Journal of Islamic Studies & Social Science

Volume 3 Nomor 1 Tahun 2026
ISSN: 3089-221X (online)
DOI : 10.64019/jisss.v3.i1.87
Submitted: 23 August 2026
Reviewed: 23 August 2025
Approve : August 2026
Published : August 2026
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The Performance of Civil Servants in the Planning and Finance Bureau of the Ministry of Youth and Sports of the Republic of Indonesia Is Influenced by Performance Allowances, Knowledge Management, and Talent Management Through Work Motivation

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Abstract

This study aims to build strategies and policies for superior performance of civil servant human resource management and to initiate innovation in the provision of work motivation and performance allowances, as well as the implementation of knowledge management and talent management in the public sector. Employee performance is an important component of bureaucratic reform because the achievement of organizational performance is closely related to the performance of individual employees. The study was conducted on civil servants in functional positions at the Planning and Finance Bureau of the Ministry of Youth and Sports of the Republic of Indonesia. This research employed an explanatory quantitative approach with a causal design supported by qualitative-descriptive analysis. Data were collected using a census survey through an online questionnaire involving 40 respondents. Data analysis was conducted using qualitative-descriptive and quantitative-regression techniques supported by path analysis. The findings show that knowledge management and work motivation have a positive and significant effect on employee performance. Talent management has a positive but insignificant effect on employee performance, while performance allowances have a negative and insignificant effect. Performance allowances, knowledge management, and talent management each have a positive but insignificant effect on work motivation. Work motivation has a positive and significant effect on employee performance. Furthermore, performance allowances and talent management have a positive and significant effect on employee performance through work motivation, while knowledge management has a positive but insignificant effect on employee performance through work motivation. The findings indicate that work motivation plays an important role in strengthening the effect of performance allowances and talent management on employee performance, while knowledge management has a stronger direct contribution to employee performance.

Keywords: employee performance, work motivation, knowledge management, talent management, performance allowance

INTRODUCTION

The performance of government employees or civil servants is an important element in achieving effective and professional public administration. Civil servants are responsible for implementing public policies in accordance with laws and regulations, providing professional

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and quality public services, and strengthening national unity. Therefore, the quality of civil servant performance becomes an important determinant of the success of government bureaucracy. The government bureaucracy requires professional civil servants as the main driving force in achieving organizational objectives. The Ministry of Youth and Sports of the Republic of Indonesia (Kemenpora RI), as one of the government institutions, is also required to improve organizational and individual employee performance in carrying out government affairs in the fields of youth and sports. The existence of complaints concerning public services and the need for continuous bureaucratic improvement indicate that employee performance remains an important issue in the public sector. The thesis identifies employee performance as one of the major issues in bureaucratic reform and links it with work motivation, performance allowances, knowledge management, and talent management.

The performance condition at Kemenpora RI provides an important background for this study. The evaluation of bureaucratic reform conducted by the Ministry of Administrative and Bureaucratic Reform indicated that the bureaucracy at Kemenpora RI was still formal in nature and had not yet substantially encouraged improvements in organizational and employee performance. The Bureaucratic Reform Index of Kemenpora RI increased from 65.87 in 2019 to 69.80 in 2022 but declined to 68.88 in 2023, while the target for 2024 was set at 75.10. This condition indicates that improvements in bureaucratic performance still require continuous attention. The thesis further describes an objective condition in which some employees tended to work only according to assigned duties, showed limited initiative for innovation, and had not fully internalized the values of bureaucratic reform. Therefore, improving individual employee performance becomes an important pathway toward improving organizational performance and strengthening public services.

Employee performance in this study is grounded in the performance management perspective proposed by Haryono, which defines performance as work results influenced by individual competence, organizational support, and management support. Performance is therefore not merely a matter of completing assigned tasks but also involves how employees use knowledge, skills, competencies, organizational resources, and management direction to achieve organizational objectives. The thesis explains that organizational performance is an accumulation of individual performance, which collectively forms group performance and ultimately organizational performance. Haryono further explains that performance is a function of ability, motivation, and opportunity. This perspective provides a theoretical basis for examining the factors selected in this study, namely performance allowances, knowledge management, talent management, and work motivation.

