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# THE INFLUENCE OF TALENT MANAGEMENT, KNOWLEDGE MANAGEMENT, PERFORMANCE ASSESSMENT, PERSONALITY AND CREATIVITY ON CAREER DEVELOPMENT OF EMPLOYEES OF BANK INDONESIA REPRESENTATIVE OFFICE, WEST SUMATRA PROVINCE

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**Herita Dewi, Ari Rozano, Tasman**  
Master of Management STIE KBP

## Abstract

This study aims to see the effect of (1) Talent management for the career development of employees of Bank Indonesia, West Sumatra Province. (2) Knowledge management on the career development of employees of Bank Indonesia, West Sumatra Province. (3) Performance appraisal of career development for employees of Bank Indonesia, West Sumatra Province. (4) Personality towards Bank Indonesia employee career development West Sumatra Province. (5) Creativity in the career development of employees of Bank Indonesia, West Sumatra Province. (6) Talent management, performance appraisal knowledge management, personality, creativity have a joint effect on the career development of employees of Bank Indonesia, West Sumatra Province. The entire population in this study 62 employees of Bank Indonesia in West Sumatra Province. And the technique of determining the number of samples taken as respondents with the technique in taking this sample uses a total sampling technique (overall sample) total sampling is a sampling technique where the number of samples is the same as the population (Sugiyono, 2017). The reason for taking total sampling is because according to (Sugiyono, 2017) the total population is less than 100, all populations are used as research samples. Results this study shows that (1) Talent management has a positive influence on employee career development West Sumatra Province. (2) Knowledge management provide a positive influence on the career development of employees of Bank Indonesia West Sumatra Province. (3) Performance assessment provide a positive influence on the career development of employees of Bank Indonesia West Sumatra Province. (4) Personality provide a positive influence on the career development of employees of Bank Indonesia West Sumatra Province. (5) Creativity

provide a positive influence on the career development of employees of Bank Indonesia West Sumatra Province. (6) Talent management, performance appraisal knowledge management, personality and creativity collectively have a significant influence on the career development of employees of Bank Indonesia in West Sumatra Province.

**Keywords: Job Satisfaction, Talent Management, Knowledge Management Performance appraisal**

### Introduction

One of the factors to determine the success of the organization is the ability of the organization to empower its employees at all levels in the organization(Thoha, 2019). Employees who have good potential and quality must be given the opportunity to pursue a career according to their competence, therefore a developing career is often associated with the future of the employee, although it does not guarantee success. Because until now HR issues are still in the spotlight and the foundation for organizations to survive in the era of globalization. Over time, the competencies that occur among employees are increasingly difficult and complex, and an organization must be able to prepare the needs of its employees in such a way as to be able to fulfill these competencies and be able to respond to competition that occurs in the scope of Human Resources. Intense competition has occurred both in the internal environment of the organization and the external environment, Of course, an employee must have good competency skills. This is a challenge for the organization to continue to improve the capabilities of its employees both in terms of talent and knowledge capabilities so as to create employees who have the required competencies, as well as assess their Talent Management capabilities in carrying out all their duties.

In order for employee competence to continue to increase in accordance with the demands of the organizational environment, an employee is not only able to maintain the existence of the organization by developing and advancing the organization, but there must also be career advancement in their lives as long as they work in an organization.(Effendi, 2018). Employees who have more knowledge, expertise, energy, and creativity will be needed by the organization to achieve its goals and demands. Therefore the organization must retain employees who are talented and who have good knowledge in the workplace in the long term, this is also needed as capital for the survival of the organization in order to win the competition with competitors.

In its capacity as a central bank, Bank Indonesia has one single goal, namely to achieve and maintain stability in the value of the rupiah. The stability of the value of the rupiah contains two aspects, namely the stability of currency values for goods and services, and stability for other countries' currencies. To achieve this goal, strong and competent human resources or employees are needed so that the goals can be achieved properly, including employees of the Bank Indonesia Representative Office, West Sumatra Province. For this reason, career development is also needed for employees so that employees can motivate themselves to work better.

**Table 1**  
**Initial Career Development Survey Results**  
**Representative Office of Bank Indonesia, West Sumatra Province**

No	Statement	Agree	Don't agree
1	I occupy the field of work according to the competence I have	4	16
2	I always analyze a problem before making a decision	5	15

3	I am recognized by management and colleagues as an expert in my field of work	10	10
4	I am always thorough in carrying out work	6	12

Source: Preliminary Survey Results for 2022

In Table 1 it can be seen from several questions regarding career development at the Representative Office of Bank Indonesia in West Sumatra Province, in the first question it can be seen that out of 20 initial respondents, 16 people did not agree with the statement, in the second statement it can be seen that 15 people did not agreed, in the third statement there were 10 people who agreed and 10 people who disagreed, in the last statement there were 12 people who disagreed with the statement. This certainly indicates that there are problems in career development for employees of the Bank Indonesia Representative Office, West Sumatra Province.

