digital work systems. Some employees still rely on manual processes, such as physically sending letters instead of utilizing the e-office application. This leads to issues such as delayed delivery and difficulties in tracking the progress of letter disposition. Additionally, there have been complaints from the central office regarding inconsistencies in reports, including data retrieval and entry, resulting in inaccurate submissions. Enhancing employee self-awareness and promoting adherence to standard operating procedures is expected to enhance the efficiency and effectiveness of employee performance (Rachman et al., 2021; Putra et al., 2021; Hasanah & Mujanah, 2020). However, some studies suggest that self-awareness may not have a significant impact on employee performance (Naisya & Siti, 2021; Thea Azalia, 2019; Romatik & Hermin, 2014), indicating mixed findings in this regard.

Moreover, employee well-being is a critical factor to consider for improving employee performance. It encompasses compensations and additional benefits aimed at maintaining and enhancing employees' physical and

mental conditions to boost their performance and productivity (Busro, 2018; Hasibuan in Kawiana, 2020; Pawar, 2020). Employee well-being is regarded as an indicator of a healthy organization and has a positive influence on employee performance (Pawar, 2020).

The Regional Office of the National Land Agency in North Sumatera Province already provides various compensations and benefits to promote employee well-being, including retirement benefits, leave entitlements, savings programs, official vehicle provisions, sports facilities, commemoration of significant days, and legal assistance (Busro, 2018). However, the distribution of these well-being measures is not equitable, as some employees struggle to take long-awaited leave due to work backlogs, and there is a lack of lactation rooms for nursing mothers. Employee well-being programs can help unleash individual potential, improve interpersonal relationships, alleviate stress, and ultimately enhance employee performance (Rachman, Kompas, March 13, 2021).

Research findings regarding the influence of employee well-being on employee performance vary. Some studies demonstrate a significant impact (Kurnia & Nur, 2021; Fahriyanto, 2021; Soekardi, 2012), while others report different results (Ariesto, 2021; Pratama & Giovanni, 2021). In the specific context of the Regional Office of the National Land Agency in North Sumatera Province, there is currently no existing research exploring the influence of talent management, performance allowances, and self-awareness on employee performance, with employee well-being serving as an intervening variable. Therefore, further research should be conducted to investigate the relationships between these variables.

The main focus of this research is to examine the correlation between talent management, performance allowances, self-awareness, employee performance, and employee well-being in the Regional Office

of the National Land Agency in North Sumatera Province. Thus, the aim of this study is to assess the influence of talent management, performance allowances, and self-awareness on employee performance and well-being in the aforementioned office. The ultimate goal is to offer practical suggestions for improving employee performance and well-being, while also making a theoretical contribution to the field of Human Resource Management.

## **LITERATURE REVIEW**

### **Performance**

Employee performance pertains to the achievements that individuals or groups can attain within the organizational context. It encompasses abilities, persistence, autonomy, and the ability to tackle challenges while adhering to legal, ethical, and moral boundaries within specified timeframes (Busro, 2018:89). Evaluating employee performance is vital in assessing how well individuals carry out assigned tasks. Hence, it is crucial to establish clear and measurable criteria that serve as a shared reference point (Sinambela, 2018:480). Individual performance can be defined as a person's proficiency in executing tasks with specific expertise (Stephen Robins, in Sinambela, 2018:480). Hersey and Blanchard (in Sinambela, 2018:481) explain that performance results from an individual's motivation and ability to accomplish tasks and work. To achieve commendable performance, one must possess adequate levels of motivation and ability. Individual willingness and skills are effective when complemented by a thorough understanding of the job requirements and the necessary processes for completion.

By comprehending the concept of employee performance and the factors influencing it, organizations can devise effective performance management strategies to enhance the quality of individual and group performance, ultimately leading to the accomplishment of organizational objectives.

### **Talent management**

In essence, talent management serves as a methodology or strategy employed by organizations to achieve business excellence by maximizing the potential and performance of talented employees. The talent management process begins by identifying, developing, and retaining talented individuals in order to create a competitive edge for the company. Talent management can also be seen as an ongoing and effective process that involves analyzing, developing, and leveraging talent to meet the organization's business needs. An employee's talent encompasses various components, such as education, skills, experience, capabilities, potential, qualities, and character (Wicaksana et al., 2021:29). Talent management involves an assessment approach that focuses on activities or tasks, wherein individuals evaluate others (Wiblen, 2021:27). This approach has evolved as a valuable new method to sharpen organizational goals through the optimization of human resources (Firmansyah et al., 2019:5). Talent management within the civil service can be categorized into two main areas: National Civil Service Talent Management and Agency Civil Service Talent Management. National Civil Service Talent Management encompasses stages of talent acquisition, development, retention, and placement within the civil service career. By effectively implementing talent management, organizations can harness the full potential of talented employees, enhance the quality of performance, and attain a competitive advantage.

### **Performance allowances**

Performance allowances refer to additional income granted to employees, aside from their basic salary, based on their competence and active performance (Minister of Agrarian Affairs and Spatial Planning/Head of the National Land Agency Regulation Number 14 of 2014 concerning Technical Guidelines for the Provision of



Performance Allowances in the Ministry of Agrarian Affairs and Spatial Planning/National Land Agency). The provision of performance allowances to civil servants serves the purpose of motivating employees to improve their performance and ensuring fairness in the rewards bestowed upon them. Furthermore, it is considered a measure in bureaucratic reform by offering remuneration to Civil Servants (Firmansyah et al., 2019:72).