Performance allowances are considered one of the factors that may influence employee performance because they function as financial rewards associated with attendance and achievement. At Kemenpora RI, performance allowances are provided monthly based on attendance, employee performance achievement, and applicable regulations concerning position classes. However, the thesis also recognizes that the implementation of performance allowances does not necessarily guarantee higher performance. The Grand Design of Bureaucratic Reform 2010–2025 indicates that performance allowances have not been fully connected with employee achievement. This issue creates an important research problem

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because financial rewards may be perceived differently by employees depending on how fairly they are associated with performance. Previous studies cited in the thesis produced different findings concerning the relationship between performance allowances and employee performance. Therefore, the actual influence of performance allowances in the context of ASN at the Planning and Finance Bureau of Kemenpora RI requires empirical examination.

Knowledge management represents the second factor examined in the study. Knowledge management is understood as a systematic process of planning, organizing, motivating, and controlling people, processes, and systems to ensure that knowledge assets are developed and used effectively. Within government organizations, knowledge management is particularly relevant because public-sector work requires continuous learning, information exchange, innovation, and the use of accumulated organizational knowledge. The Grand Design of Bureaucratic Reform also provides space for ministries, agencies, and local governments to develop innovation, exchange knowledge, and share best practices to achieve better performance. The Road Map of Bureaucratic Reform further identifies the development of public-service knowledge management as one of the important outputs of bureaucratic reform. Thus, knowledge management can become an important mechanism for improving employee competence and performance.

Talent management is another factor considered important for developing civil servant performance. Talent management refers to a strategic career-management system involving the acquisition, development, retention, and placement of talent based on potential and high performance. In the context of ASN, talent management is intended to support agile bureaucracy through talent and career policies, talent acquisition, classification, talent pools, talent mobility, development, retention, and succession. The implementation of talent management is expected to provide employees with opportunities to develop competencies and careers while enabling organizations to place capable employees in strategic positions. However, the existence of a talent-management system does not automatically guarantee improved performance. The effectiveness of talent management depends on institutional implementation, access to development opportunities, information systems, fairness, and the motivation of employees to develop their potential.

Work motivation is positioned as a particularly important factor because it can explain why employees respond differently to organizational policies and management systems. Motivation is understood as a combination of needs, desires, expectations, goals, incentives, and internal or external motives that encourage individuals to act. The thesis distinguishes intrinsic motivation, which originates from within the individual and is related to the work itself, from extrinsic motivation, which is stimulated by organizational factors such as salary, benefits, promotion, recognition, and other rewards. The Grand Design of Bureaucratic Reform states that bureaucratic performance will improve when strong motivation exists throughout government institutions. This theoretical perspective suggests that performance allowances, knowledge management, and talent management may not always produce performance improvements directly but may require motivation as an intermediary mechanism.

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The research gap identified in the thesis arises from the limited combination of performance allowances, knowledge management, talent management, and work motivation in explaining civil servant performance. The thesis specifically notes that previous research had not sufficiently examined the combination of performance allowances and knowledge management or performance allowances and talent management in relation to bureaucratic employee performance. The study therefore integrates the four factors into one analytical model and places work motivation as a mediating variable. The novelty is also associated with the use of qualitative-descriptive and quantitative-regression analysis in a quantitative research design, the selection of ASN employees at the Planning and Finance Bureau of Kemenpora RI as the research locus, and the use of specific indicators such as regulatory conformity for performance allowances, knowledge utilization for knowledge management, and institutional aspects for talent management.

Based on these problems and research gaps, this study aims to describe the research variables and analyze the influence of performance allowances, knowledge management, and talent management on employee performance, the influence of these three factors on work motivation, the influence of work motivation on employee performance, and the indirect influence of performance allowances, knowledge management, and talent management on employee performance through work motivation. The research focuses on functional-position civil servants at the Planning and Finance Bureau of Kemenpora RI. Through this approach, the study seeks to provide an empirical explanation of the factors that contribute to civil servant performance and to identify whether work motivation strengthens or mediates the relationship between human-resource management practices and employee performance.

LITERATURE REVIEW

Employee Performance

Employee performance is the central dependent variable in this study. Haryono defines performance as work results influenced by individual competence, organizational support, and management support. This definition emphasizes that employee performance is not produced by individual ability alone. Employees require organizational resources, an appropriate work environment, technological support, and effective managerial direction. Performance management therefore involves a continuous process that includes performance agreements, individual development plans, performance management, monitoring, evaluation, feedback, and performance review.

In the context of civil servants, performance is reflected in the achievement of work results in accordance with duties, functions, and responsibilities based on applicable regulations. The management of ASN performance emphasizes the development of employee performance, fulfillment of managerial expectations, intensive performance dialogue between leaders and employees, achievement of organizational performance, and employee work behavior. The performance indicators selected in the thesis consist of individual competence, organizational support, and management support. These indicators reflect the theoretical position that individual performance emerges from the interaction between employee capability and the organizational environment in which employees perform their duties.

