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## The Influence of Work Loyalty, Job Insecurity, and Talent Management on Employee Performance (Survey of Bank Indonesia Representative Office Employees in West Java Province)

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### Abstrak

Salah satu faktor yang mempengaruhi tingkat keberhasilan suatu perusahaan adalah kinerja karyawan. Setiap perusahaan selalu mengharapkan karyawannya memiliki prestasi, karena dengan memiliki karyawan yang berprestasi akan memberikan kontribusi yang optimal bagi perusahaan. Tujuan penelitian adalah untuk mengetahui dan menganalisis pengaruh loyalitas kerja, job insecurity, dan talent management terhadap kinerja karyawan (Survei Karyawan Kantor Perwakilan Bank Indonesia Provinsi Jawa Barat). Penelitian ini mengamati dan menganalisis dengan menggunakan pendekatan kuantitatif deskriptif yang diartikan sebagai alat untuk menggambarkan situasi dan kondisi fakta serta gejala yang diperoleh. Alat analisis yang digunakan adalah partial least squares dengan menggunakan 80 karyawan Kantor Perwakilan Bank Indonesia Provinsi Jawa Barat. Hasil penelitian menyatakan bahwa Loyalitas Kerja berpengaruh terhadap kinerja Karyawan Kantor Perwakilan Bank Indonesia Provinsi Jawa Barat. Job Insecurity berpengaruh terhadap Kinerja Karyawan Kantor Perwakilan Bank Indonesia Provinsi Jawa Barat. Talent Management berpengaruh terhadap Kinerja Karyawan Kantor Perwakilan Bank Indonesia Provinsi Jawa Barat. Loyalitas Kerja, Ketidakamanan Kerja, dan Manajemen Talenta berpengaruh terhadap Kinerja Pegawai Kantor Perwakilan Bank Indonesia di Provinsi Jawa Barat

Kata Kunci: *Loyalitas Kerja, Ketidakamanan Kerja, Manajemen Talenta, Kinerja Pegawai.*

## Abstract

One of the factors that influences the level of success of a company is employee performance. Every company always expects its employees to have achievements, because having employees who excel will provide optimal contributions to the company. The aim of the research is to find out and analyze the influence of work loyalty, job insecurity, and talent management on employee performance (Survey of Bank Indonesia Representative Office Employees in West Java Province). This study observes and analyzes using a descriptive quantitative approach which is defined as a tool to describe the situation and conditions of the facts and symptoms obtained. The analytical tool used is partial least squares using 80 employees of the West Java Province Bank Indonesia Representative Office. The results of the research state that Work Loyalty influences the performance of Bank Indonesia Representative Office Employees in West Java Province. Job Insecurity affects the Performance of Bank Indonesia Representative Office Employees in West Java Province. Talent Management influences the Performance of Bank Indonesia Representative Office Employees in West Java Province. Work Loyalty, Job Insecurity, and Talent Management influence the Performance of Bank Indonesia Representative Office Employees in West Java Province

Keyword: *Work Loyalty, Job Insecurity, Talent Management, Employee Performance.*

## INTRODUCTION

Dalam era digital saat ini permainan video atau game telah menjadi bentuk hiburan yang paling populer diberbagai kalangan. Salah satu genre game yang menarik perhatian banyak pengguna adalah game simulasi. Di Indonesia sendiri perkembangan industri game di Indonesia mengalami pertumbuhan yang pesat seiring dengan meningkatnya minat masyarakat terhadap permainan digital. Salah satu genre game yang populer adalah simulasi dimana pemain dapat merasakan pengalaman dunia nyata melalui permainan digital. Industri game mobile di Indonesia telah mengalami pertumbuhan yang signifikan dalam beberapa tahun terakhir, dengan berbagai jenis permainan yang diminati oleh pengguna termasuk game simulasi. Pada jurnal [1] menjelaskan game simulasi merupakan penggambaran dinamis dari proses nyata yang disederhanakan menjadi elemen yang signifikan. Komponen permainan seperti tujuan, aturan, dan skor menciptakan pengalaman bermain yang kuat dan mendalam.

