

Do Talent And Career Management As The Influencer Of Employee Professionalism? A Study Of Conceptual Effect At Police Human Resources Department

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Abstract

This study aims for investigating the impact of talent management and career development to an employee professionalism. Based on the pre-research found that SSDM POLRI has a professionalism index of 78.75%; it is still in the moderate category and needs to be improved (<https://polri.go.id/2024>; Regulation BKN Nomor 6 Tahun 2022). Only 30% of The Personnels who were placed in roles match with their talent and 43.33% has suited their expertise with the current field of duty. There are 11% only Personnels who join the Specialization Development Education in POLRI indicates that less of them are intent to be specialized in their work career or being professional. This research approach is quantitative using a survey method. Data analysed using Structural Equation Modelling (SEM). Research shows talent management positively impacts employee professionalism, while career development does not. Findings suggest the need for better talent management and career development practices to enhance professionalism in POLRI.

Key Words: Career Development, Employee Professionalism, Talent Management,

INTRODUCTION

Professional and competent human resources are very important to achieve organizational success. Productive individuals act as the driving force of an organization and must be educated and their abilities developed. Human resources are the science and art of arranging employee relationships and roles to be effective and efficient in helping to realize organizational goals. According to (Gary Dessler, 2020) states that human resources are the most important asset in an organization. Human resources are individuals who have the skills, knowledge, and abilities to help the organization achieve its goals. Dessler emphasizes the importance of strategic human resource management, which should focus on employee development to improve organizational performance. Human resource management is very important for all organizations, including the Indonesian National Police. Professionalism is demonstrated through employee behavior while in the work environment. According to (Lauer, 2020), Professionalism is an attitude shown by individuals who have a high work ethic, show a sense of responsibility towards work, and are able to work well in a team or independently. A professional is someone who is relied on and trusted because they are experts, skilled, knowledgeable, responsible, diligent, disciplined, and serious in carrying out their work duties (David H. Maister, 2014).

Based on data from <https://polri.go.id/2024>, the professionalism index of Polri HR in 2024 was 78.75% and still needs to be improved. The Polri HR Professionalism Index is a measure of the overall performance of the strategic targets of the Polri SSDM related to the realization of professional Polri HR. The Polri HR professionalism index consists of 6 components, namely qualifications, competence, performance, development education, discipline and the total number of members who have the potential to fill certain positions in the organization (Talent Pool). The professionalism of employees in the Polri is still not optimal. One of the indicators of professionalism according to (Gary Dessler, 2020) is a competency and qualification where the level of education is an indicator of a person's qualification and eligibility to meet certain job requirements. Based on data from Polri, Polri personnel who have a doctoral education are only 1.80%. Civil servants who have a Masters education are only 30.69% and S1/D4 are 34.30%. While personnel who have a D3 education level are 3.97% and high school are 29.24%. Polri members are required to behave professionally so that they can work more effectively and efficiently and provide quality services to the community. Polri personnel who have the desire to master and pursue their current work are only 47%. Polri personnel who have high dedication and want to

develop the organization are 53%. Only 53% of employees have a sense of pride, behave well, obey all applicable regulations and uphold the honor of the organization.

Based on the results of a pre-survey conducted on Polri personnel, only 30% were placed according to their current field of duty and only 43.33% had a background that matched their educational background. Talent management is greatly needed by the Polri to obtain professional human resources. Talent management is a systematic method of attracting, identifying, developing, engaging/retaining and placing individuals with high potential that are valuable to an organization. According to (Gasperz, 2015) talent management as a human resource management process related to three main processes, namely developing and strengthening new employees when they first enter the organization, maintaining and developing existing employees, and attracting as many employees as possible who have the competence, commitment, and character to want to work in the organization. Polri members have a very long career ladder so that clear and fair career development is needed. Based on data from <https://polri.go.id/2024>, the Polri development education indicator for 2020-2024, the number of personnel participating in Specialization Development Education has increased, but is still low at 11% in 2024. Career development helps organizations make better use of employee expertise. Leaders also know the skills and competencies of employees, so they can place employees in jobs that can produce maximum and productive output. Career development also makes employees understand themselves better and find their passion so that they are more productive, creative, and innovative because they work with enthusiasm.