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The study also views employee performance as the accumulation of individual contributions toward organizational objectives. When individual performance improves, group and organizational performance can also improve. The thesis therefore places performance at the center of bureaucratic reform. A professional bureaucracy requires employees who are adaptive, possess integrity, are capable of providing public services, and demonstrate high performance. This perspective supports the selection of employee performance as the main outcome variable in examining the effectiveness of performance allowances, knowledge management, talent management, and work motivation.

Performance Allowances

Performance allowances are a form of financial reward provided to civil servants. At Kemenpora RI, performance allowances are provided monthly based on attendance and employee performance achievement in accordance with applicable position-class regulations. The policy was initially introduced as part of bureaucratic reform and was implemented at Kemenpora RI based on Presidential Regulation No. 110 of 2014 and subsequently Presidential Regulation No. 14 of 2019. The current implementation is further regulated through Minister of Youth and Sports Regulation No. 7 of 2023.

The theoretical expectation is that performance allowances can encourage employees to increase their effort because financial rewards provide an extrinsic incentive. However, the thesis emphasizes that performance allowances have not always been fully linked to employee performance. Differences between job class, workload, responsibility, and actual achievement may create perceptions of unfairness. In addition, performance allowances may influence motivation without necessarily producing an immediate direct improvement in performance. The indicators used in this study are employee attendance, employee performance achievement, and regulatory conformity.

Knowledge Management

Knowledge management is a systematic organizational process for creating, acquiring, sharing, and utilizing knowledge. The thesis adopts the perspective of King, who emphasizes planning, organizing, motivating, and controlling people, processes, and systems so that knowledge assets can be improved and used effectively. Knowledge may exist in documents, electronic repositories, organizational processes, relationships, employee experience, best practices, and other forms of organizational memory.

Knowledge management is particularly important in government institutions because public-sector employees routinely deal with complex information, regulations, planning, financial administration, monitoring, and evaluation. Effective knowledge management can encourage learning, exchange of experience, better decision-making, innovation, and improved employee performance. The study adopts three indicators: knowledge creation/acquisition, knowledge sharing, and knowledge utilization. These indicators represent the process through which knowledge enters an organization, circulates among employees, and is eventually applied to work activities.

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Talent Management

Talent management is a strategic approach to developing and maintaining capable employees. In ASN management, talent management consists of acquisition, development, retention, placement, monitoring, and evaluation. The objective is to ensure that employees with high potential and performance are prepared to occupy strategic positions and contribute to organizational objectives.

The implementation of talent management is also connected with career development and employee motivation. Employees who perceive that their performance and potential are recognized may have greater motivation to develop their competence and achieve higher performance. At Kemenpora RI, the indicators used in the study are institutional aspects, implementation of talent management, and talent-management information systems. These indicators reflect whether talent management is supported institutionally, implemented effectively, and communicated through an appropriate information system.

Work Motivation

Work motivation is understood as an internal and external force that encourages employees to perform their work. Intrinsic motivation originates within the employee and may be related to achievement, responsibility, challenge, satisfaction, and personal goals. Extrinsic motivation originates from organizational factors such as salary, benefits, recognition, promotion, and other rewards. The thesis uses intrinsic and extrinsic motivation as indicators.

Motivation is important because the availability of organizational resources does not necessarily translate automatically into performance. An employee may receive a performance allowance, have access to organizational knowledge, and participate in talent-management programs, but the impact of those resources depends partly on the employee's motivation to use them. Therefore, motivation is positioned as a mediator that may strengthen the influence of performance allowances and talent management on employee performance.

Previous Studies and Research Gap

The thesis reviews more than 13 previous studies related to performance allowances, knowledge management, talent management, motivation, and employee performance. Several studies show positive relationships between motivation and performance. Sanusi (2023), for example, found that motivation had a positive and significant effect on employee performance. Rafiun et al. (2024) found that performance allowances positively affected motivation and employee performance and that motivation mediated the relationship between performance allowances and employee performance. Irham et al. (2024) found that talent management positively affected employee performance through work motivation. Meanwhile, Kurniawan (2022) found that knowledge management affected performance but did not significantly affect performance through motivation. These different findings support the need for further examination in a public-sector ASN setting.