Bank Indonesia, the central bank of the Republic of Indonesia, was originally founded by the Dutch East Indies government in 1828 under the name De Javasche Bank. Initially, De Javasche Bank operated as a circulation bank responsible for printing and distributing money. Over time, Bank Indonesia inherited three primary responsibilities related to monetary policy, banking, and payment systems. Additionally, Bank Indonesia took on significant roles involving the Government and continued the commercial banking functions

previously handled by De Javasche Bank. In 1968, legislation was enacted to officially designate Bank Indonesia as the central bank, outlining its role and responsibilities as distinct from other banks that conducted commercial activities. As an independent state institution, Bank Indonesia has full autonomy in formulating and implementing each of its duties and authorities as specified in the law. Bank Indonesia is the Central Bank of the Republic of Indonesia.

Bank Indonesia Representative Office of West Java Province is the Representative Office of Bank Indonesia located in Bandung City. The Representative Office of Bank Indonesia West Java Province has an important role in maintaining economic stability in the West Java region, which is one of the largest economic regions in Indonesia. As the central bank, BI has several main functions, namely BI is responsible for designing and implementing monetary policy in accordance with economic conditions in West Java. This includes setting interest rates, controlling inflation, and monitoring the circulation of money and credit in the region. BI has the authority to supervise and regulate banking activities in West Java to ensure banking sector stability and consumer protection. This includes oversight of bank liquidity, regulatory compliance, and protection against financial risks. Bank Indonesia is committed to achieving and maintaining rupiah stability through the areas of Monetary, Stability of the financial system, payment systems, and Rupiah money management are the three main areas managed by Bank Indonesia. The oversight of these areas is carried out through policies established by Bank Indonesia and implemented using various instruments tailored to each specific area of responsibility. The success of Bank Indonesia West Java Province cannot be separated from the role of employees. Employees are not merely objects in achieving the objectives of Bank Indonesia West Java Province.

It is recognized that the problem with employee performance is in terms of uninformed absence or alpha, this shows. Increased loyalty is indicated by increased levels of absenteeism. Management needs to ensure that attendance-related rules and procedures are clearly communicated to all employees, including those on probation. One of the factors that affect the success rate of a company is employee performance. Every company always expects its employees to have achievements, because having outstanding employees will make an optimal contribution to the company. In addition, by having outstanding employees, companies can improve the performance of their institutions. If individuals in the company, namely human resources, run effectively, then the company will also continue to run effectively. In other words, the continuity of the company is determined by the performance of its employees. In doing a job, an employee must have high performance. However, this is difficult to achieve, there are even employees who have low

or declining performance despite having quite good work experience (Hasibuan, 2015).

The first factor that is thought to affect employee performance is Work Loyalty. Work Loyalty is very important for the continuity of a company, the better it is, the more the company's goals can be achieved. Higher employee loyalty within a company facilitates improved performance and achievement of the company's goals (Reicheld, in Sutanto, 2010). This finding is consistent with Putri's (2014) research on employee loyalty in Kudus Companies, which indicates that employee loyalty positively affects employee performance. Consequently, the employee loyalty variable in this study aligns with previous research. However, a study by Qorfianalda (2021) presents contrasting results, showing that work loyalty does not influence employee performance. Conversely, research by Saputra, Bagia, and Yulianthini (2016), and Putri (2017) demonstrates that work loyalty positively impacts employee performance.

The problem in terms of Job Insecurity is the threat of moving to another field that has not been mastered and if the performance is not good, it can reduce the rank and position so that it is worried about job uncertainty or termination of employment. There are several research gaps related to the effect of Job Insecurity on employee performance. There are previous studies that show that there is a linear effect of job insecurity on employee performance in a negative direction, this condition occurs because job insecurity can make individuals feel tense, anxious, worried and stressed regarding the uncertainty of job sustainability (Andrinirina A., Sudarsih, & Dwipana, 2015) and other studies explain that job insecurity has a negative effect on employee performance. Negative influences can arise because job insecurity is conceptualized as a stressor. Stressful conditions experienced by individuals can have an impact on reducing individual performance at work (Chirumbolo & Areni, 2015). Conversely, other research indicates varying outcomes compared to previous studies, with some studies showing both negative and positive effects of job insecurity on employee performance in the 21st century (Selenko, Makikangas, Mauno, & Kinnunen, 2013).

Several research gaps exist regarding Talent Management, particularly in managing talent based on performance and addressing differences arising from humanistic and demographic perceptions. Mangusho et al. (2015) found that Talent Management practices, such as job rotation, can enhance employee competencies, which in turn improves performance. They also noted that Talent Management could directly impact performance when career growth planning and company progress are well-structured. However, research by Irtamieh et al. (2016) indicated that the level of importance and implementation of Talent Management strategies did not affect performance. This contrasts with Sadri et al. (2015), whose study found a significant positive relationship between Talent Management and staff

performance.

