



Talent Management On Individual Work Performance: Managerial Support As A Mediator

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ABSTRACT

This paper examines the influence of perceived organizational support on employee performance and overall success. An effective talent management process can improve individual work performance by providing appropriate rewards to employees who do their jobs and achieve targets, thereby contributing to individual and organizational success. The research results also show that the mediating influence of work involvement or perceived organizational support has a significant influence on employee creativity and indirectly influences employee creativity. Setting clear and achievable work goals or targets is important for an effective performance appraisal process.

INTRODUCTION

The individual work performance of employees plays an important role in increasing a nation's work productivity in the long term. The general interests and awareness that individuals have in their careers also have an impact on their work performance because employees assume responsibility for managing their own may be redundant. (Segers & Inceoglu, 2012).

Those with high self-efficacy are more likely to provide better service to customers and better work performance while those with low self-efficacy will have problems in performing and in completing difficult tasks (Manaseh, 2015). More recent research work has also established that employees with high levels of efficacy have lower anxiety regarding work and lower performance levels (Rorsdi, et . Al, 2020; De Clerq, Ul Haq, & Azeem, 2018).

The study by De Clerq, Ul-Haq and Azeem (2018) has provided further support for the role of self-efficacy in individual job performance by making employees' experiences more task-oriented. A recent study by Parashakti, Ekhsan and Siti Kormariah (2021) also provides

additional empirical support for the significant influence of individual competence on job performance.

The latest research data from the telecommunications sector in Malaysia by Rorsdi, et al. (2020) also emphasized that employees perceive higher job performance as motivated by interest in their work and their chosen career field. Resources and support, generally called 'perceived organizational support', refer to anything provided by an organization for employees to perform their job duties (Abas, Ormar, Halim & Hafiz, 2016).

Resources and support can be anything that employees feel helps them in achieving their work goals (Halbesleben, Neveu, Paustian-Underdahl, & Westman, 2014). This can take the form of job security, work environment, access to high-quality work tools as well as attention and consideration, which have been proven to have an impact on work performance (Vuuren, de Jong, & Smulders, 2020).

Researchers have long identified how incentives and rewards impact employee behavior, and more specifically, job performance; where employees believe that the main goal of work is the right to receive fair rewards (Mamdani & Minhaj, 2016; Rorsdi et al, 2020; Sieng, LW & Azman M., 2021).

More recent research by Jorvita, Erorstya, Dewi and Andronicius (2020) highlights the significant impact of supervision on individual performance, where attention and feedback on individual performance, where attention and feedback on employee performance given by work supervisors are found to motivate employees and help them improve their performance. Output. Therefore, it appears that existing research data supports the relationship between feedback and job performance.

Talent management plays a role in individual work performance because it aims to develop and retain efficient and high-performing employees, while performance management sets goals, activities and performance targets in line with individual accountability plans and measures performance periodically.

Talent management serves as the foundation for performance management, providing a pool of skilled, engaged individuals who are motivated to excel, while performance management reveals workers' strengths, weaknesses, and development needs, guiding talent management initiatives to refine recruiting, training, and development strategies.

An effective talent management and employee engagement program can improve individual performance by providing appropriate rewards to employees who work hard and achieve targets, increasing employee motivation and job satisfaction. Anitha (2014) explains that performance is the achievements made in the workplace or the implementation of plans to achieve results. Shaikh et al., (2017) also stated that performance is the result created by individual actions over a certain time to achieve organizational goals.

Talent management has become an increasingly important organizational factor to improve employee performance. Wickramaaratchi and Perera (2020) stated that the organization's big goals will be achieved when the organization is willing to invest in talent management practices. Apart from that, talent management can influence improving employee performance in the organization.

This can be used as a factor that can increase an employee's job satisfaction in the organization. Gorestjahjanti (2020) in his research stated that talent management encourages increased job satisfaction and employee retention. Almormani (2022) also found that talent management practices have a positive and significant effect on job satisfaction. In addition, employee engagement is also an important factor in individual performance. Orbuorbisay Darkor (2020) in his research concluded that employee engagement has a positive and significant influence on employee task performance.