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The research model therefore assumes that performance allowances, knowledge management, and talent management may influence employee performance directly and may also influence performance through work motivation. Ten hypotheses were formulated to examine these relationships. The study specifically tests the direct effects of the three independent variables on performance, their effects on motivation, the effect of motivation on performance, and their indirect effects on performance through motivation.

METHOD

Research Approach and Design

This study was conducted using an explanatory research model with a causal approach. The research primarily employed quantitative data and hypothesis testing, supported by qualitative-descriptive analysis. The combination was intended to provide not only statistical evidence concerning relationships among variables but also a descriptive understanding of respondent perceptions concerning performance allowances, knowledge management, talent management, work motivation, and employee performance.

he study uses secondary data sources, namely studies of literature, articles, journals, regulatory regulations and sites on the internet regarding the research conducted (Farhan & Faisal, 2021) . Library Review Literature review is a critical study of the discussion of a topic that has been written by accredited researchersor scientists (recognized for expertise) (Farhan, S.IP., 2021).

The research was conducted from April to August 2024 at the Ministry of Youth and Sports of the Republic of Indonesia, located at Jalan Gerbang Pemuda No. 3, Gelora, Tanah Abang, Central Jakarta. The research object was ASN employees in functional positions at the Planning and Finance Bureau. The use of a specific organizational locus allowed the research to examine the relationship among variables within an actual government institutional environment rather than relying on general assumptions concerning civil servant performance.

Population and Sample

The population consisted of ASN employees working at the Planning and Finance Bureau of Kemenpora RI. The research used a census or saturated sampling technique. Consequently, all 40 functional-position ASN employees who constituted the research population were included as respondents. Data were collected through an online questionnaire, and all 40 questionnaires were returned and used for data processing.

The respondent characteristics show that 25 respondents or 62.5 percent were female and 15 respondents or 37.5 percent were male. In terms of age, 24 respondents or 60 percent were between 35 and 56 years old, while 16 respondents or 40 percent were below 35 years old. Most respondents were married or divorced, accounting for 80 percent. Educationally, the largest group consisted of bachelor's degree holders, representing 55 percent of respondents. In terms of tenure, 65 percent had worked in the bureau for two to ten years. The largest

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employment group consisted of functional executors, while the largest work unit group was the finance team.

Variables and Measurement

The dependent variable was employee performance, while the independent variables were performance allowances, knowledge management, and talent management. Work motivation was positioned as a mediating variable. Employee performance was measured through individual competence, organizational support, and management support. Performance allowances were measured through attendance, performance achievement, and regulatory conformity. Knowledge management was measured through knowledge creation/acquisition, knowledge sharing, and knowledge utilization. Talent management was measured through institutional aspects, implementation, and information systems. Work motivation was measured through intrinsic and extrinsic motivation.

The research instrument consisted of questionnaire statements using a six-point Likert scale ranging from strongly agree to strongly disagree. Each variable consisted of six statement items, producing a total of 30 questionnaire items for the five variables. The questionnaire was designed to capture respondents' perceptions concerning the actual implementation of the variables in their workplace.

Data Testing and Analysis

Before hypothesis testing, the research conducted validity and reliability testing. All six items measuring performance allowances had Pearson Product Moment correlations above 0.30 and were therefore considered valid. The same result was obtained for knowledge management, talent management, work motivation, and employee performance. Thus, all questionnaire items were retained for further analysis.

Reliability was tested using Cronbach's Alpha. The results showed that performance allowances had an alpha coefficient of 0.653, knowledge management 0.853, talent management 0.718, work motivation 0.700, and employee performance 0.852. All coefficients exceeded the critical value of 0.60, indicating that the instruments were reliable and consistent.

Classical assumption testing included normality, linearity, multicollinearity, and heteroscedasticity. The Kolmogorov-Smirnov test produced an Asymp. Sig. value of 0.200, which exceeded 0.05 and indicated that the normality assumption was satisfied. Linearity testing showed that all predictor-dependent variable relationships met the required criterion. The multicollinearity test showed tolerance values above 0.10 and VIF values below 10.00. The Glejser test also showed significance values above 0.05, indicating the absence of heteroscedasticity. Therefore, the regression model was considered appropriate for subsequent hypothesis testing.

The research subsequently employed path analysis to examine direct and indirect causal relationships. The first regression model estimated employee performance as a function of

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performance allowances, knowledge management, talent management, and work motivation. The resulting equation was **KP = -0.029 TK + 0.554 MP + 0.049 MT + 0.314 MK + 0.6008**. The second model estimated work motivation as a function of performance allowances, knowledge management, and talent management, producing **MK = 0.252 TK + 0.318 MP + 0.256 MT + 0.7225**.