Additionally, research by Karina (2020), Masduki (2021), and Nugraha (2021) supports the view that Talent Management has a positive and significant effect on performance. A key issue with Talent Management is the lack of objective selection criteria. Talent Management will not work if there is no selection system, one of which is a system to identify performance outcomes. If an Employee has an average performance, then they should be rewarded for their performance, Meanwhile, those who excel in the company should receive higher rewards to maintain their motivation. The problem in terms of talent acquisition is that the company has not been able to recruit the right candidates, especially in the field of government that it is engaged in. The problem with talent development is that the company's progress is very slow, for example in terms of work ability and in terms of talent retention, employees have not been able to maintain their work ability or there is inconsistency in maintaining work results.

## RESEARCH METHOD

### Research Methods

The researcher used a descriptive quantitative approach which was defined as a tool to describe the situation and condition of their facts and symptoms obtained through research on the Influence of Work Loyalty, Job Insecurity, and Talent Management on Employee Performance (Survey on Employees of Bank Indonesia Representative Office in West Java Province).

In this study, the sample consisted of 80 employees from the Representative Office of Bank Indonesia in West Java Province. The sampling technique employed was non-probability sampling, specifically using a saturated or census sample approach. Data collection methods included research questionnaires, observations, and documentation studies. The study examined the influence of work loyalty, job insecurity, and talent management on employee performance, as outlined by Sugiyono (2018).

This study explores the relationship between the problem formulation and research objectives that address the problem. It examines independent (exogenous) variables, which influence other variables, as well as dependent (endogenous) variables, which are affected by these influences. Additionally, the study considers mediating variables that support or influence the relationships between independent and dependent variables. Based on the description above, this study uses the variables Work Loyalty (X1), Job Insecurity (X2) and Talent Management (X3) as exogenous variables and Employee Performance (Y) as endogenous variables.

## Hypothesis Analysis and Testing Techniques

Data analysis was conducted using the Partial Least Squares (PLS) method with SMART PLS 3.0 software. Structural Equation Modeling (SEM) is commonly employed in social science research due to its flexibility in linking theory with data and its capability to analyze pathways involving latent variables. The Partial Least Squares (PLS) method is particularly robust as it does not rely on many assumptions, including the requirement for multivariate normal distribution. This method can accommodate data from various scales—such as categorical, ordinal, and interval scales—within the same model, and it does not require a large sample size (Ghozali, 2018). The researcher utilized PLS SEM to validate the theory and to assess the relationships between latent variables. According to Imam Ghozali (2018), the PLS method effectively represents latent variables, which are not directly measured, using indicators.

### Structural or Inner Model

Internal models (Internal relationships, structural models, substantive theories) explain the relationships between potential variables based on substantive theories. The evaluation of the structural model was conducted using several methods: the  $R^2$  statistic for assessing the explanatory power of endogenous variables, the Stone-Geisser  $Q^2$  test to evaluate the predictive relevance of the model, t-tests to determine the statistical significance of the coefficients, and the significance of the structural path parameters to validate the relationships within the model.

The evaluation of a model using Partial Least Squares (PLS) starts with analyzing the  $R^2$  value for each endogenous latent variable, which is interpreted similarly to regression analysis. Changes in  $R^2$  values help assess the impact of specific exogenous variables on endogenous variables (Ghozali, 2018).

Additionally, the PLS model is evaluated by examining the predictive relevance through the  $Q^2$  statistic and the  $R^2$  value. The  $Q^2$  statistic indicates how effectively the model and parameter estimates generate observations.

### Hypothesis Testing

Hypothesis testing is conducted using the complete structural equation modeling (SEM) analysis provided by SMART PLS 3.0. In a comprehensive model, SEM not only confirms theoretical constructs but also examines whether relationships exist between latent variables (Ghozali, 2018). Hypotheses are tested by evaluating the path coefficients obtained from the internal model test. A hypothesis is considered accepted if the T statistic exceeds the critical value of 1.96 (at  $\alpha = 5\%$ ). Thus, if the T statistic for each hypothesis is greater than the critical value, the hypothesis can be deemed accepted or validated.

## RESULT AND DISCUSSION

### Discussion of Research Results

The study examines respondent characteristics based on gender, age, and marital status at the West Java Province Representative Office of Bank Indonesia. Analysis of gender shows that there are more male employees (49) compared to female employees (31) among the 80 total employees. Regarding age, the majority of respondents fall within the 30-40 year range, with 29 out of 80 employees in this category. In terms of marital status, most respondents are married, with 74 out of the 80 employees at the West Java Province Representative Office being married.