There are several factors that affect the career development of employees. The first is talent management because the organization certainly expects to have talented human resources. Talent management carried out by an organization is expected to be able to manage its human resources starting from the beginning during the recruitment period for new employees, job placement, training and development, performance appraisal until the employee leaves the organization. If there is no good talent management from an organization, it will have an impact on hampering career development for employees and it is likely that the turnover rate in an organization will be high.

Besides talent management carried out by the organization, it is also important to carry out talent management by the employees themselves. This is done so that employees can better understand what they have and don't have for themselves to develop their careers smoothly. Such as personal qualities and character, which includes analytical thinking. Analytical thinking is very important for an employee to have, both to solve a problem or to make decisions at work. In addition, the potential to carry out tasks properly and correctly will be a good assessment for an employee and a material consideration for the organization to make decisions in employee careers.(Wibowo, 2017). In talent management practices carried out by an organization, one of them is job rotation and mutation which contributes to career development for an employee.

For organizations that rarely transfer tasks to other positions for their employees, the employee's opportunities for career development are not realized properly. The results of research conducted by the Boston Consulting Group (BCG) and the World Federation of People Management Association (WFMPA) which were published in 2013 predict that Indonesia will experience a shortage of manpower at the managerial level in 2020, and in the same year it is expected to experience an increase the need for labor is supported by conditions where the service sector is a sector that will experience rapid growth. The result of implementing talent management is none other than an organization that can fill top management positions with qualified people, <http://edukasi.kompas.com.2017>).

Another HR management strategy for employee career development can be done with knowledge management, because one of the qualities of employees can be determined and assessed from the knowledge they have.(Luthans, 2016). Knowledge as a competitive asset, therefore knowledge must be owned by every employee to be able to develop skills, so that through mastery of knowledge and skills an employee can manage their own career(Puspita, 2018; Supartha, 2021). Knowledge management is an organizational activity in managing employee knowledge as an asset, where in various strategies there is the distribution of the right knowledge to the right people and in a short time, so that they can interact with each other, share knowledge and apply it in their daily work for the sake of improving Talent Management organization. One of the goals of knowledge management is to improve communication

between top management and employees, as well as to improve work processes and instill a culture of knowledge sharing.

If knowledge management is not carried out properly and maximally, then it will not provide added value to knowledge capital for employees. In an organization where there is a knowledge management and organizational learning system that is not optimal, the system will not contribute to employee Talent Management and will not provide maximum added value to improving the quality of each employee, because the Performance Assessment is still fixated on results. Work. In an organization, to support the smooth work of its employees, the organization must have a Standard Operating Procedure (SOP).

The SOP must be made in a clear format so that employees can understand it well. In addition, the availability of various technological facilities will make it easier for employees to work. Therefore, employees are required to be able to follow and deal with the times, especially the increasingly diverse technologies that exist in the organizational environment. With a good knowledge management strategy, it can provide a competitive atmosphere so that it can optimize HR empowerment and encourage them to contribute their best productivity to the organization while also indirectly providing opportunities for them to develop their careers. (Panggabean, 2016).

In knowledge management carried out by the Representative Office of Bank Indonesia in West Sumatra Province, materials and training are often provided to its employees. As an institution that is at the forefront of managing disaster issues in Indonesia, the Representative Office of Bank Indonesia for West Sumatra Province must be able to develop quality human resources within the organization itself. For an organization that wants to help its employees in developing their careers, HR management needs to think about what kind of performance appraisal is effective and efficient.

In general, things that need to be held in the performance appraisal process are work performance, discipline, obedience, responsibility, creativity, cooperation, leadership and so on. An organization must have the ability to provide structured information regarding current employee Talent Management and what information employees need regarding their Talent Management in the future. For an employee the quality and quantity of work is something that needs attention. Such as thoroughness in work, because it will affect the results rather than the work itself. In addition, the attendance record while working is one of the indicators in the Performance Appraisal. Therefore, an employee must have a good attendance record. The use of this Performance Appraisal is one of which can help in making decisions regarding compensation issues, promotions, job transfers and so on. Where these activities can also be useful to provide opportunities for employees to develop their careers.

The performance appraisal is also expected to provide a precise and accurate description of the work process of each employee so that they can achieve their career development. Career development is a process of identifying employee career potential, and implementing appropriate steps to develop this potential. To develop employee careers, you can start by evaluating employee Talent Management, which is commonly referred to as employee performance appraisal. From the results of this assessment, management can obtain information regarding the ability profile of its employees, and this information is identified by various methods to develop the potential and career of an employee. Of course, all employees of the West Sumatra Province Bank Indonesia Representative Office are required to be able to carry out tasks related to the assigned duties and functions. Based on information obtained from one of the general bureau staff and the employment of the Bank Indonesia Representative Office in West Sumatra Province, employees often change positions both horizontally and vertically, but some of them admit that they occupy positions that are not in accordance with their background.