Ali (2019) states that employee engagement has a significant influence on employee performance. Apart from that, Korech and Chebori (2017) also show that there is a positive

and significant relationship between employee engagement and employee performance. These findings indicate that a crucial factor for improving employee performance is to focus on developing employee engagement because engaged employees will have a positive attitude, be energetic, dedicated, tough, and do their jobs better.

In addition, employee engagement can be a factor that increases an employee's job satisfaction in an organization. Apart from that, Reissorva and Papay (2021) stated that there is a positive influence between employee engagement and job satisfaction. Furthermore, Norcahyor (2021) also shows that there is a positive and significant influence between employee engagement and job satisfaction.

Apart from these factors, job satisfaction also has an important role in influencing individual performance. Riyantor (2021) suggests that job satisfaction has a significant influence on employee performance. Apart from that, Badriantor and Ekhsan (2020) in their research found that there was a positive and significant influence between job satisfaction and employee performance.

LITERATURE REVIEW

Talent Management

Is a process of identifying, developing, recruiting, retaining and deploying talented people as well as a process carried out by a company or organization to meet and anticipate the company's need for human resources (HR), and can also be interpreted as strategic management to manage talent and Align the right employee or employees with the right job and time based on the company's strategic goals or company business.

The conclusion is that talent management is a series of initiatives carried out by companies through the process of identifying, developing and retaining talented employees to align the right employees based on the company's strategic goals and company activity priorities by optimizing employee performance (Nisa et al., 2016).

Talent management is the process of identifying and incorporating new members into the workforce and also developing and retaining human resources. Talent management seeks to highlight people with high potential, understood as talents, in their job positions. (Anggraini and Agustini, 2022).

Talent management is a system or way of getting the right assessment of each company employee. The results of this assessment will later serve to see and assess whether the employee can help the company achieve the company's goals. For example, how to place the right people, in the right place and at the right time. (Dries, in Isanawikrama, Wiborwo and Buana, 2017).

Talent management is an effort to manage human resources to attract people and talent or employees who are talented and educated in the company (Orladapor., 2014). The talent management factor is one of the management strategies human resources try to optimize conditions as possible between decreasing company performance with the process of developing employee talent through search, attraction, selection, training, development, maintenance, promotion, and employee expenditure so that it is related to the main business company.

There are three interpretations of talent management, namely: a new picture of HR practice traditional methods that fail to describe the company's strategic needs, talent management refers to organizational succession planning, and ultimately talent management requires the identification of potential employees who can work in the organization (Worlorr et al., 2020).

The results that companies can obtain by implementing a talent management strategy according to (Pella and Inayati., 2011), is "filling top management positions with quality

people so that the company does not need to doubt its performance employees who will be appointed as part of their position in the company."

Talent management is the process of nurturing, developing, and strengthening employees, also new employees in the company to create talented employees or develop the talent of employees (Hariadi et al., 2020).

Individual Work Performance

Individual work performance is a construct that explains individual behavior or awareness that is relevant to organizational goals. Every organization has certain goals. It uses whatever resources are available and gives its best efforts to achieve those goals. Among the many factors, basic ones can predict organizational achievement (Campbell & Wiernik, 2015). Even so, the concept of performance is often misunderstood or equated with the term productivity.

Productivity is the result of input divided by output. It can be said that productivity is a concept that is closely related to results, while performance is closely related to the process (Rorstiana & Lie, 2019). According to the results of research conducted by Korompans et al. (2011), individual performance consists of three dimensions, including task performance, contextual performance, and counterproductive work behavior. Task performance is also known as proficiency, with which a person performs primary job duties.

This includes quantity of work, quality of work, and knowledge of work. Contextual behavior is defined as individual behavior that comprehensively supports the organizational environment in which the technical core must function. Meanwhile, what is meant by counterproductive work behavior is behavior that is detrimental to the welfare of the organization, such as being late for work, engaging in off-duty behavior, and absenteeism. The development of a company is influenced, among other things, by the work performance of employees in completing the work that has been entrusted to them. The strategic role of employees as one element of the company that must receive attention in achieving company goals becomes ineffective when many employees do not perform well and this will cause losses for the company.