### Convergent Validity

The external load value, or load factor, is used to assess the effectiveness of convergence. A dimension is considered to meet convergence validity in a good category if the external load value is greater than 0.7. Below are the external loading values for each dimension of the study variable:

Table 1. Convergent Validity

	X1		X2		X3		Y
X1.1	0.947	X2.1	0.943	X3.1	0.945	Y1	0.944
X1.2	0.844	X2.2	0.922	X3.2	0.942	Y2	0.911
X1.3	0.923	X2.3	0.922	X3.3	0.930	Y3	0.919
X1.4	0.954	X2.4	0.861	X3.4	0.945	Y4	0.929
X1.5	0.947	X2.5	0.941	X3.5	0.891	Y5	0.965
X1.6	0.956	X2.6	0.817	X3.6	0.924	Y6	0.944
X1.7	0.915	X2.7	0.937	X3.7	0.906	Y7	0.876
X1.8	0.943	X2.8	0.928	X3.8	0.948	Y8	0.932
X1.9	0.879	X2.9	0.777	X3.9	0.950	Y9	0.914
X1.10	0.912	X2.10	0.937			Y10	0.968
X1.11	0.873	X2.11	0.910				
X1.12	0.847						
X1.13	0.893						

Source: Primary Data Processed (2024)

Many dimensions of the study variables are known to have outer loading values above 0.7. However, there still seem to be some dimensions with external loading values below 0.7. An external load value between 0.5 and 0.6 is considered sufficient to fulfil the requirement of convergence validity. The data above shows that there are no variable dimensions with an external load value of less than 0.5, so all dimensions are declared feasible or valid.

## Composite reliability

Complex reliability is the part used to test the reliability value of a variable dimension. Variables with a combined confidence value greater than 0.6 can be declared to meet the combined confidence level. Below are the combined confidence values for each variable used in this study:

Tabel 2. Composite reliability

Variable	Composite Reliability
Work Loyalty	0.984
Job Insecurity	0.979
Talent Management	0.983
Employee Performance	0.985

Source: Primary Data Processed (2024)

The combined confidence value of all research variables exceeds 0.6. This result indicates that each variable meets the criteria for combined reliability, leading to the conclusion that all variables demonstrate a high level of reliability.

## Path Coefficient Test

Pathway factor assessment is used to illustrate the effect or strength of the influence of an independent variable on a dependent variable. Meanwhile, determinants (R-Square) measure the extent to which endogenous variables are influenced by other variables. According to Chin, an  $R^2$  value of 0.67 or higher for an endogenous variable in the structural model indicates a strong level of influence.

Tabel 3. Path Coefficient

Direction of Great	Influence
X1 -> Y	0.560
X2 -> Y	-0.138
X3 -> Y	0.567

Source: Primary Data Processed (2024)

The direct influence between work loyalty and employee performance has an influence of 0.560 or 56.0%, while job insecurity with employee performance has a negative influence that can reduce employee performance if it occurs, with a low influence of -0.138 or -13.8% and finally talent management on employee performance has an influence of 0.567 or 56.7%

## Goodness Of Fit

Based on data processing carried out using the smart PLS 3.0 program, the R-Square

value is obtained as follows:

	R-square	R-square adjusted
Y	0.959	0.957

Source: Primary Data Processed (2024)

It is known that the R-Square value for the variables of work loyalty, job insecurity, and talent management on employee performance is 0.957. So, the influence of work loyalty, job insecurity and talent management are 95.7% on employee performance (Attachment 4)

The value of Q-Square has the same meaning as coefficient determination (R-Square) in regression analysis, where the higher the Q-Square, the better or fitter the model can be said to be with the data.

Based on the results of the calculation above, a Q-Square value of 0.957 was obtained. This shows that the diversity of the research data that can be explained by the research model is 95.7%. Thus, from these results, this research model can be stated to have a good goodness of fit

#### Hypothesis Test

Based on the data processing, the results can address the hypotheses of this study. Hypothesis testing was conducted by examining the T-Statistics and P-Values. A hypothesis is considered accepted if the P-Value is less than 0.05.