In addition to the previous factors, the personality of an amil in carrying out his work, especially related to innovation, is also a factor that can influence. (Manullang, 2014) said that personal factors that can influence employee creativity include intrinsic motivation, cognitive style, personality and knowledge. (Coper, 2020) dividing the factors that can affect employee creativity into two main factors, namely personal factors and contextual factors. Personal factors include indicators of personality, knowledge, power and cognitive style which originate from within the employees themselves and can directly influence the creativity of employees (Herujito, 2021). Contextual factors are indicators that are external to employees such as job complexity, supervisor support, peer support, and rewards, which have the potential to influence employee creativity (Shalley et al., 2004).

Most research on creativity uses personality variables such as the Creative Personality Scale (CPS) or uses one of the Big Five Factors, namely openness to experience. (Spencer, 2022). From a practical standpoint, employees with a proactive personality are needed as a determinant of organizational success today. In the past, the manager's job was to think, plan, and organize, while the employee's job was to carry out the manager's instructions. However, in a situation full of uncertainty and a rapidly changing environment, managers cannot anticipate future conditions. In addition, managers also cannot determine the expected behavior of organizational members (Slocum, 2019). Therefore, it takes employees with the characteristics of being actively involved and trying to produce new things in their work.

Employees with a proactive personality will actively seek opportunities, show initiative, and be persistent until they bring about meaningful change (Yuniarsih, 2019). Proactive employees tend to suggest new ways of achieving goals and propose new ideas to improve performance. Thus, employees with a proactive personality tend to be creative. Although (Slocum, 2019) While establishing in general terms the influence of a proactive personality on employee creativity, there are important issues that have not been widely discussed. The creativity literature pays little attention to testing

how situational factors influence the relationship between proactive personality and employee creativity (Slocum, 2019). It is important for future research to consider situational factors for proactive personality because the benefits of recruiting individuals with proactive personality depend on the organizational context and job characteristics. (McClelland, DC, & Burnham, 2018).

Creativity has become a "hot" topic and an important agenda in the last two decades (Herujito, 2021). Creativity is a high-risk endeavor and those involved in coming up with new and useful ideas often fail (Sobirin, 2017). Creativity is the key in increasing competitive advantage by making a fundamental contribution to organizational effectiveness and survival (Cascio, 2021). Creativity refers to the development of ideas that meet several aspects, namely new, original, relevant and useful for the organization. (Ilyas, 2019) states that creativity is a prerequisite for innovation. To become an innovation, creative ideas cannot use these ideas only for their own work, but also these creative ideas must be implemented in work groups and organizations. Creativity and innovation are significant processes to help organizations survive, grow and thrive in the 21st century.

Every organization is always required to have high creativity because it can help the organization obtain sources of funds and can even gain competitive advantage. Conversely, if creativity decreases, it can cause a decrease in zakat funds that can be collected. This makes all organizations pay more attention and push for the best results. In order to survive and be able to compete in a competitive environment, organizations need to innovate and be creative (Wiger & Rettig, 2022).

On the basis of the explanation above, the researcher wanted to conduct research on talent management, knowledge management and performance appraisal which was carried out at the Bank Indonesia Representative Office, West Sumatra Province. Therefore, this research

is entitled: "The Influence of Talent Management, Knowledge Management, Performance Appraisal, Personality and Creativity on the Career Development of Bank Indonesia Representative Office Employees, West Sumatra Province."

### Research methods

The population in this study is all employees of Bank Indonesia Representative Office, West Sumatra Province, totaling 62 people.

The research sample is a limited number and part of the population, a portion of the population that is selected and represents that population (Muri, 2015). Meanwhile according to (Sugiyono, 2021) the sample is part of the number and characteristics possessed by the population and what is learned from the sample, the conclusions will be applicable to the population. However, because the sample used is the entire population, namely the Bank Indonesia Representative Office in West Sumatra Province, the sample in this study is the same as the population, namely all Bank Indonesia Representative Offices in West Sumatra Province, totaling 62 people.

The technique in taking this sample uses a total sampling technique (overall sample), total sampling is a sampling technique where the number of samples is equal to the population (Sugiyono, 2021). The reason for taking total sampling is because according to (Sugiyono, 2021) the total population is less than 100, the entire population is used as a research sample.

Testing the hypothesis in this study using multiple regression analysis. Multiple regression analysis aims to determine the causal relationship between the variables that affect the variables that are affected. With the multiple regression equation model as follows:

$$Y = a + b_1 X_1 + b_2 X_2 + b_3 X_3 + b_4 X_4 + b_5 X_5 + e$$

#### Where:

Y	= Career Development
a	= Intercept constant
X1	= Talent management
X2	= Knowledge management
X3	= Performance Appraisal
X4	= personality
X5	= Creativity
b1, b2, ...	= Regression Coefficient
e	= Error Term

### Research result

#### Classic assumption test

##### Normality test

This normality test is used by the author to test the normality of the regression model. Testing is done by using the method *kolmogorov-smirnovtest* for each variable. The regression model is normally distributed if the Kolmogorov-Smirnov sign value for each variable is greater than  $\alpha = 0.05$ . The results of the normality test can be seen in table 2.