Busro (2018:315-316) highlights the positive benefits of providing performance allowances for employees, which ultimately contribute positively to the organization. Some of the advantages of providing performance allowances include: boosting employee motivation, recognizing achievements, encouraging other employees to attain similar or superior recognition, fostering fair, objective, and positive competition, creating a more conducive organizational climate, as well as strengthening employee commitment, loyalty, and integrity. According to Werther and Davis (cited in Sinambela, 2018:225-226), the objectives of providing compensation, including performance allowances, to employees are: acquiring qualified employees, retaining existing employees, ensuring fairness in rewards, and recognizing desired behaviors. By offering appropriate performance allowances, organizations can effectively stimulate employee motivation, elevate the quality of performance, and cultivate a more positive and competitive work environment. Additionally, the provision of performance allowances aids in the acquisition and retention of qualified employees, while ensuring fairness in the rewards bestowed upon them.

### **Self-awareness**

Self-awareness plays a vital role in emotional intelligence, encompassing a profound understanding of one's emotions, strengths, weaknesses, needs, and motivations. An employee with a strong

sense of self-awareness is capable of engaging in sincere interactions with oneself and others. They acknowledge that their emotions have an impact on themselves, others, and their job performance. Extensive self-awareness also enables individuals to comprehend their values and aspirations. Research has demonstrated that individuals with a clear understanding of themselves tend to exhibit higher levels of confidence and creativity. They are more adept at making sound decisions, forging stronger relationships, communicating effectively, and are less prone to engaging in dishonest behaviors such as lying, deceiving, or stealing (Harvard Business School Publishing Corporation, 2019:13). Self-awareness also encompasses recognizing one's limitations and potential, along with an innate drive for continuous self-improvement. Once individuals have discovered their true identity, they possess the motivation to constantly grow and strive for personal advancement (Wicaksana et al., 2021:129; Sinambela, 2018:256). Self-awareness and self-recognition hold paramount importance in life, and it is crucial to nurture them from an early stage. According to Vredenburg in Kaswan (cited in Sinambela, 2018:256), there are five compelling reasons why self-awareness holds immense significance: finding the appropriate role, bolstering self-confidence, consistency in actions, establishing meaningful connections with others, and developing complementary skills. By cultivating a strong sense of self-awareness, an employee can gain a deeper understanding of themselves and utilize that insight to take more effective actions in pursuit of their objectives.

### **Employee well-being**

Employee well-being refers to the supplementary rewards or benefits provided by organizations to their employees, aiming to preserve and restore their physical and mental conditions, as well as enhance their performance and work capabilities

(Hasibuan, as cited in Busro, 2018:112). Well-being is a highly sought-after state for every employee, representing prosperity and tranquility in their lives. The well-being of employees is closely intertwined with their quality of life. A high level of well-being enables employees to attain a good quality of life, while low well-being can impede the enhancement of their quality of life (Busro, 2018:114). An alternate perspective on well-being is expressed by Ryan and Deci (as cited in Pawar, 2020:26), who define it as a fulfilling life encompassing optimal experiences and functioning. Kawiana (2020:263-264) defines well-being as a state where individuals experience physical abundance (physical well-being) and inner peace (mental well-being). Consequently, employee well-being encompasses interconnected physical and mental aspects. A favorable state of well-being grants employees abundant life experiences and a sense of balance in their lives. It is crucial for organizations to prioritize employee well-being and provide the necessary attention and support to enable employees to achieve optimal well-being.

#### ***The influence of talent management on employee well-being***

Talent management plays a pivotal role in enhancing employee well-being. Employees who are enrolled in talent management programs receive recognition for their potential and are appropriately rewarded based on their contributions and capabilities. Moreover, they are groomed for key positions within the organization, thereby fostering the commitment and dedication of high-potential employees to deliver their utmost performance (Wicaksana et al., 2021:17). Research conducted by Khuhro (2020:114) supports the finding that talent management positively influences employee well-being. Through the acknowledgment of employees' potential and contributions, as well as the provision of preparedness to assume key roles, employees tend to feel valued and motivated to excel in their work.

Consequently, their overall well-being improves, encompassing both material and non-material aspects. Based on these premises, the following hypothesis is posited:

H1: Talent management has a positive and significant impact on employee well-being.

#### ***The influence of talent management on employee performance.***

Talent management is an essential approach employed by organizations to identify and nurture high-potential employees. The main objective of talent management is to attract individuals with exceptional potential that aligns with the organization's needs. Through the processes of identification, management, and development based on employee performance, organizations aim to cultivate a talented workforce (Wicaksana et al., 2021; Firman syah et al., 2019). By identifying and nurturing employees who possess both potential and outstanding performance, organizations can ensure the availability of skilled leaders in the future. Through succession planning programs and career development opportunities provided to promising employees, organizations can mitigate the risk of losing them to competitors offering more attractive prospects. Research conducted by Octavia (2018) supports a positive and significant relationship between talent management and employee performance. The findings suggest that organizations that effectively implement talent management practices exhibit superior employee performance. However, Nisa's research yielded contrasting results, indicating that talent management, in partial, does not exert a significant influence on employee performance. Therefore, further investigation is necessary to elucidate a more definitive relationship between talent management and employee performance. Based on these insights, the following hypothesis is proposed:

H2: Talent management has a positive and significant impact on employee performance.