The following are the results of the hypothesis tests obtained from the inner model analysis in this study:

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
X1 -> Y	0.560	0.558	0.065	8.566	0.000
X2 -> Y	-0.138	-0.136	0.042	3.316	0.001
X3 -> Y	0.567	0.568	0.083	6.849	0.000

Source: Primary Data Processed (2024)

Hypothesis 1: The effect of work loyalty on employee performance is supported, with a T-Statistic value of 8.566 and a probability value of 0.000. This indicates that work loyalty significantly influences employee performance by 0.560 or 56.0%.

Hypothesis 2: The impact of job insecurity on employee performance is also supported, with a T-Statistic value of 3.316 and a probability value of 0.001. This suggests

that job insecurity has a significant negative effect of -0.138 or -13.8% on employee performance.

Hypothesis 3: The relationship between talent management and employee performance is confirmed, with a T-Statistic value of 6.849 and a probability value of 0.000. This shows that talent management significantly influences employee performance by 0.567 or 56.7%.

## Discussion

### The Effect of Work Loyalty on Employee Performance

Based on the research results, with a T-Statistic value of 8.566 and a probability value of 0.000, the first hypothesis is confirmed. This indicates that work loyalty significantly influences employee performance by 0.560 or 56.0%. This finding is consistent with Reicheld's theory (in Sutanto, 2010), which suggests that higher employee loyalty enhances performance and supports the achievement of company goals.

The results of this study align with Putri's research (2014), which investigated employee loyalty in Kudus Companies and found that employee loyalty positively affects employee performance. Therefore, the employee loyalty variable in this study is consistent with previous research. Additionally, findings from studies by Saputra, Bagia, and Yulianthini (2016), Pradana and Nugraheni (2015), and Putri (2017) also demonstrate that work loyalty impacts employee performance.

In actual conditions at Bank Indonesia, loyal employees generally exhibit greater consistency in their performance. These employees are likely to uphold high performance standards over time due to their vested interest in the long-term success of the organization. Those who feel emotionally and psychologically connected to Bank Indonesia tend to have higher motivation levels. They perceive the success of the organization as their own personal success, which can drive them to work harder and contribute more effectively toward achieving organizational goals.

### The Effect of Job Insecurity on Employee Performance

Based on the results of the research with a T-Statistics value of 3,316 with a probability value of 0.001, the first hypothesis accepted states that job insecurity has a significant influence of -0.138 or -13.8% on employee performance. This is in accordance with the theory that job insecurity can have a negative effect on employee performance. Work-related uncertainty can lead to high levels of stress and anxiety in employees. They may worry about losing their jobs, which can interfere with concentration and focus on work. Job uncertainty conditions can result in decreased productivity because employees may find it difficult to focus on their job tasks. Insecurity can hinder their ability to contribute

optimally. Employees who feel insecure at work tend to lose motivation and engagement. They may feel that the effort they put in will not be appreciated or that their work will not be stable, which can lead to a decrease in morale (Andrinirina A., Sudarsih, & Dwipana, 2015).

Job uncertainty can lead to an increase in absenteeism. Employees may feel the need to find another job or take time off to find a solution if they face the threat of losing their job. Job uncertainty conditions can have a detrimental impact on employees' mental and physical health. Prolonged stress can lead to mental health problems such as depression and fatigue, as well as physical problems such as sleep disturbances and decreased immunity (Selenko, Makikangas, Mauno, & Kinnunen, 2013). Job uncertainty can be reducing the ability of employees to think creatively and innovate. They may be more inclined to maintain the status quo than to try risky new things. Managing job uncertainty and creating a stable work environment can help mitigate those negative impacts. Open communication, employee training and development, and psychological support can be useful steps in overcoming job uncertainty and improving employee well-being.

Actual conditions at Bank Indonesia Employees who feel insecure about their jobs tend to experience higher levels of stress and anxiety. They may be worried about losing their job or about changing which can affect their position or working conditions. Job insecurity can reduce employee involvement in their work. They may feel less motivated to contribute to the maximum or to invest emotionally in their work because they are unsure if the job will last. Job insecurity can hinder creativity and innovation at Bank Indonesia. Employees may become too focused on maintaining their jobs rather than looking for ways to improve work processes or create new solutions to the challenges faced by Bank Indonesia. Bank Indonesia to acknowledge the negative impact of job insecurity and strive to create a stable and supportive work environment. Open and transparent communication about the future of the organization, skills development and training to increase employee confidence, and effective change management strategies can help reduce the negative impact of job insecurity and improve employee performance at the bank.