**Table 2**  
**Normality Test Results**

One-Sample Kolmogorov-Smirnov Test							
		Y	X1	X2	X3	X4	X5
N		62	62	62	62	62	62
Normal Parameters	Means	42.8065	38.4194	39.9032	24.1129	44.8226	41.9194
	std. Deviation	2.95229	2.47974	2.29547	3.10000	2.53192	3.24567
Most Extreme Differences	absolute	.118	.141	.135	.102	.131	.122
	Positive	.069	.126	.121	.095	.085	.122
	Negative	-.118	-.141	-.135	-.102	-.131	-.103
Kolmogorov-Smirnov Z		.930	1.113	1.065	.801	1.029	.963
asymp. Sig. (2-tailed)		.352	.168	.207	.542	.240	.312
a. Test distribution is Normal.							

Source: SPSS output results, 2023.

From Table 2, which is a normality test, it can be seen that in the regression model, the confounding or residual variables have a normal distribution. This can be seen from the results of the sig value of the career development variable (Y) which is  $0.352 > 0.05$  talent management variable ( $X_1$  is  $0.168 > 0.05$ ; knowledge management variable is  $X_2$   $0.207 > 0.05$ ; performance appraisal variable  $X_3$  is  $0.542 > 0.05$  ; personality variable  $X_4$  is  $0.240 > 0.05$  ; creativity variable is  $X_5$   $0.312 > 0.05$ . So it can be concluded that career development, talent management, knowledge management, performance appraisal, personality and creativity of Bank Indonesia Representative Office employees in West Sumatra Province have a normal distribution.

### Multicollinearity Test

Multicollinearity test is useful for testing whether the regression model found a correlation between independent variables. A good regression model should not have a correlation between the independent variables. If the independent variables are correlated, then these variables are not orthogonal. Orthogonal variables are independent variables whose correlation value between independent variables = 0 (Ghozali, 2017). Multicollinearity can be seen from the tolerance and Variance Inflation Factor (VIF). The way to find out whether there are deviations from the multicollinearity test is to look at the Tolerance and VIF values of each independent variable, if the Tolerance value is  $> 0.10$  and the VIF value is  $< 10$ , the data is free from multicollinearity symptoms, which can be seen in Table 3.

Based on the multicollinearity test in the table above, it can be seen that there is no relationship between the independent variables. So this research model is free from multicollinearity problems.

**Table 3**  
**Multicollinearity Test Results**

Coefficients <sup>a</sup>			
Model		Collinearity Statistics	
		tolerance	VIF
1	Talent management	.625	1,599
	Knowledge management	.590	1696
	Performance assessment	.910	1,099
	Personality	.631	1,585
	Creativity	.548	1826

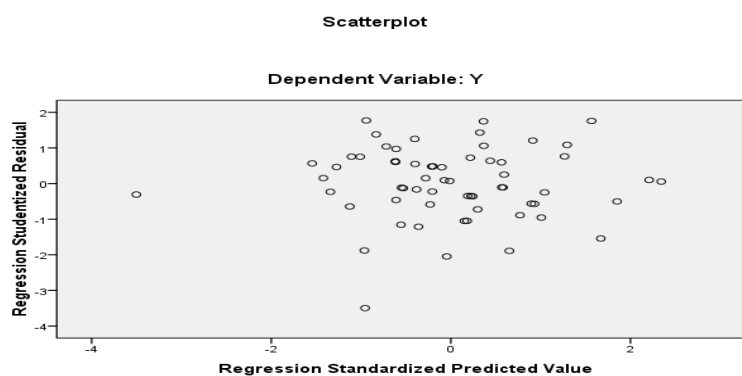
a. Dependent Variable: Y

Source:SPSS output results, 2023

Based on the multicollinearity test in the table, it can be seen that there is no relationship between the independent variables because the tolerance value for all variables is  $< 1$  or the VIF value for all variables is  $< 10$ . So this research model is free from multicollinearity problems.

### Heteroscedasticity Test

The heteroscedasticity test aims to test whether in a regression model there is an inequality of variance from the residuals from one observation to another. If the variance from the residual of one observation to another observation remains, then it is called homoscedasticity and if it is different it is called heteroscedasticity. To detect the existence of heteroscedasticity in this study using the Scatter Plot test. In this test, if there is no clear pattern, such as the points spreading above and below the number 0 (zero) on the Y axis, then there is no heteroscedasticity. The test results can be seen in Figure 1



**Figure 1**  
**Heteroscedasticity Test Results**

In Figure 1 it can be seen that there is no clear pattern and the points spread above and below the number 0 on the Y axis. This shows that the data in this study did not occur heteroscedasticity

### Multiple Linear Regression Analysis

This analysis is used to determine the influence of the independent variables on the dependent variable. The magnitude of the influence of the independent variables with the dependent variable can be calculated through a multiple regression equation. Based on calculations via computer using the IBM SPSS for Windows Version 26.0 program.