Work performance is the quality and quantity of tasks achieved by individuals or work groups, and organizational performance is the sum of individual work achievements (Bertorncelj, 2010). In agreement with Marchand (2010), work performance is the level of action achieved. Apart from that, according to Chag and Porlornsky (2012), work performance is defined as all behavior related to organizational goals. In line with Mulvaney (2011), performance is personal behavior to complete the expected, regulated and formal roles of the organization. Work performance is divided into several (Sigurd, 2015), namely task performance and contextual performance.

Korompans et al., (2011) individual work performance as employee behavior or actions that are consistent with organizational goals. A job can be measured by the amount of work (Kallior, Kallior and Grosi, 2017), work quality (Wijaksornor, Hubeis and Saptornor, 2017), work result (Goren, Woruters and Wilderorm, 2017), behavior or attitudes (Etikawati and Udjang, 2016), presence (Simanjuntak and Hamali, 2016), and how they cooperate each other (Fidiyantor, Warsor and Fathorni, 2018).

Individual work performance (IWP) is a performance measure used in studies of work environments (Korompans et al., 2013). Dimensions of individual work performance (IWP) include task performance, contextual performance and counterproductive work behavior.

Managerial Support

Managerial support is a management support system that is expected to be able to help everyone who needs to make decisions more precisely and accurately and solve a

problem, problem solver, perhaps many decisions. (I Made Ferry Sanjaya et al. 2022). Managerial support is designed to provide support for a specific manager or small group of managers and is an application to support the return of managerial decisions such as group support systems, executive information systems, and expert systems.

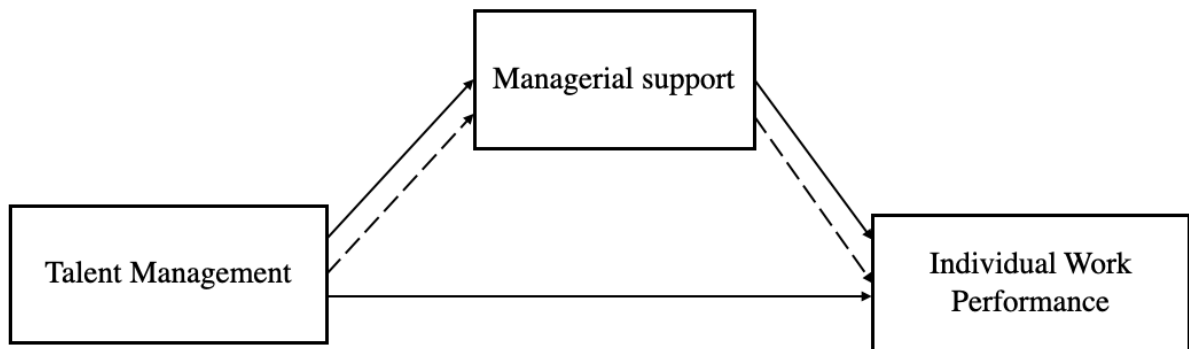
Managerial support systems, on the other hand, are intended to directly support you and other managers as they make strategic and tactical decisions for your organization. For example, decision support systems (DSSs) are designed to help managers and other professionals analyze internal and external data (Lely 2014).

The need for mutual support between managers, leaders and employees has recently attracted the attention of notable management scholars (Kurtessis et al., 2017; VanBuren et al., 2011). The challenges from globalization, potential threats to the environment, technological advances and increasing pressure for social responsibility need shared responses (Schein., 2009).

Management support is an extension of POS. It recognizes that mutual obligation is part of the employment contract and that there may be times when managers are required to support employees in dealing with challenges they face, even when these extend beyond the workplace. It is not just about providing skills, training, job opportunities and fair pay but also about building a culture of trust and a safe psychological environment that motivates individuals and ensures their involvement and commitment (Borxall and Macky., 2009).

Theoretically, employee performance refers to a description of the level of achievement in implementing work programs and policies implemented by a company. This achievement can be realized through the company's targets, objectives, vision and mission (Moreherior., 2012). This definition explains that employee performance results are obtained by completing tasks and responsibilities by procedures given by company leadership. The company's work procedures have been adjusted to the criteria and policies of each company by the goals to be achieved.