Formulation of the Problem:

1. Does talent management have a direct effect on employee professionalism in Polri?
2. Does career development have a direct effect on employee professionalism in Polri?

Research Purposes:

1. Analyze talent management has a direct effect on employee professionalism in Polri.
2. Analyze career development has a direct effect on employee professionalism in Polri.

LITERATUR REVIEW

The Grand Theory in this research is Management Theory (Smith, 1776), Organizational Behavior Theory (Colquitt, Lepine, 2019). Early management thinking occurred before the 20th century, in 1776 when the classical economic doctrine "The Wealth of Nation" emerged, which in the book he published stated the economic advantages that would be obtained by organizations from the division of labor. Management theory views professionalism as a result of effective management of organizations and individuals within them (Gary Dessler, 2020). Management theories such as governance, leadership, and work motivation theories can provide insight into how to create an environment that supports professionalism. Management is the process of planning, organizing, directing, and controlling the use of resources to achieve performance goals (Uhl-Bien, 2014). Management is an activity that involves coordinating and supervising various work activities carried out by other people so that they can be completed effectively and efficiently (Robbins, 2012). Based on the theory above, it can be synthesized that management is a process of activities carried out in coordination through planning, organizing, implementing and controlling in an organization to achieve a goal according to a predetermined schedule. The theory that discusses organizational behavior by (Colquitt, Lepine, 2019) illustrates how important organizational mechanisms, group mechanisms, and individual characteristics can directly influence performance or indirectly through individual mechanism processes. This theory emphasizes how organizational behavior can influence performance where individuals do not work alone, but there are certain mechanisms that require individuals to adapt. Organizational structure through career development and talent management is an important factor in increasing job satisfaction so that professional commitment is achieved. An organization must be able to accommodate the career development of its members to be more advanced and qualified. This will certainly have an impact on the job satisfaction obtained by the employee so that the employee's professional commitment becomes better (Mondy, R.W., dan Martocchio, 2016). Talent management as a human resource management process related to three main processes, namely developing and strengthening new employees when they first enter the organization (on boarding), maintaining and developing existing employees, and attracting as many employees as possible who have the competence, commitment and character to want to work in the company (Gasperz, 2015).

Middle Range Theory in this study is Human Resource Management Theory (Gary Dessler, 2020). Management has a very important role in managing an organization. Large organizations require proper

analysis to overcome complex problems ranging from operational activities, finance, business, marketing and human resources. Human resource management is a process to recruit, train, develop, test and compensate employees and to manage employee relations, employee health and safety and various matters related to justice so as to get professional and high-performance employees (Gary Dessler, 2020). Developing strategic plans is a primary function of human resource management today. According to (Amstrong, 2016), human resources are categorized as a strategic and coherent approach in the management system of various types of the most valuable organizational assets, namely every worker, either individually or together, who contributes to the achievement of organizational goals. In an organization, human resources have a strong influence because of changes in the organizational environment that are unpredictable and unstable. Human resource management as a science and art that specifically regulates the relationship and role of work (employees) so that they can work effectively and efficiently in using their abilities to achieve every goal in the organization (Mathis Robert L., 2012). Human resource management refers to the systems, practices, and policies that influence employee behavior, attitudes, and performance (A.Noë, 2010).

Applied Theory in this study are Employee Professionalism, Talent Management and Career Development.

1. Employee Professionalism

Employee professionalism is the key to creating a productive, integrity-based, and goal-oriented work environment. Employee professionalism refers to a set of attitudes, behaviors, and standards that characterize employees who work with high ethics, integrity, and dedication to their work. An expert (Albert Sydney Hornby, 2005) stated that professionalism is mark or qualities of profession, meaning professionalism is the value or quality of a profession. Professionalism is an important factor that must be possessed by every employee in an organization to achieve goals. So if the organization has professional and highly competent employees, it will indirectly help the organization achieve its mission. Professionalism is very important to ensure the success and sustainability of an organization or company. Professionalism is demonstrated by the quality of service and one of the most critical aspects is the attitude of employees towards their customers (Kamarudin & Kassim, 2020).