***The influence of performance allowances on employee well-being***

Financial factors, such as performance allowances, have a notable effect on the well-being of employees. Granting performance allowances to employees can provide them with additional income and foster work motivation (Busro, 2018). In Hanjani's (2012) study, it was discovered that income is positively and significantly related to the level of employee well-being. Enhancing employee well-being, including through the provision of performance allowances, can yield positive effects on motivation and job satisfaction. For instance, employees who receive adequate performance allowances are more likely to feel valued and motivated to perform at a higher level, thereby enhancing their performance and instilling a sense of well-being and financial contentment. However, it is crucial to acknowledge that employee well-being is not solely influenced by financial aspects. Non-financial factors also play a pivotal role in improving overall employee well-being. A conducive work environment, recognition of job accomplishments, career development opportunities, and a harmonious work-life balance all contribute to the holistic well-being of employees. Therefore, adopting a comprehensive and holistic approach is imperative to enhance employee well-being. The hypothesis presented is as follows:

H3: Performance allowances have a positive and significant impact on employee well-being.

***The influence of performance allowances on employee performance.***

Performance allowances are additional income provided to employees, beyond their regular salaries, as a form of recognition for their performance accomplishments within a specific timeframe. These allowances are

granted to active employees based on predetermined competencies and performance criteria (Minister of Agrarian and Spatial Planning/Head of the National Land Agency Regulation No. 14 of 2014). In this context, the provision of performance allowances is considered a factor that can potentially influence employee productivity (Busro, 2018:348). Performance allowances also serve as a component of benefits received by civil servants, aiming to stimulate performance improvement and ensure fairness in their distribution. The provision of such allowances is a strategic step taken by the government as part of bureaucratic reforms, offering remuneration to civil servants. As a motivational instrument for enhancing employee performance, it is crucial to promote the development of equitable performance allowance schemes to address potential financial disparities within organizations (Firmansyah, 2019:74). Research conducted by Iryani et al. (2022) reveals that providing performance allowances to employees can positively and significantly impact their performance, both directly and indirectly through job satisfaction as a mediating variable. However, contrasting findings from a study by Hanifah (2017) suggest a significant negative relationship between the provision of performance allowances and employee performance. These results imply that simply offering performance allowances may not effectively enhance employee performance. Based on these findings, the following hypothesis is proposed:

H4: Performance allowances have a positive and significant impact on employee performance.

***The influence of self awareness on employee well-being***

Employees who exhibit a high level of self-awareness possess a clear comprehension of their personal strengths and weaknesses. They also demonstrate the ability to unlock their potential and establish specific

objectives in their professional endeavors (Sinambela, 2018:256). With heightened self-awareness, employees can gauge the necessary actions required to secure positions or enhance their self-worth, thus creating opportunities for well-being. Eurich's research (2018) reveals that individuals who engage less in self-reflection or possess low levels of self-awareness are prone to experiencing poor well-being. This suggests that low self-awareness can adversely impact an individual's overall state of well-being. Based on these findings, it is hypothesized that the level of self-awareness significantly influences employee well-being. Employees exhibiting high levels of self-awareness are more likely to identify their strengths and weaknesses, foster their potential, and establish clear objectives within their roles. Consequently, this may facilitate employee well-being. Therefore, the following hypothesis is posited:

H5: Self-awareness has a positive and significant impact on employee well-being.

#### ***The influence of self awareness on employee performance.***

Self-awareness refers to an individual's capacity to possess profound understanding of their emotions, strengths, weaknesses, desires, and personal drives. Those with a clear sense of self-awareness can recognize how their emotions influence themselves, others, and their work performance (Harvard Business School Publishing Corporation, 2019:3). Self-awareness also encompasses self-perception, self-reactions, ascribing meaning and judgment, and the ability to view oneself as they would perceive other objects (Busro, 2018:284). Within this context, self-awareness encompasses sensitivity to environmental and psychological events involving memory, thoughts, emotions, and physical sensations. Self-awareness enables individuals to identify personal strengths, weaknesses, drives, values, and the consequences of their actions on others.

This impacts individuals' decision-making processes and serves as a prerequisite for effective collaboration with others. Moreover, self-awareness plays a pivotal role in personal growth and performance enhancement. Research conducted by Rahman et al. (2021) discovered a significant influence of self-awareness on employee performance, with individuals exhibiting higher levels of self-awareness tending to demonstrate superior performance. Based on these findings, it can be inferred that self-awareness constitutes a critical factor contributing to employee performance. Therefore, organizations must foster and cultivate self-awareness among their employees through training and personal development initiatives. By cultivating self-awareness, individuals can deepen their understanding of themselves and enhance their performance within the workplace. Consequently, the following hypothesis is proposed:

H6: Self-awareness has a positive and significant impact on employee performance.

#### **The influence of Employee Well-Being on Employee Performance.**

Employee well-being reflects positive functional qualities, such as job-related competencies and acquisition of new skills, as well as positive experiences, such as workplace comfort (Grant et al., as cited in Pawar, 2020:26). Additionally, employee well-being can be seen as supplementary compensation provided by organizations to maintain employees' physical and mental conditions, thereby enhancing their work productivity (Hasibuan, as cited in Busro, 2018:113). Furthermore, well-being encompasses an individual's state of material and spiritual prosperity and tranquility (Kawiana, 2020:264). Fahriyanto et al.'s (2021) study revealed a significant influence of employee well-being on employee performance, with employees who perceive higher well-being demonstrating better performance. Based



on these insights, it can be concluded that employee well-being plays a pivotal role in enhancing employee performance. When employees feel content and comfortable in their work environment, they are more motivated and dedicated to achieving positive outcomes. Moreover, a sense of well-being increases the likelihood of employees developing relevant competencies and acquiring new skills pertinent to their roles. Therefore, organizational management must prioritize and enhance employee well-being to foster overall employee performance. This can be accomplished through appropriate compensation, the creation of a conducive work environment, and opportunities for personal growth and the realization of potential. By doing so, organizations can attain success through a workforce that is both well-being and high-performing. Thus, the following hypothesis is proposed:

H7: Employee well-being has a positive and significant impact on employee performance.