Figure 1 Managerial Support



METHODS

The type of research used in this study is causal research that uses survey methods with questionnaire tools. The method used in this study is a quantitative approach. Quantitative research deals with the measurement and analysis of variables to obtain results. The population in this study is coached athletes of the Semarang Education and Sports Department with 100 population.

The sampling technique used in this study is non-probability sampling where there is no chance for every element in the population. The technique used in sampling is a saturated

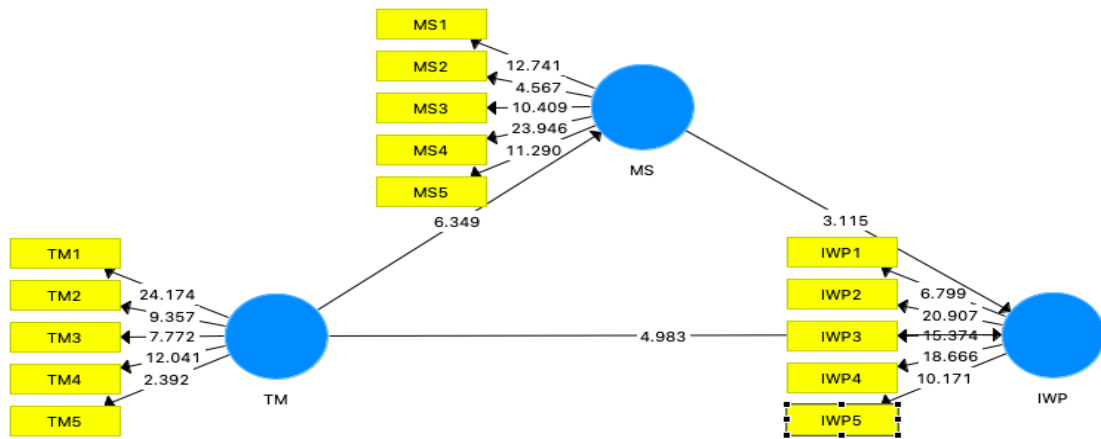
sampling technique in which all members of the population are used as samples. Data analysis using SEM PLS using Smart PLS with the following stages:

1. Evaluation of the Measurement Model (Outer Model) is used to evaluate the validity and reliability of the model.
2. Structural Model Evaluation (Inner Model) consists of R-Square (R2) and Goodness of Fit. Changes in R-Squared values can be used to explain the effect of certain exogenous latent variables on endogenous latent variables.
3. Hypothesis Testing consists of Direct Effects and Indirect Effects.

RESULTS

In this study, the test results were analyzed with the help of SmartPLS software version 3.0. Hypothesis testing in this study is carried out by looking at t statistics and P values. The t-test aims to determine the extent of the influence of the independent variable on the dependent variable.

Figure 2 Inner Model



Based on the data processed, the results can be used to answer the hypothesis in this study. Test the hypothesis in this study by looking at t Statistics and P Values. This hypothesis can be declared accepted if P Values < 0.05. In this study, there are direct influences and indirect influences because there are independent variables, dependent variables, and mediation variables. In the smartPLS program, the results of the hypothesis test can be seen through the Path Coefficients Bootstrapping technique as follows:

Table 1 Direct Effects

Path Coefficients	Original Sample	Sample Mean	Standard Deviation	T Statistics	P Values	Information
MS -> IWP	0.334	0.336	0.107	3,115	0,002	Significant Positive
TM -> IWP	0.548	0.554	0.110	4,983	0,000	Significant Positive
TM -> MS	0.520	0.540	0.082	6,349	0,000	Significant Positive

Source: Data Processed, 2024

Based on Table 1 above, it can be seen that of the five hypotheses that have a direct effect, these hypotheses are accepted because the T-statistics value > 1.967 and the P-value < 0.05 . Indirect Influence Testing The results of the analysis can be seen through the indirect effects table of bootstrapping techniques. The summary results are as follows:

Table 2 Indirect Effects Test Results

Path Coefficients	Original Sample	Sample Mean	Standard Deviation	T Statistics	P Values	Information
TM -> MS -> IWP	0.174	0.182	0.068	2,565	0.011	Significant Positive

Source: Data Processed, 2024

Based on Table 3 above, it can be seen that from the relationship that has an indirect effect, the hypothesis is accepted because the P-value < 0.05 .