Professionalism is closely related to expectations and perceptions of value in the form of trust and legitimacy. The general public, consumers and other stakeholders need to have confidence that someone holding a profession will follow professional standards to support the interests of those served rather than prioritizing managerial goals and interests. (Simonsson & Heide, 2021). Professionalism is someone who has high knowledge, skills and technical abilities in his work (Frederick Winslow Taylor, 2006). A professional is someone who is relied on and trusted because they are expert, skilled, knowledgeable, responsible, diligent, disciplined, and serious in carrying out their work duties (David H. Maister, 2014). Future research on professionalism can further investigate the influence of organizational support for professionalism on their organizational commitment. Based on several opinions above, it can be synthesized that employee professionalism is a set of attitudes, behaviors, and work ethics that show a high level of commitment, quality, and dedication to the work and organization where someone works (Votto et al., 2021).

2. Talent Management

The biggest challenge for management today is winning the talent war. The talent war is a situation where organizations or companies compete to beat their competitors to get the best talent in the labor market. The relationship between talent management and employee professionalism is very close and influences each other in the context of human resource management in an organization. The importance of talent management in producing employee professionalism according to (Gary Dessler, 2020) is the right selection and placement, career development, performance evaluation, motivation and involvement, flexibility and adaptability. Overall, good talent management can be the foundation for improving employee professionalism, creating a work environment that supports individual development, and achieving common organizational goals. Talent management is a human resource management process that is related to three main processes, namely developing and strengthening new employees when they first enter the organization (on boarding), maintaining and developing existing employees, and attracting as many employees as possible who have the competence, commitment, and character to want to work in the organization (Gasperz, 2015).

Talent management is a goal-oriented process that is an integration of the planning, recruitment and development processes, management and compensation of employees (Gary Dessler, 2020). Talent

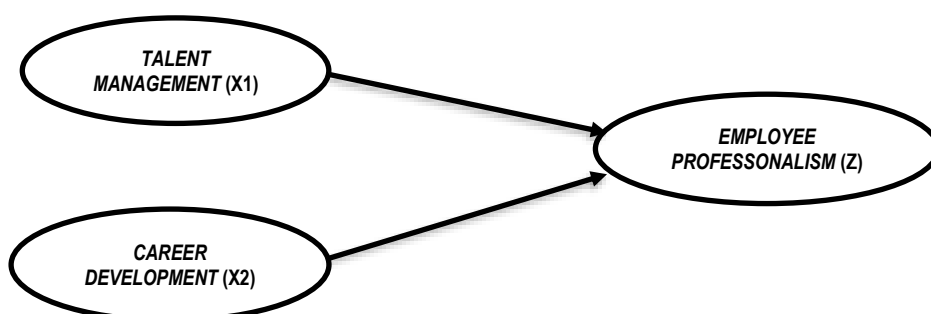
management is a comprehensive process starting from recruitment, placement, to development and planning for employee succession (Lewis, R. E., & Heckman, 2006). Talent management is the implementation of integrated strategies and systems to improve workplace productivity by developing processes to attract, develop, retain, and use people with the skills needed to meet current and future business needs (Lockwood, 2006). Talent management is a strategic approach to managing human resources that focuses on identifying, developing, and retaining individuals who have the potential and skills that are valuable to the long-term success of the organization (Capelli, 2008). Based on the theory above, it can be synthesized that talent management is the management of human resources carried out using a process of analysis, development, and utilization of sustainable and effective talents to meet the needs of the organization. Talent management places the right people in the right place and at the right time.

3. Career Development

Career development is highly expected by every employee, because with this development they will get better rights than what was previously obtained, both material and non-material. Career development is a personal improvement carried out by someone to achieve a career plan and improvement by the personnel department to achieve a work plan in accordance with the organization's path or level. A career is the entire position/job/position that a person can occupy during their working life in an organization or in several organizations. Position is something that is very important because everyone wants a position that suits their wishes and wants the highest possible position according to their abilities. Higher positions usually result in higher salaries, greater responsibilities, and better knowledge. An organization must be able to accommodate the career development of its members to be more advanced and qualified. Career development is a systematic process to help employees improve their skills, knowledge, and competencies to achieve their career goals and increase their contribution to the organization (Gary Dessler, 2020).