Based on Table 4, the estimation model can be analyzed as follows:



$$Y = 67,902 + 0.458(X1) + 0.314(X2) + 0.227(X3) + 0.621(X4) + 0.482(X5)$$

Based on the equation above it can be explained that:

1. From the equation above it can be seen that there is a constant value of 67,902 which means that if talent management, knowledge management, performance appraisal, personality and creativity are zero, then the value of the career development variable is at 67,902. This means that the variables of talent management, knowledge management, performance appraisal, personality and creativity contribute to increasing the career development of Bank Indonesia Representative Office employees in West Sumatra Province.
2. The talent management regression coefficient is positive 0.458. This means that if talent management goes down one unit, it will result in an increase in career development by 0.458 unit.
3. The value of the knowledge management regression coefficient is positive, namely 0.314. This means that if knowledge management increases by one unit it will result in an increase in the career development of Bank Indonesia Representative Office Employees of West Sumatra Province by 0.314 unit.
4. The value of the performance appraisal regression coefficient is positive, namely 0.227. This means that if the performance appraisal increases by one unit, it will result in an increase in the career development of the employees of the Bank Indonesia Representative Office, West Sumatra Province, by 0.227 unit.
5. The value of the personality regression coefficient is positive, namely 0.621. This means that if the personality increases by one unit, it will result in an increase in the career development of employees at the Bank Indonesia Representative Office, West Sumatra Province, by 0.621 unit.
6. The value of the creativity regression coefficient is positive, namely 0.482. This means that if creativity increases by one unit, it will result in an increase in the career development of employees at the Bank Indonesia Representative Office, West Sumatra Province, by 0.482 unit.

**Table 4**  
**Multiple Regression Equations**

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	Q	Sig.
		B	std. Error	Betas		
1	(Constant)	67,902	10.352		6,559	.000
	Talent management (X1)	.458	.092	.132	4,978	.000
	Knowledge management (X2)	.314	.044	.088	7.136	.000
	Performance appraisal (X3)	.227	.027	.134	8,407	.000
	Personality (X4)	.621	.187	.190	3,320	.003
	Creativity (X5)	.482	.157	.090	3,070	.002
a. Dependent Variable: Y						

Source: SPSS Output Results (2023)

### Statistic test

#### Hypothesis Testing 1

The first hypothesis put forward is that talent management partially has a positive effect on the career development of employees at the Bank Indonesia Representative Office, West Sumatra Province. Based on the results of the analysis of the t test, it is known that the

significance level of the talent management variable is  $0.000 <$  of the significance value (0.05). Thus  $H_0$  is rejected and  $H_a$  is accepted. So that the alternative hypothesis proposed in this study is accepted, meaning that there is a significant positive influence between talent management on the career development of Bank Indonesia Representative Office Employees of West Sumatra Province.

### **Hypothesis Testing 2**

The second hypothesis put forward is that knowledge management partially has a positive effect on the career development of Bank Indonesia Representative Office employees in West Sumatra Province. Based on the results of the analysis of the t test, it is known that the significance level of the knowledge management variable is  $0.000 <$  of the significance value (0.05). Thus  $H_0$  is rejected and  $H_a$  is accepted. So that the alternative hypothesis proposed in this study is accepted, meaning that there is a significant positive influence between knowledge management on the career development of Bank Indonesia Representative Office employees, West Sumatra Province.

### **Hypothesis Testing 3**

The third hypothesis put forward, that performance appraisal partially has a positive effect on career development. Based on the results of the analysis of the t test, it is known that the significance level of the performance appraisal variable is  $0.000 <$  of the significance value (0.05). Thus  $H_0$  is rejected and  $H_a$  is accepted. So that the alternative hypothesis proposed in this study is accepted, meaning that there is a significant positive influence between performance appraisal on the career development of Bank Indonesia Representative Office employees, West Sumatra Province.

### **Hypothesis Testing 4**

The third hypothesis put forward, that Personality partially has a positive effect on career development. Based on the results of the analysis of the t test, it is known that the significance level of the personality variable is  $0.003 <$  of the significance value (0.05). Thus  $H_0$  is rejected and  $H_a$  is accepted. So that the alternative hypothesis proposed in this study is accepted, meaning that there is a significant positive influence between personality on the career development of employees of the Bank Indonesia Representative Office, West Sumatra Province.

### **Hypothesis Testing 5**

The third hypothesis put forward, that creativity partially has a positive effect on career development. Based on the results of the analysis of the t test, it is known that the significance level of the creativity variable is  $0.002 <$  of the significance value (0.05). Thus  $H_0$  is rejected and  $H_a$  is accepted. So that the alternative hypothesis proposed in this study is accepted, meaning that there is a significant positive influence between creativity on the career development of Bank Indonesia Representative Office employees, West Sumatra Province.