DISCUSSION

The Influence Of Talent Management On Individual Work Performance

Perceived organizational support has a significant impact on employee creativity. Research has shown that employees with high perceptions of organizational support demonstrate greater creativity. Along with the current pace of technological progress, organizations are required to be able to make changes quickly.

This technological progress requires organizations to think creatively and innovatively so that organizations can survive in today's fierce competition. Creativity in an organization is a very potential opportunity for an organization. According to Worodman et al. (1993), creativity is an idea about how individuals create new things, be they ideas, products, services, procedures or processes that are valuable and useful for the organization.

The definition of employee creativity according to Zhoru and George (2001) is the ability of employees to produce something new such as ideas, products, services, methods and administrative processes. When organizations perceive employee creativity as a source of competitive advantage, employees will likely improve organizational performance and investigate new processes, techniques, or products (Ibrahim et al. 2016). The creativity possessed by employees also requires an environment that can support them to develop their creative ideas. According to Lepine and Crawford (2010), when employees perceive the organization to be very supportive of them, they will be more likely to show self-confidence and increase their willingness to propose creative ideas and suggestions.

Organizations that want to achieve their organizational goals need to value and appreciate the work of their employees and pay attention to employee welfare. Perceived organizational support is a factor that can influence employee creativity with positive or negative influences. These findings are based on four previous studies used for this research, these findings have a positive effect and one finding that has a negative effect.

Previous research conducted by DiLiellor et al. (2011); Yu and Frenkel (2013); and Tang et al. (2017) has research results that there is a significant positive influence of perceived organizational support on employee creativity. According to social exchange theory, employees who receive socio-emotional benefits from their organizations are more likely to feel obliged to reciprocate these benefits in the form of positive attitudes and behavior (Tang et al., 2017). As a socio-emotional resource provided by the organization, perceived organizational support is expected to be related to positive attitudes and behavior, such as employee creativity.

Previous studies have found that employees who perceive their organizations as highly supportive are more likely to generate creative ideas and engage in creative activities. Because such organizations are thought to tolerate failure and a trial-and-error-based approach and to support creativity and risk-taking behavior, employees are more likely to feel psychologically safe in taking initiative or engaging in creative practices. Employees who receive high levels of organizational support also tend to exhibit positive moods, which in turn facilitates creativity.

In addition, they are more willing to communicate and interact with others, thereby obtaining more information and knowledge and generating more creative ideas (Chiang et al., 2015). They tend to feel more engaged with their work, which makes them enthusiastically promote creative ideas (Tang et al., 2017). In contrast, employees who perceive their organization as relatively unsupportive tend to believe that their organization does not value their creative input (Aldab-bas et al., 2021), resulting in less effort in creative behavior. The positive impact of diverse knowledge on creativity is consistent with the suggestion that individual knowledge communication within an organization is a viable resource for organizations to generate new ideas (Minh-Duc & Huu-Lam, 2019). Organizational creativity is a combination of novelty and usefulness of ideas developed by the organization. Organizational creativity is not just an aggregation of ideas generated by individual members but rather involves organizational members collectively processing information, organizing different views, and ultimately producing creative results (Han et al., 2019).

In particular, because the exchange of diverse information helps in increasing the arsenal of expertise, skills, and knowledge available within an organization, it enables the organization to utilize and integrate resources to accomplish complex tasks, such as the development of new products or procedures. Increased knowledge sharing leads to a more comprehensive organization of information pieces, which is an important stage in enabling collective creativity (Gong et al., 2013).

The positive relationship between diverse knowledge and creativity has recently received some empirical support in a variety of organizations, including research and development organizations, manufacturing groups, and management organizations. Internal communication of knowledge and other organizational work-related subjects among organizational members is emerging as one of the most powerful agents of new idea generation and implementation in organizations (Dorng, 2016).