Career development is a structured process to assist individuals in developing the skills, knowledge, and abilities needed to achieve their career goals. It includes a series of steps and activities designed to help individuals explore their interests and potential, identify career opportunities, and gain the experience and skills needed to advance in their careers (Robbins, 2012). Career development is a formal approach used by organizations to ensure that people have the qualifications and experience so that employees are always ready when needed (Mondy, R.W., dan Martocchio, 2016). Career development programs are dynamic processes that must integrate employee career goals with organizational goals (Bohlander, George., and Snell, 2010). The definition of career development can be interpreted as a process that focuses on improving employee skills and abilities to achieve better results in the context of their work, using scientific management principles and a measurable and structured approach (Frederick Winslow Taylor, 2006). Career development involves efforts to help individuals develop their "unique strengths," the combination of skills, talents, and interests that make them different and valuable in the work environment (Drucker, 1999). Organizations that provide support for employee development, performance-based promotions, and opportunities for professional growth tend to create an environment that is supportive of career development. Based on the theories above, it can be synthesized that career development is a process of increasing a person's status in an organization according to a predetermined path so that they can develop themselves optimally.

Research Framework:



Hypothesis:

1. H 1 : Talent management has a direct effect on employee professionalism in the Indonesian National Police.
2. H 2 : Career development has a direct effect on employee professionalism in the Indonesian National Police.

RESEARCH METHODS

1. Research Design

The research design used is explanatory quantitative research, namely explaining the relationship and influence between exogenous variables and endogenous variables; using a survey method; and data is analyzed using a structural equation model (Structural Equation Modeling, SEM). It is called a quantitative approach because the approach used in the research proposal, process, hypothesis, going to the field, data processing, data analysis, and conclusions up to writing the research report uses aspects of measurement, calculation, formulas, and certainty of numerical data. It is said to be explanatory research because this research explains the relationship between 3 (three) variables, namely Talent Management, Career Development and Employee Professionalism; and explains the influence of exogenous variables on endogenous variables. Talent Management variable as an exogenous variable; Career Development as an exogenous variable; and Employee Professionalism, as an endogenous variable.

2. Data Collection

Determining the sample using a non-probability sampling technique, namely purposive sampling, is a sampling technique by using the researcher's judgment to select the most likely sample to answer the research question and meet the research objectives. For this reason, the purposive sampling technique is sometimes known as judgment sampling (Saunders, 2019). This technique selects people whose experiences and perspectives are considered important to the investigation, or selects those who fit the inclusion criteria, namely those who are qualified to provide information relevant to the research question (Anderson, 2020). The sample was collected by explaining the procedure for filling out the questionnaire, distributing, and collecting the questionnaires filled out by 254 civil servants at Polri who used their knowledge assets and met the criteria as explained in the sample subsection above. In addition to primary data, to support the discussion, secondary data was also collected in the form of data contained in documents or publications containing information, knowledge and organizational policies, as well as other documents or publications related to human resource management in Indonesia.

Analysis Plan

Variable analysis using the SEM analysis tool with the AMOS application version 22. The population and sample selected in this research focused on staff in the Police Human Resources Department.

RESEARCH RESULTS

The composition of respondents based on age in this study was mostly in the 51-58 age group (23.6%), followed by the 26-30 age group (22.1%), 46-50 years old (15.4%), 31-35 years old (14.2%), 41-45 years old (9.8%), 36-40 years old (8.7%) and 20-25 years old (6.2%). Respondents were dominated by those aged 51-58 years, namely those who entered the peak of their careers with various work experiences, have received awards, recognition and life balance. The composition of respondents based on work period in this study was mostly in the 6-10 years work period group (21.6%), followed by the 11-15 years work period group (16.1%), 26-30 years work period (15.4%), 21-25 years work period (14.6%), 16-20 years work period (11.8%), 3-5 years work period (11.4%) and work period above 30 years (9.1%).

This study uses a two-stage technique. The first stage is to measure variables using the CFA (Confirmatory Factor Analysis) technique so that exogenous and endogenous constructs are obtained that are fit and acceptable. The second stage is to measure and test the full SEM model structure. This is done by combining the CFA model of the exogenous and endogenous constructs that are already fit into one overall model or full model to be estimated and analyzed.

1. Instrument Test Results

1.1. Employee Professionalism

The results of the validity test of the Employee Professionalism variable instrument show that of the 19 statements tested, there are no invalid statements because they have a calculated r-value (Pearson's correlation coefficient) that is smaller than the r table of 0.361 (i.e. r-table at $n = 30$ and $df = n-k = 28$). Thus, the number of valid statement items for the Employee Professionalism variable is 19 items. The

results of the validity test for the Employee Professionalism variable instrument are presented in the table below.