FINDINGS AND DISCUSSION

Descriptive Findings

The descriptive analysis showed that respondents generally assessed the five research variables positively. Performance allowances received a mean score of 4.640, knowledge management 5.092, talent management 4.782, work motivation 4.858, and employee performance 4.953. These values indicate that the respondents generally agreed with positive statements concerning the variables under investigation.

For performance allowances, the highest indicator was employee attendance with a mean score of 5.000. The lowest indicator was performance achievement with a mean score of 4.355. The statement receiving the highest score was that work attendance influenced performance allowances, with a mean of 5.30. Meanwhile, the lowest statement was the perception that performance allowances were consistent with employee performance achievement, with a mean of 3.93. This result is important because it indicates a potential gap between the existence of performance allowances and employees' perception of whether the allowance accurately reflects their performance.

Knowledge management received the strongest descriptive assessment among the major independent variables, with a mean score of 5.092. Knowledge sharing was the highest indicator with a mean of 5.130, followed by knowledge creation/acquisition at 5.105 and knowledge utilization at 5.040. The statement with the highest score was the willingness of employees to share knowledge with colleagues, with a mean of 5.33. This indicates that knowledge exchange had become a relatively strong practice within the research setting. Nevertheless, the lowest statement concerned leadership encouragement of a culture of information sharing, suggesting that management support for institutionalizing knowledge sharing still needed strengthening.

Talent management obtained a mean score of 4.782. The highest indicator was implementation with a mean of 5.000, while institutional aspects had the lowest score at 4.430. Several statements received a mean score of 5.00, including leadership efforts to retain employees with unique talents, employee understanding of talent management implementation, and the

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availability of job-opening information. The lowest statement, with a mean of 4.28, concerned employees' participation in personnel training. This finding indicates that while the talent-management system was recognized by employees, opportunities for systematic employee development and training remained an area for improvement.

Work motivation received a mean score of 4.858. Intrinsic motivation was the stronger dimension with a mean of 5.147, while extrinsic motivation received 4.570. The highest individual statement in the entire questionnaire concerned employees' need to achieve performance in their work, with a mean of 5.38. Conversely, the lowest statement concerned receiving promotion after frequently succeeding in work, with a mean of 4.18. The result indicates that employees possessed a relatively strong internal desire to achieve, while external motivational mechanisms such as promotion could still be strengthened.

Employee performance received a mean score of 4.953. Organizational support was the highest indicator at 5.130, followed by individual competence at 4.915 and management support at 4.815. The two highest statements concerned the availability of work facilities and employees' perception of a safe and comfortable working environment, both with a mean of 5.13. The lowest statement concerned employee inclusion in all work activities, with a mean of 4.73. This suggests that organizational support was an important strength of the research setting, while broader employee involvement in work activities could still be improved.

Influence of Performance Allowances on Employee Performance

The first hypothesis examined whether performance allowances had a positive and significant effect on employee performance. The path coefficient was -0.029, representing a negative effect of approximately 2.9 percent. The significance value was 0.824, which was greater than 0.05. Therefore, the hypothesis was rejected, indicating that performance allowances did not have a significant direct effect on employee performance.

This finding indicates that the existence of financial incentives alone was insufficient to directly improve performance in the research setting. The result is consistent with the thesis's discussion that performance allowances have not necessarily been fully associated with employee performance achievement. The descriptive findings also support this interpretation because the statement concerning whether performance allowances corresponded with employee performance received the lowest mean among performance-allowance items. Thus, the problem may not simply be whether employees receive an allowance, but whether they perceive the allowance as fair, performance-based, and meaningful.

The finding also provides an important management implication. Financial rewards operate as extrinsic motivation, but employees may require additional psychological and organizational mechanisms before the reward translates into better performance. A performance allowance may increase income without necessarily changing how employees approach their work. Therefore, the effectiveness of performance allowances needs to be accompanied by clear performance assessment, communication, recognition, and motivational leadership.

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Influence of Knowledge Management on Employee Performance

The second hypothesis examined the influence of knowledge management on employee performance. The path coefficient was 0.554, representing a positive contribution of 55.4 percent, with a significance value of 0.000, which was below 0.05. The hypothesis was therefore accepted. Knowledge management had a positive and significant direct effect on employee performance.