One of the assumptions underlying research on employee creativity. Organizational support encourages the emergence of new ideas by creating a pleasant work environment, which is important for employee creativity (Tsai et al., 2015).

The Influence Of Talent Management On Managerial Support

The influence of talent management on managerial support is important in improving individual and organizational performance. Talent management is a very important function in human resource management and correct and effective management in the field of talent management can help optimize employee potential. Talent management refers to the process of attracting, developing, and retaining skilled individuals to achieve organizational goals.

Line managers and employees do not work in a vacuum; various internal and external factors influence implementation (Thunnissen & Buttiens, 2017). The growing interest in talent management reflects greater competition for talent (Borselie & Thunnissen, 2017) and a focus on New Public Management (NPM) that promotes managerial logic and efficiency that reflects increasing pressure for accountability and the need to provide services, which is valuable (Culie et al., 2014).

The development of agile leaders who can manage effectively in a volatile environment (Barkhuizen, 2014) and the need to manage talent effectively to meet strategic

objectives (Tummers & Knies, 2013) require moving beyond traditional bureaucratic approaches to talent management (McFarlane et al., 2012). Talent management is increasingly important as organizations seek to respond to the unprecedented uncertainty and complexity of the global environment (Corllings et al., 2019).

However, although the importance of management and leadership is increasingly recognized in the public sector, talent management in this context is a relatively new development (Borse-lie & Thunnissen, 2017). Implementing effective talent management depends on how effectively they deliver HR responsibilities (Reilly, 2008), but they often lack the soft skills to motivate and support their employees with training and coaching (Korck & Burke, 2008). Specific measurements of perceived talent management parties were developed based on previous research in this area (El Dahshan et al., 2018).

The Influence Of Managerial Support On Individual Work Performance

Managerial support can have a positive impact on individual work performance. Tailoring managerial support to each employee is an effective approach to optimizing performance, job satisfaction, and overall well-being. Research also shows that employees' perceptions of managerial support can influence their work-related attitudes, including job satisfaction and motivation. In addition, managerial support was found to influence innovative work behavior and work engagement in employees.

Therefore, providing tailored managerial support is critical to improving individual work performance and overall organizational success. Organizational innovation depends on the creative minds of employees at the individual level who make new contributions and demonstrate innovative behavior (Cerne et al., 2017).

These employee behaviors are quite relevant for the adaptability of organizational processes and the success of their outcomes (Bors-Nehles, Bondarouk, and Nijenhuis 2017; Bysted and Hansen 2015). Thus, it can be said that innovation is very dependent on employee capacity to transform into the work context, thereby contributing to the company's successful adaptation to the business world. This form of innovation at the individual level is known as innovative work behavior. Individual work performance can increase a company's competitive advantage (Liuborv et al., 2018), making employee innovative behavior a very relevant asset for the company (Cingorz and Akdorgan 2011).

Likewise, individual work performance can be fostered through internal factors, such as managerial support (Agarwal 2014; Devloror et al. 2015), which is recognized as an important source of support (Wynen et al., 2020) along with individual psychological factors such as employee work engagement (Corntreras et al., 2020). Managerial support is a specific type of social support in the workplace (Mazzetti et al., 2019), which is defined as the extent to which employees feel supported by their managers (Gagnorn and Michael 2004).

As an extension of organizational support, managerial support involves the level of recognition employees receive from their managers regarding their contributions and the way employees feel that their managers care about their contributions the way employees feel that their managers care about their well-being (Eisenberger et al., 2002).

The Mediating Role Of Work Engagement On Perceived Organizational Support And Employee Creativity

Studies show that organizational support felt by employees can have a positive effect on creativity and work engagement. A study found that perceived organizational support had an indirect influence on employee work engagement through creativity. Creativity is the ability to produce new ideas and practical solutions to issues and problems (Amabile, 1983).

Creative organizations tend to outperform their competitors and adapt better to environmental changes (Baer, 2012; Bammens, 2016) and creativity has been identified as one of the important elements that help organizations achieve success. As a result,

organizations realize the importance of creativity and the need to engage employees in creative behavior.