Table 1.1. Results of Validity Test of Employee Professionalism Variable (Z)

Number	Indicators and Statements	r-count	r-table	Information
EP01.	Technical Skills			
EP1	Understand the current job.	0,520	0,361	Valid
EP2	Master the current job.	0,385	0,361	Valid
EP02.	Work Ethic			
EP3	Comply with the professional code of ethics.	0,443	0,361	Valid
EP4	Respect seniority.	0,768	0,361	Valid
EP03.	Positive Attitude			
EP5	Optimistic about work.	0,891	0,361	Valid
EP6	Enthusiastic about work.	0,762	0,361	Valid
EP04.	Responsibilities			
EP7	Trying to complete tasks on time.	0,853	0,361	Valid
EP8	Able to work overtime.	0,625	0,361	Valid
EP05.	Personal Discipline			
EP9	Attend on time.	0,677	0,361	Valid
EP10	Go home on time.	0,808	0,361	Valid
EP06.	Openness To Self-Development			
EP11	Continuing general education outside of official duties.	0,640	0,361	Valid
EP12	Attending seminars outside the agency.	0,669	0,361	Valid
EP07.	Logical Thinking			
EP13	Understanding information.	0,762	0,361	Valid
EP14	Summarizing information.	0,853	0,361	Valid
EP08.	Analytical Thinking			
EP15	Identifying each data.	0,762	0,361	Valid
EP16	Evaluating each data.	0,853	0,361	Valid
EP09.	Communication			
EP17	Communicating well with coworkers.	0,625	0,361	Valid
EP10.	Cooperation			
EP18	Working together with everyone.	0,677	0,361	Valid
EP19	Making decisions collectively.	0,808	0,361	Valid
Number of Items Before Validity Test				19
Number of Invalid Items				0
Number of Valid Items				19

The output of the reliability test results of the construct or variable Employee Professionalism is presented in the table below.

Table 1.2. Results of the Reliability Test of the Instrument of the Employee Professionalism Variable

Cronbach's Alpha	N of Items
0,953	19

Based on the table above, the results of the reliability test of the Employee Professionalism variable instrument based on the Cronbach's Alpha coefficient value of 0.953, which is greater than 0.6, means that it can be concluded that the Employee Professionalism construct or variable is reliable which means that the measuring instrument has consistency when measurements are carried out repeatedly.

1.2. Talent Management

The results of the validity test of the Talent Management variable instrument show that out of 18 statements tested, there are 5 (five) statements that are invalid because they have a calculated r-value (Pearson's correlation coefficient) that is smaller than the r table of 0.361 (namely r-table at $n = 30$ and df

= $n-k = 28$) namely in statement TM02 on the indicator The organization carries out an interesting recruitment promotion so that I am interested in participating in the selection, in statement TM03 on the indicator The selection process goes through several stages, in statement TM07 on the indicator The selection process goes through several stages, in statement TM17 on the indicator Getting a bonus for working beyond the target. in statement TM18 on the indicator The leader gives praise for my achievements. Thus, the number of valid statement items for the Talent Management variable is 13 items. The results of the validity test for the Talent Management variable instrument are presented in the table below.

Table 1.3. Results of Talent Management Variable Validity Test (X1)

Number	Indicators and Statements	r-count	r-table	Information
TM01.	Recruitment			
TM1	The recruitment process is carried out transparently.	0,685	0,361	Valid
TM2	The recruitment process is carried out accountably.	0,682	0,361	Valid
TM02.	Talent Withdrawal			
TM3	The organization carries out an attractive recruitment promotion so that I am interested in participating in the selection.	0,218	0,361	Invalid
TM4	Recruitment information at the National Police can be accessed through various social media platforms.	0,361	0,361	Valid
TM03.	Selection			
TM5	The selection process goes through several stages.	0,253	0,361	Invalid
TM6	The selection is carried out by implementing the principle of fairness.	0,598	0,361	Valid
TM04.	Training			
TM7	Technical training according to the competencies possessed.	0,355	0,361	Invalid
TM8	Managerial training according to the qualifications required.	0,536	0,361	Valid
TM05.	Development			
TM9	Through various training programs, personnel develop competencies.	0,391	0,361	Valid
TM10	The organization provides opportunities to participate in activities with other agencies.	0,488	0,361	Valid
TM06.	Retention			
TM11	The current work environment is comfortable.	0,407	0,361	Valid
TM12	Coworkers who help each other.	0,497	0,361	Valid
TM07.	Talent Identification			
TM13	Have abilities according to the needs of the organization.	0,644	0,361	Valid
TM14	The organization has a track record of all personnel	0,657	0,361	Valid
TM08.	Confession			
TM15	The organization realizes that I have worked optimally.	0,486	0,361	Valid