#### **The influence of Talent Management on Employee Performance through Employee Well-Being as an Intervening Variable.**

Talent management in an organization instills aspirations in employees to achieve higher career positions. Identifying employee potential and strengths is a crucial aspect of talent management. By developing and enhancing these potentials, employees anticipate obtaining elevated roles. Talent management also influences employee commitment and can impact their performance, as emphasized by Wicaksana et al. (2021) and Purnamasari et al. (2020). Employee well-being encompasses the perceived comfort and happiness experienced by employees. Well-being is attained through factors such as adequate compensation, suitable housing, recreational amenities, transportation facilities, and asset ownership. Additionally, self-acceptance, positive interpersonal relationships, and

personal growth serve as indicators of employee well-being. Research conducted by Christina et al. (2021) indicates that employee well-being significantly affects employee performance. When talent management is effectively implemented within an organization, it enhances employee motivation to perform at their highest potential. Employees recognized as potential talents with distinct strengths are groomed for specific positions through promotions. This positively impacts employee well-being and, in turn, enhances their performance. Consequently, effective talent management boosts employee morale, prepares them for higher roles, positively influences their well-being, and ultimately improves their performance. Based on these explanations, the following hypothesis is posited:

H8: Talent management exerts a positive and significant influence on employee performance through employee well-being as an intervening variable.

#### ***The influence of performance allowances on employee performance through employee well-being as an intervening variable.***

The performance allowance, which is an additional income provided to employees based on their performance achievements, is disbursed on a monthly basis in accordance with the regulations outlined in Minister of Agrarian and Spatial Planning/Head of the National Land Agency Number 14 of 2014 and Number 2 of 2020. Research conducted by Iryani et al. (2022) demonstrates the significant influence of the performance allowance on employee performance. Furthermore, the well-being of employees during their tenure at the company plays a vital role in enhancing their work outcomes. Factors encompassing employee well-being contribute to sustaining high levels of motivation and morale, thereby fostering increased dedication to the organization. These findings align with the conclusions put forth by Hogantara and Ketut (2015),

who established a correlation between the level of employee well-being and their performance. The direct provision of the performance allowance to employees directly impacts their level of well-being. When employees perceive that the allowance they receive contributes to their overall well-being, it motivates them to enhance their performance. Consequently, the performance allowance can influence employee performance through the mediating variable of employee well-being. In light of these findings, the following hypothesis is posited:

H9: The performance allowance has a positive and significant effect on employee performance through the mediating variable of employee well-being.

### ***The influence of self awareness on employee performance through employee well-being as an intervening variable.***

The findings from Masganti's (2021:35) study suggest that employees with a high level of self-awareness play a critical role in understanding their cherished values and motivating themselves. This enables them to recognize their strengths and weaknesses, leading them to strive for self-improvement to achieve optimal performance. Similarly, Setyaningrum et al. (2016) found that self-awareness significantly influences employee performance. Additionally, employee well-being is essential in enhancing their performance and productivity. This encompasses various programs and facilities provided by the organization, such as retirement benefits, leave entitlements, savings schemes, company vehicles, sports facilities, and celebrations of significant events (Hasibuan, in Busro, 2018:113). Kusumawardani's (2017) study also indicates that employee well-being significantly impacts employee performance. Employees with high self-awareness tend to provide honest self-assessments and make efforts to improve their areas of weakness. This self-awareness also shapes employees' understanding of the

well-being they should receive from the organization, which ultimately influences their performance. Consequently, a strong association exists between high self-awareness levels, employee well-being, and their significant impact on employee performance. Based on these findings, the proposed hypothesis is as follows:

H10: Self-awareness positively and significantly influences employee performance through employee well-being as an intervening variable.

## **RESEARCH METHOD**

This research adopts a quantitative approach to examine the hypotheses regarding the impact of talent management, performance allowances, and self-awareness on employee performance, with employee well-being as an intervening variable. The study was conducted at the Regional Office of the National Land Agency in North Sumatera Province over a duration of five months. The research population encompassed all Civil Servants working in the office, totaling 114 individuals. The sampling method employed was saturation sampling. The data utilized in the study were derived from primary and secondary sources. The variables under investigation have been operationalized to facilitate measurement, including employee performance, talent management, performance allowances, self-awareness, and employee well-being.

## **RESULTS**

This research enlisted 114 participants from the Regional Office of the National Land Agency in North Sumatera Province, comprising mostly female employees (50.88%), thus indicating a female dominance in the study. The descriptive analysis conducted using SPSS indicated that female employees achieved higher performance scores compared to their male counterparts. In terms of age groups, the majority of respondents fell within the 26-35 years range (54%). Statistical tests

revealed that employees aged 41-45 exhibited higher performance scores in comparison to other age groups. Regarding educational backgrounds, the majority of respondents held a Bachelor's or Diploma degree (53%), while those with a high school education constituted the smallest group (7%). Descriptive analysis demonstrated that employees with a Bachelor's or Diploma degree showcased superior performance compared to individuals with other educational qualifications. Concerning tenure, most respondents had a work experience ranging from one to five years (32%), while the fewest had been employed for sixteen to twenty years (11%). Statistical testing revealed that employees with a work experience of 16-20 years exhibited higher performance scores compared to those with different lengths of service. Concerning departments/fields of work, the majority of respondents belonged to the administrative department (33%), while the fewest worked in the land acquisition and development field (10%). Descriptive analysis indicated that employees working in the land acquisition field demonstrated higher performance scores compared to individuals in other departments/fields.