#### The Influence of Talent Management on Employee Performance

Based on the results of the research of a T-Statistics value of 6,849 with a probability value of 0.000, the first hypothesis accepted states that talent management has a significant influence of 0.567 or 56.7% on the performance of Talent Management employees, a term for managing talent based on performance and a distinguishable one that arises from humanistic and demographic perceptions. Mangusho et. al (2015) said that

in his research, it was determined that through Talent Management practices such as job rotation, companies are able to improve employee competencies which affect the achievement of high employee performance. It also stipulates that Talent Management can directly affect Employee performance if with planned Employee career growth and company progress.

Further research was conducted by Irtamieh et. al (2016) revealed that the level of importance and implementation of Talent Management strategies, service quality and Beneficiary satisfaction has positive and significant results. It is also supported by Sadri et. al (2015) where the results of his research show that there is a significant positive relationship between Talent Management and staff performance in the company.

The actual condition at Bank Indonesia is that there are employees who have talents and competencies in certain parts who are always pioneers or always appointed by the leadership in doing certain jobs by not trying to provide opportunities to other employees and the organization retains these employees to continue working at the Bank Indonesia West Java office without trying develop to find other employees who have the same competence. Talent management, or talent management, is a strategic approach to attracting, developing, and retaining individuals who have high potential to make a significant contribution to an organization's success. In the context of Bank Indonesia (BI), talent management plays an important role in ensuring that Bank Indonesia has high-quality and high-performing employees. A careful recruitment and selection process ensures that BI can attract talented individuals who have the appropriate abilities and qualifications for the designated roles. By having employees who are in accordance with the needs and culture of the organization, BI can increase the likelihood of success in achieving its strategic goals. Career development and training programs help employees at BI to continuously improve their skills and knowledge. It not only improves individual performance, but also helps in developing internal talent to meet the future needs of the organization. A regular and objective performance appraisal system allows BI to identify superior employees and provide appropriate recognition and rewards. This can increase employee motivation and commitment to Bank Indonesia, as well as provide useful feedback for further development. The identification and development of future leaders is an important component of talent management at BI. By proactively planning for leadership changes, Bank Indonesia can reduce the risk of uncertainty and ensure smooth operational continuity. Fostering an organizational culture that is supported by talent, where innovation, collaboration, and personal growth are valued, can motivate employees to give their best. An inclusive and supportive culture can also increase the retention of

valuable talent.

## SIMPULAN

The research sample was taken from 80 employees of the Bank Indonesia Representative Office in West Java Province through SEM-PLS analysis. Then the following conclusions can be drawn:

1. Work Loyalty, felt by employees of the Bank Indonesia Representative Office in West Java Province with a very good assessment, although there is a low assessment indicator on the dimension of liking work, namely the level of employee pride in their work and the level of conformity with the employee's expectations for their current job, while for other dimensions it is good.
2. Job Insecurity felt by Employees of Bank Indonesia Representative Office in West Java Province has very bad criteria, meaning that employees feel safe with their jobs, but there are still indicators that are felt by employees, namely feeling that there is no career development, feeling unimportant at work, threatening termination of employment and feeling treated unfairly at work.
3. Talent Management value by the employees of the Bank Indonesia Representative Office in West Java Province has very good criteria with indicators that have low value, namely. feeling that there is a development of human resource quality at the Bank Indonesia Representative Office in West Java Province, then feeling that Bank Indonesia has mastered the employee work strategy that has been. developed has improved, and feeling that there is job training in improving work competence

Employee performance felt by the Employees of the Bank Indonesia Representative Office in West Java Province has very good criteria.

1. Work Loyalty affects the performance of Employees of Bank Indonesia Representative Office in West Java Province, meaning that the higher the loyalty, the easier it will be to improve performance and achieve the goals that have been set by the organization.
2. Job Insecurity affects the performance of Employees of the Bank Indonesia Representative Office in West Java Province, meaning that the higher the job insecurity, the lower the performance of the employee.
3. Talent Management affects the performance of employees of the Bank Indonesia Representative Office in West Java Province, meaning that the better the talent management carried out by Bank Indonesia, the better the performance of the employees.
4. Work Loyalty, Job Insecurity, and Talent Management affect the performance of Bank

Indonesia Representative Office Employees in West Java Province. Employees who have loyalty to work tend to have high motivation to give the best for the organization, a sense of job insecurity can negatively affect employee performance because it can create stress and anxiety at work and effective talent management can improve employee performance by identifying, developing, and utilizing individual talents.

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