This was one of the strongest findings in the study. It indicates that employees who can acquire, share, and utilize knowledge more effectively are more capable of performing their duties. The finding is consistent with the theoretical argument that knowledge is an organizational asset that can improve learning, decision-making, innovation, and problem solving. It is also consistent with Kurniawan (2022), which found a significant relationship between knowledge management and employee performance.

The descriptive findings strengthen this result. Knowledge sharing was the strongest dimension, indicating that employees were willing to exchange knowledge with colleagues. The implication is that knowledge management should not be viewed merely as a technological database or document-storage system. It must function as an organizational process in which employees continuously learn, exchange experience, and apply knowledge to work. In a planning and finance bureau, where work involves regulations, financial procedures, planning documents, reporting, evaluation, and coordination, knowledge utilization is particularly important.

Influence of Talent Management on Employee Performance

The third hypothesis examined talent management. The path coefficient was 0.049, representing a positive contribution of 4.9 percent, but the significance value was 0.724, which exceeded 0.05. Therefore, the hypothesis was rejected. Talent management had a positive but insignificant direct effect on employee performance.

This result indicates that the presence of talent-management mechanisms does not automatically produce immediate improvements in employee performance. Talent management involves longer-term processes such as acquisition, development, retention, placement, and succession. Consequently, its impact may require an intermediary psychological mechanism. Employees may recognize the existence of talent-management systems, but the system may not immediately change their work behavior unless they feel personally motivated to use career and development opportunities.

The descriptive results support this interpretation. Although employees generally agreed with talent-management practices, the lowest item concerned participation in personnel training. This suggests that the institutional system may exist, but not all employees experience the development opportunities equally. Therefore, talent management needs to be accompanied by meaningful development, mentoring, training, career communication, and recognition.

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Influence of Performance Allowances on Work Motivation

The fourth hypothesis examined whether performance allowances influenced work motivation. The path coefficient was 0.252, indicating a positive relationship, but the significance value was 0.099, which exceeded 0.05. The hypothesis was therefore rejected. Performance allowances had a positive but insignificant effect on work motivation.

The finding suggests that performance allowances may have some motivational direction, but their influence was not sufficiently strong to reach statistical significance. Employees may appreciate financial rewards while simultaneously requiring other forms of recognition and motivation. This interpretation is consistent with the descriptive results showing that intrinsic motivation was substantially stronger than extrinsic motivation.

The result also illustrates that compensation should not be treated as the sole source of motivation. Employees' desire for achievement, meaningful work, recognition, career development, leadership relationships, and opportunities to contribute may be equally or more important. In this study, the strongest motivational statement was the need to achieve performance, indicating the presence of intrinsic motivation among employees.

Influence of Knowledge Management on Work Motivation

The fifth hypothesis examined the influence of knowledge management on work motivation. The coefficient was 0.318, indicating a positive relationship of 31.8 percent, but the significance value was 0.051, slightly above the 0.05 criterion. Therefore, the hypothesis was rejected. Knowledge management had a positive but insignificant effect on work motivation.

This finding is interesting because knowledge management strongly influenced performance directly but did not significantly influence motivation. It suggests that employees may use knowledge primarily as a work resource rather than as a motivational stimulus. In other words, employees can use organizational knowledge to complete tasks effectively without necessarily feeling more motivated because of the knowledge-management system itself.

This distinction is theoretically important. Knowledge management can improve performance through competence and work effectiveness, whereas motivation operates through psychological energy, goals, needs, and incentives. Therefore, knowledge management and motivation should not be assumed to be interchangeable organizational mechanisms.

Influence of Talent Management on Work Motivation

The sixth hypothesis examined talent management and work motivation. The path coefficient was 0.256, representing a positive relationship of 25.6 percent, but the significance value was 0.111, exceeding 0.05. Thus, the hypothesis was rejected. Talent management had a positive but insignificant effect on work motivation.

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Journal of Islamic Studies & Social Science
Volume 3 Nomor 1 Tahun 2026
ISSN: 3089-221X (online)
DOI : 10.64019/jisss.v3.i1.87
Submitted: 23 August 2026
Reviewed: 23 August 2025
Approve : August 2026
Published : August 2026
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The finding suggests that employees may recognize the existence of talent-management practices without automatically experiencing stronger motivation. The effect of talent management may depend on whether employees perceive the system as fair, accessible, transparent, and connected to meaningful career opportunities. The descriptive finding that participation in personnel training was the lowest-rated talent-management item reinforces the need to provide broader and more systematic development opportunities.