This importance underlies the need to identify ways to increase employee involvement in creative behavior (Yorom et al., 2020). Employees feel stronger organizational support, they are more motivated to engage in creative activities (Bammens et al., 2013). Stressors can play a conditional role in the relationship between resources provided to employees and workplace outcomes (Zhang et al., 2016). Several studies have found a relationship between perceived organizational support and employee creativity through work engagement. For example, an organizational study has a significant positive effect on work engagement as a mediator.

The results of other research also show that perceived organizational support has a positive influence on work engagement and indirectly influences employee creativity. According to Jasorn and Geetha (2019), successful innovation can be part of identifying and facilitating workforce goal orientation in today's competitive organizational environment considering the influence of current developments. Challenges in the current era of disruption require the government to work in new ways and society's demands for faster, easier, cheaper and smarter public services continue to increase (Fatoni: 2021).

According to Javed, et al (2019), a conducive leadership style is more powerful and relevant for employee ideas, promotion and implementation because it shows openness to hearing new ideas, shows the leader's availability when employees face challenges and show their accessibility in discussing the problems they face. by employees. Organizational support is also seen as contributing to employees developing innovation in their field of work.

According to Eisenberger et al (2020), in organizational support theory (Organizational Support Theory) employees develop a general perception regarding the extent to which the organization values their contributions and cares about their welfare, especially the organizational support they feel (Perceived Organizational Support). Relevant ones may relate to creativity and innovation, positive emotional outcomes, and well-being.

Najeemdeen (2018) in his research found that there is a strong relationship between Perceived Organizational Support and Employee Engagement. Employees in an organization who feel supported and reciprocate in kind by contributing to their work with good attitudes and behavior results. The research also concluded that perceived organizational culture and perceived organizational support certainly influence work engagement and perceived organizational support will increase employee motivation and their willingness to involve themselves in any work, one of which can be innovation at work.

CONCLUSION

The performance appraisal process and performance targets have been proven to facilitate employee performance (Mauya, 2015). This is based on the belief that clear work goals help employees to focus more on their specific tasks.

Providing clear and achievable goals or work targets is important for an effective performance appraisal process. Employees' performance can't be assessed fairly if they are not provided with adequate information regarding their work objectives. When communication of work objectives is carried out effectively, thereby enabling the performance management and control process to be more effective, this turns out to influence employee motivation and performance (van der Kolk, van Veen-Dirks & ter Bog, 2018).

The benefits of having clear performance targets include measuring the effectiveness of their work, thereby increasing performance levels (Rosdi et al, 2020). Previous research has

proven how informative and constructive feedback improves employee performance because it impacts competence and productivity (Rony, Yasin, Lubis, & Syarief, 2020; Kuhnen and Tymula, 2012). Employees use feedback to increase self-awareness and work motivation, which in turn improves their work performance (Rochayatun & Setiawan 2020; Anseel, Beatty, Shen, Lievens and Sackett, 2015).

Talent management influences managerial support because managers have a key role in supporting and managing employee talent. Good managers can help identify, develop and motivate employee talents, thereby contributing to individual and organizational performance. Therefore, the relationship between talent management and managerial support is very important in the context of human resource management.

Managerial support plays a role in individual work performance because managers who support employee performance can improve employee welfare and strengthen their commitment to the organization. Managerial support plays an important role in influencing individual work performance.

Research shows that tailoring managerial support to meet each employee's unique needs can optimize job satisfaction, overall well-being, and productivity. Additionally, managerial support is associated with various employee outcomes, such as job performance, work-family conflict, and innovative work behavior.

Employee perceptions of managerial support can influence work-related attitudes, and job satisfaction, managers can create a more supportive work environment, which leads to increased individual work performance and employee work results.

SUGGESTION

The research sample is limited to one particular organization or industry. Future research can expand the research object by involving various types of organizations and industries to increase the generalizability of the results. Relatively small sample size. Future research could use larger and more representative samples to increase statistical power and generalizability of findings. Research focuses on specific managerial levels. Future studies can expand the object by involving various levels of positions in the organization to get a more comprehensive picture.

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