### **Descriptive Statistical Analysis.**

The research revealed descriptive findings on five variables, namely Talent Management, Performance Allowance, Self-Awareness, Employee Well-being, and Employee Performance. The findings indicated that employees at the Regional Office of the National Land Agency in Sumatera Province provided the highest response to organizations that conducted succession planning based on needs and provided resources for human development. However, they provided the lowest response to routine searches for potential employees and recognition for completing talent management stages. In terms of Performance Allowance, employees responded positively to incentives that

motivated them, but felt that the allowances were not commensurate with their workload and job risks. In the Self-Awareness variable, respondents prioritized their lives and responsibilities in completing tasks, but there was a lack of timely task completion and awareness of their influence on coworkers. There were also differing perceptions of office comfort, with some employees feeling uncomfortable due to restrictions on air conditioning use and noise disturbances. In the Employee Performance variable, employees scored highest in honesty and following technical instructions, but there were deficiencies in tasks aligned with their positions and precision. High workloads and poor health conditions affected the level of precision. In summary, it is important to pay attention to talent management, appropriate performance allowances, self-awareness, employee well-being, and factors influencing performance in order to improve work quality and employee well-being at the Regional Office of the National Land Agency in Sumatera Province.

### **Outer Model Evaluation - Full Model.**

In the process of validity testing, the steps undertaken included conducting a convergent validity test using Outer Loading. Based on the results of the test, one indicator (X2.1) was found to have an Outer Loading value below 0.6, leading to the removal of that indicator from the analysis. Subsequently, loading factor testing was performed using the First Full Model and Second Full Model. In both models, after eliminating indicators that did not meet the validity criteria, it was found that all items within the constructs reached the expected level of validity. Furthermore, the results of the Average Variance Extracted (AVE) measurement indicated that each research variable, namely Self-Awareness (0.536), Employee Well-being (0.618), Employee Performance (0.616), Talent Management (0.631), and Performance Allowances (0.527), had AVE

values exceeding the threshold of 0.5, indicating that all constructs met the criteria for convergent validity. Therefore, it can be concluded that the validity testing results demonstrate that all research variables have met the expected validity criteria. All research variables exhibit good levels of reliability. Reliability measurement using Cronbach's Alpha and Composite Reliability methods yielded the following values for composite reliability and Cronbach's Alpha for each variable: Self-Awareness (0.890/0.912), Employee Well-being (0.896/0.919), Employee Performance (0.921/0.935), Talent Management

(0.935/0.944), and Performance Allowances (0.782/0.844).

These values indicate good levels of internal consistency and reliability for the measurement items. With adequate reliability, researchers can have confidence in the measurement instrument used, thereby enhancing the strength and validity of the research findings. Based on the results of discriminant validity testing using the Fornel-Larcker criterion, it was found that each variable had an AVE (Average Variance Extracted) value greater than the correlation between variables. This indicates that the test for discriminant validity has been fulfilled in this study.

**Table 1. Fornel-Larcker Criterion Results.**

Fornel-Larcker Criterion					
Variables:	Self Awareness	Employee Well-Being	Employee Performance	Talent Management	Performance Allowances
Self Awareness	0.732				
Employee Well-Being	0.483	0.786			
Employee Performance	0.725	0.635	0.785		
Talent Management	0.494	0.293	0.515	0.795	
Performance Allowances	0.365	0.519	0.505	0.402	0.726

As per the examination conducted using the Heterotrait-Monotrait Ratio (HTMT) method, the results indicated that all research variables exhibited HTMT values below 0.9. This suggests that all variables demonstrate robust discriminant validity.

**Table 2. HTMT**

Heterotrait-Monotrait Ratio (HTMT)					
Variables:	Self Awareness	Employee Well-Being	Employee Performance	Talent Management	Performance Allowances
Self Awareness					
Employee Well-Being	0.521				
Employee Performance	0.782	0.691			
Talent Management	0.523	0.290	0.526		
Performance Allowances	0.391	0.548	0.540	0.415	

### Inner Model Evaluation.

Based on the assessment of the inner model, the variable "Employee Well-being" achieved an R-square value of 0.370, whereas the variable "Employee Performance" obtained an R-square value of 0.666. These figures signify that the formulated model exhibits robust explanatory power in accounting for the variances observed in both variables. The variables under investigation, namely talent management, performance allowances, and

self-awareness, are capable of elucidating 37% of the variation in employee well-being and 66.60% of the variation in employee performance. The remaining portion of the variance is likely influenced by other unexamined factors.

**Table 3. R Square**

Variables:	R Square
Employee Well-Being	0.370
Employee Performance	0.666

Based on the effect size values, represented by f Square, in this study, notable



differences exist in the impact of the examined variables. The most substantial effect is observed in the relationship between "Self-Awareness" and "Employee Performance," with an f Square value of 0.398, indicating a moderate effect size. Conversely, the variable "Talent Management" exhibits the smallest effect on

"Employee Well-being," with an f Square value of 0.002, suggesting a minute or statistically insignificant effect. These disparities indicate that the variables have distinct levels of influence in this study, with self-awareness assuming a more pivotal role in influencing employee performance compared to other variables.