Influence of Work Motivation on Employee Performance

The seventh hypothesis examined the influence of work motivation on employee performance. The path coefficient was 0.314, representing a positive contribution of 31.4 percent, while the significance value was 0.032, below 0.05. The hypothesis was accepted. Work motivation therefore had a positive and significant effect on employee performance.

This result confirms the central role of motivation in the research model. Employees with stronger motivation tend to demonstrate higher performance because motivation provides the energy and direction needed to complete tasks. The descriptive findings further show that intrinsic motivation was stronger than extrinsic motivation. In particular, the statement that employees needed to achieve performance in their work received the highest score among all questionnaire items.

The finding is consistent with the Grand Design of Bureaucratic Reform, which emphasizes the importance of strong motivation for improving bureaucratic performance. It also supports previous research by Sanusi (2023), which found a positive and significant relationship between motivation and employee performance.

Influence of Performance Allowances on Employee Performance through Work Motivation

The eighth hypothesis examined the mediating role of work motivation in the relationship between performance allowances and employee performance. The direct effect of performance allowances on performance was -0.029, while the effect of performance allowances on motivation was 0.252 and the effect of motivation on performance was 0.314. The indirect effect was therefore $0.252 \times 0.314 = 0.079$. Because the indirect effect of 0.079 was greater than the direct coefficient of -0.029, the mediation hypothesis was accepted. The total effect was 0.05 or 5 percent.

This result demonstrates an important distinction between direct and indirect effects. Performance allowances were not effective in improving performance directly, but they became significant when operating through work motivation. Thus, the effectiveness of performance allowances depends partly on whether they stimulate employee motivation. This result is consistent with Dharmawan et al. (2024) and Rafiun et al. (2024), who also found a mediating role for motivation in the relationship between performance allowances and employee performance.

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The finding provides one of the key contributions of the research. The thesis interprets the result as evidence that performance allowances become more meaningful when supported by leadership efforts to strengthen employee motivation. Consequently, performance allowances should be integrated with performance communication, recognition, leadership support, and opportunities for achievement rather than treated as a purely financial mechanism.

Influence of Knowledge Management on Employee Performance through Work Motivation

The ninth hypothesis examined whether work motivation mediated the relationship between knowledge management and employee performance. The direct effect of knowledge management on performance was 0.554, while the indirect effect through motivation was 0.318 × 0.314 = 0.100. Because the direct effect of 0.554 was greater than the indirect effect of 0.100, the mediation hypothesis was rejected. The total effect was 0.654 or 65.4 percent.

This finding means that knowledge management was more effective as a direct mechanism for improving performance than as a mechanism operating through motivation. Employees appear to benefit directly from the availability, sharing, and utilization of knowledge. The use of knowledge helps employees perform their duties more effectively, regardless of whether their motivation changes substantially.

The thesis interprets this result as evidence that knowledge management had already become sufficiently strong in the research environment to influence performance directly. The organization therefore needs to maintain the existing knowledge-management system while continuing to strengthen employee motivation. The finding is consistent with Kurniawan (2022), which similarly found that knowledge management did not significantly influence performance through motivation.

Influence of Talent Management on Employee Performance through Work Motivation

The tenth hypothesis examined whether work motivation mediated the relationship between talent management and employee performance. The direct effect of talent management on performance was 0.049, while the indirect effect through motivation was 0.256 × 0.314 = approximately 0.080. Because the indirect effect exceeded the direct effect, the mediation hypothesis was accepted. The total effect was 0.129.

This result shows that talent management requires motivation to produce a meaningful performance effect. Talent-management systems may provide career and development opportunities, but employees need to be motivated to perceive those opportunities as meaningful and to use them for self-development. The thesis suggests that information about talent management may motivate employees when they observe career and welfare improvements among employees who have successfully participated in the system.

The finding is consistent with Irham et al. (2024), which found that talent management influenced employee performance through motivation, although it differs from Damanik et al.

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(2020), which found a positive but insignificant relationship. The difference suggests that the effectiveness of talent management may depend on organizational context, implementation quality, employee perception, and the role of motivation.

Overall Contribution of the Model

The regression model explains approximately 64 percent of the variation in employee performance through the variables included in the model. The contribution consists of 2.77 percent from performance allowances, 36.52 percent from knowledge management, 7.19 percent from talent management, and 17.52 percent from work motivation, while approximately 36 percent is explained by variables outside the research model. Knowledge management therefore represents the largest contribution in the model, followed by work motivation.