TM16	Praise from the leader motivates me to work better.	0,578	0,361	Valid
TM09.	Appreciation			
TM17	Received a bonus for working beyond the target.	0,086	0,361	Invalid
TM18	The leader praised my achievements.	0,221	0,361	Invalid
Number of Items Before Validity Test				18
Number of Invalid Items				5
Number of Valid Items				13

The output of the reliability test results of the Talent Management construct or variable is presented in the table below.

Table 1.4. Results of the Reliability Test of the Talent Management Variable Instrument

Cronbach's Alpha	N of Items
0,855	18

Based on the table above, the results of the reliability test of the Talent Management variable instrument based on the Cronbach's Alpha coefficient value of 0.855 which is greater than 0.6 means that it can be concluded that the Talent Management construct or variable is reliable which means that the measuring instrument has consistency when measurements are carried out repeatedly.

1.3. Career Development

The results of the validity test of the Career Development variable instrument show that out of 19 statements tested, there are 2 (two) statements that are invalid because they have a calculated r-value (Pearson's correlation coefficient) that is smaller than the r table of 0.361 (namely r-table at $n = 30$ and $df = n-k = 28$) namely in statement CD01 on the indicator Minimum education S1, in statement CD14 on the indicator Completing work on time. Thus, the number of valid statement items for the Career Development variable is 17 items. The results of the validity test for the Career Development variable instrument are presented in the table below.

Table 1.5. Results of the Validity Test of the Career Development Variable (X2)

Number	Indicators and Statements	r- count	r-table	Information
CD01.	Education			
CD1	Minimum education is S1.	0,224	0,361	Tidak Valid
CD2	Get an education scholarship.	0,730	0,361	Valid
CD02.	Mutation			
CD3	Placed according to competence.	0,818	0,361	Valid
CD4	Mutation for organizational needs.	0,454	0,361	Valid
CD03.	Promotion			
CD5	Promotion according to performance.	0,841	0,361	Valid
CD6	Promotion based on educational background.	0,551	0,361	Valid
CD04.	Work Experience			
CD7	Working for more than 3 years.	0,700	0,361	Valid
CD8	Have worked in several fields of work.	0,521	0,361	Valid
CD05.	Skills			
CD9	Have technical skills according to field of work.	0,383	0,361	Valid
CD06.	Knowledge			
CD10	Understand current tasks.	0,599	0,361	Valid
CD07.	Employee Satisfaction			
CD11	Happy with current job.	0,419	0,361	Valid
CD08.	Performance Improvement			
CD12	My work results increase over time.	0,622	0,361	Valid

CD09.	Confession			
CD13	Getting a suitable salary.	0,443	0,361	Valid
CD10.	Appreciation			
CD14	Getting awards for achievements.	0,714	0,361	Valid
CD11.	Innovation			
CD15	Have new ideas for organizational innovation.	0,687	0,361	Valid
CD12.	Productivity			
CD16	Able to work overtime.	0,738	0,361	Valid
CD13	Involvement			
CD17	Involved in work on strategic organizational projects.	0,478	0,361	Valid
CD14.	Responsibility			
CD18	Comply with organizational regulations.	0,380	0,361	Valid
CD19	Complete work on time.	0,330	0,361	Tidak Valid
Number of Items Before Validity Test				19
Number of Invalid Items				2
Number of Valid Items				17

The output of the reliability test results of the construct or Career Development variable is presented in the table below.

Table 1.6. Results of the Reliability Test of the Career Development Variable Instrument

Cronbach's Alpha	N of Items
0,906	19

Based on the table above, the results of the reliability test of the Career Development variable instrument based on the Cronbach's Alpha coefficient value of 0.906 which is greater than 0.6 means that it can be concluded that the Career Development construct or variable is reliable, which means that the measuring instrument has consistency when measurements are carried out repeatedly.