Table 4. f Square

Variables:	Self Awareness	Employee Well-Being	Employee Performance	Talent Management	Performance Allowances
Self Awareness		0.147	0.398		
Employee Well-Being			0.180		
Employee Performance					
Talent Management		0.002	0.047		
Performance Allowances		0.211	0.027		

Significance Test

Table 5. Direct Effect

Variables:	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P-Value	Description
Talent Management -> Employee Well-Being	-0.047	-0.040	0.108	0.436	0.663	insignificant
Talent Management -> Employee Performance	0.151	0.149	0.062	2.439	0.015	Significant
Performance Allowances -> Employee Well-Being	0.407	0.419	0.079	5.130	0.000	Significant
Performance Allowances -> Employee Performance	0.117	0.114	0.055	2.123	0.034	Significant
Self Awareness -> Employee Well-Being	0.358	0.364	0.086	4.146	0.000	Significant
Self Awareness -> Employee Performance	0.459	0.452	0.109	4.215	0.000	Significant
Employee Well-Being -> Employee Performance	0.309	0.317	0.090	3.450	0.001	Significant

Within this study, it was discovered that the variable "Talent Management" exhibits an insignificant impact on "Employee Well-being" (-0.047), but it does have a positive and statistically significant effect on "Employee Performance" (0.151). The variable "Performance Allowances" demonstrates a positive and statistically significant influence on both "Employee Well-being" (0.407) and "Employee Performance" (0.117). Similarly, the variable "Self-Awareness" showcases a

positive and statistically significant impact on both "Employee Well-being" (0.358) and "Employee Performance" (0.459). Moreover, it is noteworthy that "Employee Well-being" itself exerts a positive and statistically significant effect on "Employee Performance" (0.309). These outcomes highlight the substantial roles played by talent management, performance allowances, self-awareness, and employee well-being in shaping both the well-being and performance of employees.

Table 6. Indirect Effect

Variables:	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P-Value	Description.
Talent Management -> Employee Well-Being -> Employee Performance	-0.015	-0.010	0.036	0.401	0.688	insignificant
Performance Allowances -> Employee Well-Being -> Employee Performance	0.126	0.130	0.037	3.431	0.001	Significant
Self Awareness -> Employee Well-Being -> Employee Performance	0.110	0.118	0.052	2.107	0.035	Significant

The analysis outcomes reveal significant mediation among the variables examined in this study. Employee Well-being is established as a mediator between Performance Allowances and Employee Performance, displaying a significant positive coefficient of 0.126. This implies that an increase in employee well-being positively influences employee performance through the impact of performance allowances. Furthermore, Employee Well-being is also verified as a mediator between Self-Awareness and Employee Performance, with a significant positive coefficient of 0.110. These results indicate that a higher level of self-awareness contributes to the enhancement of employee

well-being, which subsequently has a positive effect on employee performance. However, no significant mediating influence is detected between Talent Management and Employee Performance through Employee Well-being. The non-significant coefficient of influence (-0.015) suggests that employee well-being does not significantly mediate this relationship. Within the context of this study, these findings provide a more comprehensive understanding of the intricate relationships among the examined variables and the mediating role of Employee Well-being in the influence of Performance Allowances and Self-Awareness on Employee Performance.

Tabel 7. Total Effect

Variables:	Original Sample (O)	P-Value	Conclusion
Talent Management -> Employee Well-Being -> Employee Performance	0.157	0.026	Accepted
Performance Allowances -> Employee Well-Being -> Employee Performance	0.292	0.001	Accepted
Self Awareness -> Employee Well-Being -> Employee Performance	0.534	0.000	Accepted

The results of the path analysis in this study revealed three tested paths: Talent Management -> Employee Well-being -> Employee Performance, Performance Allowances -> Employee Well-being -> Employee Performance, and Self-Awareness -> Employee Well-being -> Employee Performance.

Firstly, in the Talent Management -> Employee Well-being -> Employee Performance path, the path coefficient was determined to be 0.157. The significance test indicated a p-value of 0.026, which is smaller than the chosen significance level ( $\alpha$ ) of 0.05. Thus, it can be concluded that this path is accepted, indicating a significant positive influence of Talent Management on Employee Well-being, which subsequently affects Employee Performance.

Secondly, in the Performance Allowances -> Employee Well-being -> Employee

Performance path, the path coefficient was found to be 0.292. The significance test yielded a p-value of 0.001, which is also smaller than the chosen significance level ( $\alpha$ ) of 0.05. Therefore, this path is accepted, demonstrating a significant positive effect of Performance Allowances on Employee Well-being, which further contributes to improved Employee Performance.

Thirdly, in the Self-Awareness -> Employee Well-being -> Employee Performance path, the path coefficient was determined to be 0.534. The significance test resulted in a significantly smaller p-value of 0.000 compared to the chosen significance level ( $\alpha$ ) of 0.05. Hence, this path is also accepted, indicating a significant positive impact of Self-Awareness on Employee Well-being, ultimately leading to a positive influence on Employee Performance.

## DISCUSSION

### *The influence of talent management on employee well-being*

The implementation of talent management does not yield a significant impact on employee well-being. Although employees who participate in talent management programs have higher promotion opportunities, factors such as long commuting distances, insufficient salary and substantial allowance increments, and

uncertainties surrounding post-program rotations and placements contribute to employees' perception that talent management has a limited influence on their well-being. Continuous evaluation and improvement efforts are necessary to enhance the effectiveness of talent management in positively affecting employee well-being. The research also highlights areas in talent management that require improvement, including regular and scheduled searches for potential employees and equitable recognition for those engaged in talent management initiatives. However, the appropriate implementation of succession planning in both central and regional offices receives the highest ratings, offering employees opportunities to unlock their potential and pursue successful careers in the future. This study aligns with prior research findings that suggest a negative impact of talent management on employee well-being, and no significant association was found between talent management, employee empowerment, or the geographical placement of talent and employee well-being (Delbridge and Turnbull in Clinton, 2012; Bulqiyah, 2022; Hanjani, 2012).