### **Hypothesis Testing 6**

The fourth hypothesis proposed, that talent management, performance appraisal, performance appraisal, personality and creativity together have a positive influence on the career development of employees of the Bank Indonesia Representative Office, West Sumatra Province. Based on the results of the analysis of the F test, it is known that the level of significance of the variables of talent management, knowledge management, performance appraisal, personality and creativity is  $0.000 < 0.05$ . Thus  $H_0$  is rejected and  $H_a$  is accepted.

So that the alternative hypothesis proposed in this study is accepted, meaning that there is a jointly significant influence of talent management, knowledge management, performance appraisal, personality and creativity on the career development of employees of the Bank Indonesia Representative Office, West Sumatra Province. As can be seen in table 5

**Table 5**  
**F test results**

ANOVA b						
Model		Sum of Squares	df	MeanSquare	F	Sig.
1	Regression	46,331	5	9,266	9,069	.000a
	residual	485,347	56	8,667		
	Total	531,677	61			
a. Predictors: (Constant), X3, X2, X1						
b. Dependent Variable: Y						

Source: SPSS Output Results (2023)

### Testing the Coefficient of Determination (R<sup>2</sup>)

Analysis of the coefficient of determination for hard skills, soft skills and motivation on employee performance is carried out using the IBM SPSS for Windows Version 26.0 program with the SPSS output form as stated below:

Based on the results of the analysis, Adjusted R square is 0,786 this means that 78.6% of the career development of Bank Indonesia Representative Office employees in West Sumatra Province is influenced by the independent variables of talent management, knowledge management, performance appraisal, personality and creativity. While the remaining 21.4% is influenced by other variables outside the model.

**Table 6**  
**R Square Test Results**

Summary modelb				
Model	R	R Square	Adjusted R Square	std. Error of the Estimate
1	.895a	.801	.786	2.94396
a. Predictors: (Constant), X5, X4, X3, X2, X1				
b. Dependent Variable: Y				

Source: SPSS Data Processing Results (Year 2023)

### Discussion

#### **Influence Talent Management for the Career Development of Bank Indonesia Representative Office Employees of West Sumatra Province**

The results of this study indicate that talent management has a significant positive influence on the career development of employees at the Representative Office of Bank Indonesia, West Sumatra Province. This indicates that talent management determines the career development of employees at the Representative Office of Bank Indonesia, West Sumatra Province. This means that the higher the employee talent management at the West Sumatra Province Bank Indonesia Representative Office, the higher the career development of employees at the Bank Indonesia Representative Office, West Sumatra Province.

From the results of this study, it appears that the talent management variable has a coefficient 0.458 which means talent management has a big influence. This indicates that talent management can play a role in enhancing the career development of Bank Indonesia

Representative Office employees in West Sumatra Province. If you want to improve the career development of the employees of the West Sumatra Province Bank Indonesia Representative Office, then you have to improve the talent management of employees of the West Sumatra Province Bank Indonesia Representative Office.

This is in line with opinion According to Pella and Afifah (2017) a good organization is an organization whose predetermined vision, mission and organizational values are carried out by a number of talented employees who work together and in synergy. Employees who have this talent must be managed properly with a good management system as well. Talent itself according to Pella and Afifah (2017) are human beings who want to be nurtured by a company or organization because of their advantages. Talent can also be interpreted as employees who are identified as having the potential to become future company leaders (company future leaders). The number of talented employees in an organization does not guarantee that it will drive the progress of the organization if special management is not carried out for them.

The results of this study are in line with research Puspita, (2018) which shows that talent management is influential and significant on career development.

### **Influence Knowledge management on career development for Bank Indonesia Representative Office Employees in West Sumatra Province**

The results of this study indicate that knowledge management has a significant positive influence on the career development of employees at the Representative Office of Bank Indonesia, West Sumatra Province. This indicates that knowledge management of Bank Indonesia Representative Office employees in West Sumatra Province determines the career development of Bank Indonesia Representative Office employees in West Sumatra Province. This means that the higher the agency's knowledge management, the lower the career development of the employees of the Bank Indonesia Representative Office, West Sumatra Province.

From the results of this study, it appears that the knowledge management variable has a coefficient 0.314 which means that work knowledge management has a great influence. This indicates that high knowledge management can improve the career development of Bank Indonesia Representative Office employees in West Sumatra Province. If you want to improve the career development of employees at the Bank Indonesia Representative Office in West Sumatra Province, you must establish good knowledge management at the Bank Indonesia Representative Office in West Sumatra Province where there are agencies.

Armstrong, (2018) defines knowledge management as any process or practice of creating, acquiring, capturing, sharing, and using knowledge to enhance organizational learning and talent management. According to Mohammad Nurhasan Rasyid, Diana K. Sulianti Tobing, (2016) Two fundamental approaches regarding knowledge, namely tacit knowledge which is basically personal in nature so that it is difficult to extract from individual heads (personal knowledge) and explicit knowledge which assumes that knowledge that is beneficial to individuals in organizations can be articulated and made explicit. Scarborough et al. (1999) define knowledge management as any process or practice for creating, acquiring, capturing, sharing and using knowledge wherever it is, to enhance learning and Talent Management in organizations, knowledge management also focuses on developing company-specific knowledge and skills.