2. Relationship between variables

Table 1.7. Relationship between variables

	Estimate	S.E.	C.R.	P	Label
EP <--- TM	-,333	,092	3,613	***	
EP <--- CD	-,182	,108	1,687	,092	

1. Based on the results in table 1.7. it appears that the tvalue or CR is 3.613 and P *** which means it is smaller than 0.05 then H1 is accepted, so it can be said that Talent Management has a significant positive effect on Employee Professionalism.

2. Based on the results in table 1.7. it appears that the tvalue or CR is 1.687 and P 0.092 which means it is greater than 0.05 then H0 is accepted, so it can be said that Career Development does not have a significant positive effect on Employee Professionalism.

CONCLUSION

Referring to the results of the discussion of research and analysis conducted on the Influence of Talent Management and Career Development on Employee Professionalism in the Indonesian National Police, the following conclusions can be drawn:

1. The results of the study prove that there is a significant positive influence of Talent Management on improving the Professionalism of Polri Employees. Based on descriptive statistical analysis, employee perceptions of talent management in the Polri tend to be often manifested in the form of talent identification to recognize individuals who have high potential, core competencies, and characteristics needed to support the organization's strategy and progress in the future. Talent management ensures a competency-based selection process and organizational values. Employees who are culturally and technically appropriate are more likely to act professionally. Through training and development,

employees are equipped with technical and soft skills. Competent employees are more confident and demonstrate professional work behavior.

2. A fair performance system encourages employees to work responsibly and ethically. Feedback helps continuous improvement in work behavior. Employees who feel appreciated and given the opportunity to develop will demonstrate loyalty and a positive and professional work attitude. Preparing employees to become future leaders creates a work culture that is oriented towards quality and professionalism. Effective talent management not only improves performance, but also directly shapes a culture of professionalism. Professionalism grows because of employees.

3. Career Development does not have a significant positive effect on Employee Professionalism in the Indonesian National Police. Based on descriptive statistical analysis, employee perceptions of career development in the Indonesian National Police tend to be often manifested in the form of awards. Awards (rewards) are an important indicator in career development because they function as a form of recognition, motivation, and positive feedback on individual achievements and development in the organization. Awards (both financial and non-financial) are drivers of intrinsic and extrinsic motivation. Employees who feel appreciated will be more motivated to continue to develop, take initiatives, and contribute more. Awards show that the organization recognizes employee career development or achievements, either in the form of promotions, increased competence, or work performance. This signals that effort and progress are appreciated and recognized.

4. If career development does not provide a significant positive influence on employee professionalism, then this can be explained through several possible causes that are conceptual, implementative, and cultural. Career development is not running effectively or is just a formality. Career development programs are only carried out as administrative routines (compliance), not really to improve individual capacity. There is no real application of career plans into daily work activities. The program is not followed by a clear evaluation and follow-up system. Career development does not match employee needs. Training materials, job rotations, or career paths offered are not relevant to the employee's field of work, interests, or potential. As a result, employees do not feel that the program helps them grow professionally.

5. A person's career development can vary greatly depending on the context of the individual, organization, and work environment. Organizational policies, company culture, and labor market conditions can also affect a person's career development. Career development does not have a significant effect on employee professionalism. Professionalism can be more influenced by work culture, personal ethics, leadership of direct superiors, or work supervision. Career development is long-term, while employee professionalism can reflect short-term behavior that is more influenced by the immediate work environment.

6. This research has managerial implications for human resource managers on how to implement good talent management and career development to improve employee professionalism. The implementation of talent management brings various managerial implications for Human Resource managers including strategic, operational, and cultural roles that must be carried out in an integrated manner to ensure that the organization is able to attract, develop, and retain the best talent. The implementation of career development in an organization brings various implications in designing career programs, but also ensures that the program is aligned with the needs of the organization and the aspirations of individual employees. HR must provide a clear career path framework for various positions, both vertical (promotion) and horizontal (job rotation). Help employees develop personal development plans based on their strengths, interests, and long-term goals. Good talent management can be a foundation for improving employee professionalism, creating a work environment that supports individual development, and achieving the organization's common goals.

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