### ***The influence of talent management on employee performance***

This study demonstrates the positive and statistically significant influence of talent management on employee performance. Organizations employ talent management practices by considering employee performance as a prerequisite for participation in development and promotion programs. Retaining high-performing employees is accomplished through exceptional rank promotions, placement in supportive work environments conducive to development, and recognition such as certificates of appreciation. Evaluations of performance conducted by supervisors and colleagues impact employees' eligibility for talent management initiatives. The

transparency and objectivity of talent management practices serve as motivating factors for employees to perform at a higher level. Additionally, employee rotation programs contribute to improved employee performance. The implementation of succession planning and the identification of potential employees are aspects that received positive evaluations from the respondents. This study aligns with prior research that reveals the positive and significant impact of talent management on employee performance (Octavia, 2018; Savitri, 2019; Novitasari, 2019).

### ***The influence of performance allowances on employee well-being***

Performance allowances at the Regional Office of the National Land Agency in North Sumatera Province exert a positive and statistically significant impact on employee performance. The bestowal of performance allowances provides employees with supplementary income and enhances their welfare. The magnitude of performance allowances is tailored to job classifications and employee attendance in adherence to governmental regulations. These allowances represent the organization's appreciation and concern for its employees, with the expectation of improving their welfare and fostering their focus on task completion and responsibilities. The augmentation of employee performance is evidenced by the amelioration of organizational performance and the attainment of an "unqualified opinion" designation in the organization's financial reporting. Respondents assert that performance allowances motivate them to enhance their productivity. However, some of the respondents' answers reveal lower rankings, such as the perception that the performance allowances align with their workload and job-related risks. Employees feel that the allowances received are not commensurate with the workload and risks they undertake. Performance allowances play a pivotal role in elevating employee

welfare, consistent with prior research (Hanjan, 2012; Kurniawati et al., 2022; Lestari, 2022).

### ***The influence of performance allowances on employee performance***

Performance allowances exert a positive and noteworthy influence on employee performance. The provision of performance allowances enables employees to acquire supplementary income, thereby fulfilling their livelihood needs and attaining a respectable standard of living. Consequently, employees are motivated to enhance their productivity as they perceive recognition and enjoy the additional benefits derived from these allowances. However, employees express their view that the performance allowances they receive may not consistently align with the workload they bear. Resource constraints and the abundance of tasks engender a sense among employees that the bestowed performance allowances inadequately correspond to the responsibilities they undertake. Nevertheless, the bestowal of performance allowances is grounded in the annual advancement of organizational performance, as evidenced by the financial reports' designation of "unqualified opinion." These research findings align with prior studies that have convincingly demonstrated the positive and substantial impact of performance allowances on employee performance (Iryan et al., 2022; Abbe and Nuralam, 2020; Monica and Willem, 2016).

### ***The influence of self-awareness on employee well-being***

Self-awareness possesses a positive influence on employee well-being. Employees with a heightened level of self-awareness possess a comprehensive understanding of their strengths and limitations, actively seek self-improvement, and demonstrate a heightened awareness of the consequences of their actions on others. They adeptly manage tasks, effectively prioritize, and fulfill responsibilities with a

strong sense of accountability. Furthermore, self-awareness empowers employees to overcome limitations and cultivate self-confidence. The quality of relationships with colleagues is also positively impacted by self-awareness. Notably, individuals with elevated self-awareness experience enhanced well-being, encompassing both material and non-material facets such as increased income, expanded networks, and heightened self-assurance. These research findings are consistent with prior studies that underscore the positive impact of self-awareness on employee well-being. Noteworthy examples include the works of Eurich (2018), Amanda and Sadida (2018), and Awaliyah et al. (2017), all of which establish a significant and positive relationship between self-awareness and employee well-being. These studies collectively emphasize that individuals possessing heightened self-awareness enjoy greater well-being. Consequently, employees should strive to cultivate their self-awareness, particularly in terms of prioritization, responsibility, and time management, to augment their well-being within the workplace.

### ***The influence of self-awareness on employee performance***

Employee self-awareness has a positive and statistically significant impact on employee performance. Employees who possess a high level of self-awareness exhibit an authentic understanding of their own qualities, strengths, and limitations, and are motivated to enhance their personal potential. This empowers them to leverage their strengths effectively, such as through the implementation of efficient technologies. Furthermore, they recognize their limitations and are driven to overcome them through continuous learning. The analysis results indicate that employees with a heightened sense of self-awareness demonstrate clear life priorities, exhibit effective work planning, and diligently strive to meet deadlines. However, urgent



additional tasks or dependency on others may result in neglected routine work and untimely completion. These findings are supported by prior research, which highlights the significant influence of self-awareness on employee performance. For instance, the study conducted by Putra et al. (2022) establishes a significant relationship between self-awareness and employee performance. Other studies also affirm the dominant (Setyaningrum et al., 2016) and significant (Sastrawinata, 2011) impact of self-awareness on employee performance. In summary, employee self-awareness significantly contributes to performance improvement as it fosters an honest understanding of one's own attributes, encompassing strengths and limitations. This heightened self-awareness enables employees to plan their work effectively, prioritize tasks, and effectively overcome potential obstacles.