The results of this study are in line with research Sonafia Maryani (2018) which shows that knowledge management influences career development.

### **Influence Performance appraisal of the career development of Bank Indonesia Representative Office Employees of West Sumatra Province**

The results of this study indicate that performance appraisal has a significant positive influence on the career development of employees at the Representative Office of Bank Indonesia, West Sumatra Province. This indicates that the performance appraisal determines the career development of Bank Indonesia Representative Office Employees of West Sumatra Province. This means that the better and better the performance appraisal of the employees of the West Sumatra Province Bank Indonesia Representative Office of an agency will improve the career development of the Bank Indonesia Representative Office Employees of the West Sumatra Province.

From the results of this study, it appears that the performance appraisal variable has a coefficient 0.530 which means performance appraisal has influence. This indicates that performance appraisal can play a role in enhancing the career development of Bank Indonesia Representative Office employees in West Sumatra Province. If you want to improve the career development of employees of the Bank Indonesia Representative Office of West Sumatra Province, then you must create a good performance appraisal for employees of the Bank Indonesia Representative Office of West Sumatra Province at the agency.

According to Hasibuan, (2020) is the activity of managers to evaluate employee performance behavior and determine further policies. Evaluation or assessment of behavior includes evaluating loyalty, honesty, leadership, teamwork, loyalty, dedication, and employee participation. According to Rival, (2019) Talent management is the result of a person as a whole during a certain period in carrying out tasks, such as work standards, targets or criteria that have been determined in advance and have been mutually agreed upon. Employee talent management needs an assessment with the intention of giving them a good opportunity for their career plans in terms of strengths and weaknesses, so that companies can determine salary payments, provide promotions, and can see employee behavior.

The results of this study are in line with research Gani, (2018) which shows that there is a positive significant effect between performance appraisal on career development.

### **Influence Personality towards the career development of Bank Indonesia Representative Office Employees of West Sumatra Province**

The results of this study indicate that personality has a significant positive influence on the career development of employees at the Representative Office of Bank Indonesia, West Sumatra Province. This indicates that personality determines the career development of employees at the Representative Office of Bank Indonesia, West Sumatra Province. This means that the better and better the personality of the employees of the Bank Indonesia Representative Office, West Sumatra Province, an institution will improve the career development of the employees of the Bank Indonesia Representative Office, West Sumatra Province.

From the results of this study, it appears that the personality variable has a coefficient 0.621 which means personality has influence. This indicates that personality can play a role in enhancing the career development of Bank Indonesia Representative Office employees in West Sumatra Province. If you want to improve the career development of employees of the West Sumatra Province Bank Indonesia Representative Office, you must create a good personality for employees of the West Sumatra Province Bank Indonesia Representative Office at the agency.

Daft, (2016) states that personality is a relatively permanent pattern of traits and has unique characteristics that consistently influence behavior. While the definition of personality according to Lawrence A. Perin (2016) states that personality is a characteristic of a person that causes the emergence of consistency of feelings, thoughts and behavior. Another opinion was put forward by McCrae (2011) who argued that personality is a characteristic that resides within a person that describes individual behavior, which is used to interact with their

environment. Research conducted (Robbins, 2018) defines personality as the sum total of the ways a person reacts to and interacts with others.

The results of this study are in line with research Gani, (2018) which shows that there is a positive significant effect between performance appraisal on career development.

### **Influence Creativity towards the career development of Bank Indonesia Representative Office Employees of West Sumatra Province**

The results of this study indicate that creativity has a significant positive influence on the career development of employees at the Representative Office of Bank Indonesia, West Sumatra Province. This indicates that creativity determines the career development of Bank Indonesia Representative Office Employees of West Sumatra Province. This means that the better and better the creativity of the employees of the Bank Indonesia Representative Office, West Sumatra Province, an institution will improve the career development of employees of the Bank Indonesia Representative Office, West Sumatra Province.

From the results of this study, it appears that the creativity variable has a coefficient 0.482 which means creativity has influence. This indicates that creativity can play a role in enhancing the career development of Bank Indonesia Representative Office employees in West Sumatra Province. If you want to improve the career development of the employees of the Bank Indonesia Representative Office, West Sumatra Province, then you have to create good creativity in the employees of the Bank Indonesia Representative Office, West Sumatra Province, at the agency.