The overall findings demonstrate that employee performance cannot be understood from a single factor. Financial incentives, knowledge resources, career development, and psychological motivation interact in different ways. Performance allowances and talent management require motivation to generate significant performance effects, whereas knowledge management has a strong direct influence. Work motivation itself has a direct and significant influence on performance. This pattern indicates that public-sector human-resource management should combine structural, knowledge-based, career-based, and psychological interventions rather than relying on one policy instrument alone.

CONCLUSION

This study concludes that employee performance at the Planning and Finance Bureau of the Ministry of Youth and Sports of the Republic of Indonesia is influenced by the interaction of performance allowances, knowledge management, talent management, and work motivation. Employee performance received a positive assessment from respondents, with an overall approval level of 82.5 percent and a mean score of 4.953. Organizational support was the strongest performance dimension, particularly the availability of work facilities and a safe and comfortable working environment. The regression model explained 64 percent of employee-performance variation, consisting of contributions from performance allowances, knowledge management, talent management, and work motivation, while the remaining 36 percent was explained by other factors outside the research model.

Performance allowances were found to have a negative and insignificant direct effect on employee performance. The coefficient was -0.029 with a significance value of 0.824. This indicates that performance allowances alone were not sufficient to directly increase employee performance. The finding is consistent with the descriptive result showing that employees had the lowest perception regarding whether performance allowances were consistent with their actual performance achievement. Therefore, improving the perceived fairness and performance linkage of the allowance system remains important.

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Knowledge management had a positive and significant direct effect on employee performance, with a coefficient of 0.554 and a significance value of 0.000. This was the strongest direct contribution among the independent variables. The result demonstrates the importance of creating, sharing, and utilizing organizational knowledge in improving employee performance. However, knowledge management did not significantly influence performance through work motivation. Its indirect effect through motivation was 0.100, while its direct effect was substantially stronger at 0.554. This indicates that knowledge management in the research setting functions primarily as a direct work-performance resource.

Talent management had a positive but insignificant direct effect on employee performance, with a coefficient of 0.049 and significance value of 0.724. However, talent management had a positive and significant effect on employee performance through work motivation. This means that talent management becomes more effective when employees are motivated to develop their competence and career. The indirect effect was approximately 0.080, exceeding the direct effect of 0.049, with a total effect of 0.129. Thus, the role of motivation is important in transforming talent-management policies into tangible performance improvements.

Work motivation had a positive and significant direct effect on employee performance, with a coefficient of 0.314 and significance value of 0.032. Intrinsic motivation was the strongest motivational dimension, and the statement concerning employees' need to achieve performance received the highest score among all questionnaire items. This indicates that employees possess an important internal source of motivation that can be developed further by organizational leadership. At the same time, the relatively lower score associated with promotion demonstrates that extrinsic motivation remains an area that requires improvement.

Performance allowances also had a positive and significant influence on employee performance when mediated by work motivation. The indirect effect was 0.079 compared with a direct effect of -0.029, producing a total effect of approximately 5 percent. This finding indicates that financial rewards become more effective when accompanied by motivational leadership. Performance allowances should therefore be supported by clear performance communication, fair evaluation, recognition, and opportunities for employees to achieve and develop.

The findings also demonstrate that knowledge management and talent management require different managerial approaches. Knowledge management has a strong direct effect because employees can immediately apply acquired and shared knowledge to their work. Talent management, in contrast, operates more strongly through motivation because career development and talent recognition require employees to perceive personal meaning and opportunity in the system. This distinction is important for human-resource management because not every organizational policy produces performance through the same mechanism.

Based on the findings, the study recommends strengthening electronic knowledge management and developing a culture of knowledge sharing among employees. Leaders should provide more forums and media for sharing information, experience, and work practices. The organization should also strengthen the implementation of talent management by providing broader opportunities for training, career development, mentoring, promotion, and transparent

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talent information. Performance allowances should be communicated and assessed more clearly so that employees understand their relationship with performance achievement.

Finally, the study emphasizes that employee performance improvement should not rely solely on financial incentives. Strong intrinsic motivation, particularly employees' desire to achieve, represents an important organizational asset. Leadership therefore needs to create opportunities for employees to demonstrate competence, participate in work activities, receive recognition, develop careers, and contribute meaningfully to organizational goals. The combination of knowledge management, fair performance rewards, effective talent management, and strong work motivation can support the development of professional, adaptive, and high-performing civil servants within the framework of bureaucratic reform.

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