#### ***The influence of employee well-being on employee performance.***

The research demonstrates that employee well-being exerts a positive and statistically significant impact on performance. Employee well-being encompasses two dimensions, namely material and non-material aspects. Material well-being relates to compensation, overtime pay, and meal allowances that fulfill employees' basic needs. On the other hand, non-material well-being is associated with a pleasant work environment and positive relationships with superiors and colleagues. Effective communication plays a pivotal role in achieving non-material well-being and reducing information errors. It is imperative for employees to engage in good communication and collaboration with their superiors and colleagues, facilitating efficient planning, problem-solving, and smooth task execution. A harmonious relationship between employees and their superiors and colleagues fosters a familial atmosphere in the workplace. Moreover, granting appropriate leave entitlements and

ensuring a comfortable office environment are crucial factors in enhancing employee well-being. Infrastructure improvements and efficient electricity usage arrangements are also necessary considerations. Additionally, restricting internet usage during zoom meetings should be taken into account to ensure consistent internet access. By addressing these concerns, overall employee motivation, creativity, and performance can be significantly enhanced. These findings align with previous studies conducted by Fahriyanto et al. (2021), Soekardi (2012), and Rempowatu et al. (2020).

#### ***The influence of talent management on employee performance through employee well-being.***

The study reveals that talent management has a positive, albeit insignificant, impact on employee performance through employee well-being at the Regional Office of the National Land Agency in North Sumatera Province. This implies that employee well-being does not play a significantly mediating role in the relationship between talent management and employee performance. Effective implementation of talent management is crucial for organizations to attract top talents and fill crucial positions in the future. However, in this particular context, the implementation has not resulted in a significant improvement in employee performance through well-being. The majority of employees in the office are women who also fulfill domestic responsibilities. The distant placement requires female employees to leave their families and sacrifice quality time with their children. Other factors influencing employee well-being include the rising cost of living and the uncertainty surrounding rotational placements' duration. These findings align with Putri's (2018) study, which discovered that job satisfaction does not mediate the relationship between career development (talent management) and employee performance. Furthermore, Flegl's (2022) research highlights the

negative impact of employee training (part of talent management) on employee well-being, particularly when conducted intensely.

### ***The influence of performance allowances on employee performance through employee well-being.***

The study indicates that performance allowances have a positive and statistically significant effect on employee performance by means of enhancing employee well-being at the Regional Office of the National Land Agency in North Sumatera Province. Performance allowances are provided as a form of recognition for employees' achievements and assist in meeting their livelihood needs. A higher level of employee well-being contributes to increased creativity and concentration, thereby improving employee performance. The allocation of performance allowances is based on satisfactory performance and the designation of the region as corruption-free or committed to serving with integrity. The amount of performance allowances increases as employee performance improves. Performance allowances have an impact on employee performance through their influence on employee well-being, and conversely, performance allowances also exert a positive and significant influence on employee well-being. Consequently, the provision of performance allowances significantly affects employee performance by enhancing employee well-being.

### ***The influence of self-awareness on employee performance through employee well-being***

The study demonstrates that Self-Awareness has a positive and statistically significant effect on employee performance through the mechanism of employee well-being at the Regional Office of the National Land Agency in North Sumatera Province. Employee self-awareness empowers them to identify their strengths and weaknesses and devise

solutions when confronted with obstacles. Individuals with a heightened sense of self-awareness are capable of optimizing their potential, addressing limitations, and fostering positive relationships with colleagues and superiors. Moreover, such self-awareness serves as a catalyst for continuous learning and active participation in training initiatives, aimed at enhancing competencies in specific tasks, such as land acquisition and redistribution. Notably, the establishment of favorable interpersonal dynamics amongst employees and their peers and supervisors represents a non-material well-being factor that significantly contributes to overall employee performance. Consequently, self-awareness, when mediated through employee well-being, exerts a notable influence on employee performance.

## **CONCLUSION**

Based on the aforementioned explanation, it can be inferred that Talent Management exerts a positive and statistically significant impact on Employee Performance, although it does not have a significant influence on Employee Welfare at the Regional Office of the National Land Agency in the Province of Sumatera. Conversely, Performance Allowance demonstrates a positive and significant influence on both Employee Performance and Welfare. Furthermore, Self-Awareness also exhibits a positive and significant influence on Employee Performance and Welfare. Employee Welfare plays a crucial mediating role between Performance Allowance and Employee Performance, yet it does not mediate the relationship between Talent Management and Employee Performance. Therefore, it is crucial to focus on effectively implementing Talent Management practices, providing Performance Allowances, and fostering Self-Awareness to enhance both Employee Performance and Welfare at the Regional

Office of the National Land Agency in the Province of Sumatera.

Based on the findings of the research, the author puts forth several recommendations to improve employee performance at the aforementioned Regional Office. Firstly, the office should support the development of employee self-awareness through initiatives such as potential development programs and training sessions encompassing areas like licensing and public speaking. Additionally, establishing regular discussion schedules for information sharing and activity evaluation is advisable. Secondly, it is important to prioritize employee welfare by offering suitable allowances and creating a comfortable work environment. Thirdly, the provision and enhancement of performance allowances should be continued to motivate and enhance employee performance. Fourthly, there is a need to promote and devise new strategies pertaining to talent management while actively considering employee feedback and input. Fifthly, it is recommended to evaluate and develop new approaches to talent management, including assessing the adequacy of salary and allowance increments for promoted employees. Lastly, future researchers are encouraged to delve deeper into variables associated with talent management, performance allowances, and self-awareness, while also exploring other factors that impact employee welfare and performance, such as job satisfaction, emotional intelligence, work motivation, and work-life balance.

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