Amabile TM, Conti, R, Coon H, Lazenby, (2017) suggests that the main integrative factors that trigger creativity are profession, creative thinking skills, integrative work motivation, and integrative context. Amabile TM, Conti, R, Coon H, Lazenby, (2017) further proposes that creativity consists of new thoughts or materials developed through different human behavioral activities. Runco (2010) suggests that creativity is an expression of adaptability, and is an integrative application of transformation experiences, individual subjective awareness, motivation, knowledge, and experience. Yeh (2010) suggests that creativity is the development of innovative and valuable products by individuals in certain fields. Creativity itself is the result of knowledge creation (Wang, 2010).

The results of this study are in line with research Supartha, (2021) which shows that there is a positive significant effect between performance appraisal on career development.

### **Influence Talent management, Knowledge management, Performance appraisal, Personality, Creativity to wards the career development of Bank Indonesia Representative Office Employees of West Sumatra Province**

The results of this study indicate that talent management, knowledge management, performance appraisal, personality and creativity together have a significant influence on the career development of Bank Indonesia Representative Office employees in West Sumatra Province with an F value of the ANOVA test of 0.000, less than 0.05. This indicates that talent management, knowledge management, performance appraisal, personality and creativity determine the career development of employees at the Bank Indonesia Representative Office, West Sumatra Province. This means that talent management, knowledge management, performance appraisal, good personality and creativity will enhance the career development of employees at the West Sumatra Province Bank Indonesia Representative Office.

This is in line with research (Puspita, 2018), research by Rezvan Hejazi, Mehrdad Ghanbari, and Mohammad Alipour (2016) which shows that there is a significant influence between talent management, knowledge management and performance appraisal on the career development of Bank Indonesia Representative Office Employees of West Sumatra Province

## **Conclusions and recommendations**

### **Conclusion**

1. Talent management has a positive influence on the career development of employees at the Representative Office of Bank Indonesia, West Sumatra Province. This means that the career development of employees at the West Sumatra Province Bank Indonesia Representative Office will increase if talent management in high-level institutions makes employees at the West Sumatra Province Bank Indonesia Representative Office comfortable at work and can improve their career development. Thus the hypothesis in this study is accepted.
2. Knowledge management has a positive influence on the career development of Bank Indonesia Representative Office employees in West Sumatra Province. This means that the career development of Bank Indonesia Representative Office West Sumatra Province employees will increase if knowledge management is high, because knowledge management can increase morale for employees of the Bank Indonesia Representative Office West Sumatra Province in carrying out work. The higher the existing knowledge management in the Representative Office of Bank Indonesia, West Sumatra Province, in an institution, the higher the career development in carrying out work in the agency. Thus the hypothesis in this study is accepted.
3. Performance appraisal has a positive influence on the career development of Bank Indonesia Representative Office employees in West Sumatra Province. This means that the career development of Bank Indonesia Representative Office employees in West Sumatra Province will increase if the agency's performance appraisal is very good and good, so that employees of the West Sumatra Province Bank Indonesia Representative Office are enthusiastic about doing a good job. And a good performance appraisal will encourage high career development. Thus the hypothesis in this study is accepted.
4. Personality has a positive influence on the career development of Bank Indonesia Representative Office employees in West Sumatra Province. This means that the career development of Bank Indonesia Representative Office employees in West Sumatra Province will increase if the agency's personality is very good and good, so that employees of the West Sumatra Province Bank Indonesia Representative Office are enthusiastic about doing a good job. And a good personality will encourage high career development. Thus the hypothesis in this study is accepted.
5. Creativity has a positive influence on the career development of Bank Indonesia Representative Office employees in West Sumatra Province. This means that the career development of Bank Indonesia Representative Office West Sumatra Province employees will increase if the agency's creativity is very good and good, so that the employees of the West Sumatra Province Bank Indonesia Representative Office are enthusiastic about doing a good job. And good creativity will encourage high career development. Thus the hypothesis in this study is accepted.
6. Talent management, knowledge management, performance appraisal, personality, creativity have a positive effect on the career development of employees at the Bank Indonesia Representative Office, West Sumatra Province. With an ANOVA F test score of 0.000, the career development of Bank Indonesia Representative Office West Sumatra Province employees is influenced by the independent variables talent management, knowledge management, performance appraisal, personality, creativity.

### **Suggestion**

Based on the results of the discussion analysis and some conclusions in this study, suggestions that can be given through the results of this study in order to get better results, namely:

1. For future researchers, it is hoped that they can examine other variables outside of this variable in order to obtain more varied results that can describe what things can influence career development and it is advisable to expand the scope of research on the influence of talent management, knowledge management, performance appraisal, personality, and creativity on the career development of Bank Indonesia Representative Office employees in West Sumatra Province used in this study.
2. For agency management, it is hoped that they will improve and increase talent management and knowledge management for employees of the Bank Indonesia Representative Office, West Sumatra Province. Because to achieve productivity and achieve better agency goals, talent management and low knowledge management and loyalty from employees of the Bank Indonesia Representative Office, West Sumatra Province are needed. When talent management, knowledge management is low, personality and creativity performance appraisals are good in balanced institutions, career development for Bank Indonesia Representative Office employees in West Sumatra Province also increases

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