

# The Effect of Career Scoring and Talent Management on Work Unit Performance with AKHLAK Culture as a Moderating Variable

Moderating Effect of  
Culture on  
Performance

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## ABSTRACT

Work unit performance is a critical indicator of organizational effectiveness, reflecting productivity, efficiency, and quality outcomes. Fluctuating performance trends highlight the need to examine how career scoring systems, talent management, and organizational culture interact to influence unit-level results. This study investigated how the career scoring system and talent management influence work unit performance and whether the AKHLAK culture moderates these relationships. A quantitative design was applied, and data from 64 employees were analyzed using Partial Least Squares–Structural Equation Modeling (PLS-SEM). The results show that the career scoring system has a positive and significant effect on work unit performance, and talent management also exerts a positive and significant effect. Moderation testing confirms that AKHLAK significantly conditions both relationships, with a negative interaction on the career scoring system and a positive interaction on the talent management. The discussion emphasizes that formal human resource practices do not operate uniformly. Effectiveness depends on the extent to which AKHLAK values are internalized in everyday work behaviors, positioning organizational culture as a critical boundary condition for improving unit-level outcomes.

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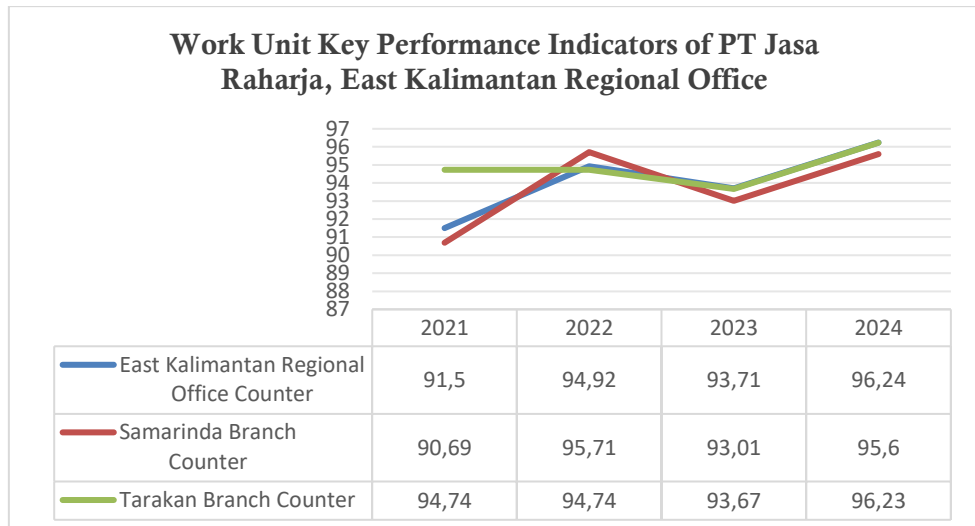
## INTRODUCTION

Work unit performance constitutes a central pillar of organizational success because it reflects the attainment of objectives in terms of productivity, efficiency, and quality. Employee performance, in turn, emerges from the interaction of multiple factors that shape organizational effectiveness, while the effectiveness of resource management and team coordination is critical to achieving optimal performance outcomes (Bustomi et al., 2020; Utama, 2020; Sanaba et al., 2022). As organizational environments continue to evolve, the evaluation and improvement of work unit performance have become increasingly vital to sustaining competitiveness and meeting industry standards (Fadhillah et al., 2024). A deeper understanding of the determinants of work unit performance is required.

Figure 1 shows that performance at the East Kalimantan Regional Office service counters (Samarinda and Tarakan) from 2021 to 2024 shows a fluctuating trend: rising in 2022, dropping in 2023, and increasing again in 2024. The 2023 decline occurred despite structured performance appraisal and HR systems, indicating that formal systems alone do not guarantee consistent work unit performance. Their effectiveness depends on implementation and employee perception, highlighting the need to examine how career scoring systems and talent management, alongside the AKHLAK cultural context, influence and strengthen work unit performance (Collings et al., 2019).

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Source: KPI data of PT Jasa Raharja, East Kalimantan Regional Office

Figure 1. Work Unit KPI Values of PT Jasa Raharja, Kalimantan Timur Regional Office

The career scoring system can enhance work unit performance by providing structured evaluations based on skills, experience, and education, enabling objective assessments and targeted improvements (Melani et al., 2025). It also establishes clear, equitable career pathways that boost motivation, engagement, and job satisfaction while supporting transparent development aligned with organizational goals (Gadzali, 2022; Doreen et al., 2023). Integrated with management-by-objectives, it aligns individual and organizational targets and enables data-driven monitoring of high performers, making it a crucial tool for strengthening work unit performance (Kartikasari et al., 2022).

Organizational effectiveness is strongly influenced by aligning individual strengths with functional roles, improving coordination, accountability, and work unit performance (Prasetio et al., 2023). Filling key positions with competent personnel enhances retention and reduces turnover, supporting stable performance (Zainuddin et al., 2021; Purbasari & Syarifah, 2023). Research by Samuel and Isa (2024) and Oktaviani et al. (2025) shows that robust talent management practices boost employee commitment and motivation, positively impacting organizational outcomes. The use of digital HR tools streamlines appraisals and skill development while fostering participatory, psychologically secure workplaces through continuous feedback (Haratua et al., 2025). Consequently, strategic and sustained talent management is a critical driver of work unit performance.

Previous studies by Hidayat et al. (2021) and Haq and Prabawati (2022) have shown that structured career development, including systematic appraisal and progression systems, positively impacts performance. Similarly, effective talent management enhances work outcomes by improving employee competence, productivity, retention, and organizational stability (Arifin, 2023; Sindurnata et al., 2024). Yet, most research investigates these practices in isolation, often treating organizational culture either as a direct driver of performance or merely as a supportive framework for HR initiatives like career policy implementation and team collaboration, rather than as a factor empirically tested for moderating HR effectiveness (Samsudin et al., 2024; Suryawan et al., 2025). This distinction is critical because deeply ingrained organizational values can foster higher employee engagement in development and placement programs (Oladimeji et al., 2023). Moreover, many studies focus on individual outcomes, whereas work unit performance reflects broader collective dynamics that require integrated consideration of HR practices and culture.

Despite the proven benefits of career scoring systems and talent management, the fluctuating performance trends at PT Jasa Raharja Kanwil Kaltim suggest that formal HR systems alone are insufficient to ensure consistent work unit outcomes. This highlights a clear gap in understanding how organizational culture can influence the effectiveness of

these HR practices. Deeply embedded cultural values have the potential to enhance employee engagement, motivation, and the overall impact of development and placement programs. Therefore, this study aims to examine not only the direct effects of career scoring systems and talent management on work unit performance with AKHLAK culture as a moderating variable.

## **LITERATURE REVIEW & HYPOTHESIS DEVELOPMENT**

### **The Effect of the Career Scoring System on Work Unit Performance**

The career scoring system is an evaluation system that assesses individual careers based on skills, experience, education, and innovative contributions. Key career scoring system indicators include professional skills, work experience, and assessments from direct managers (Shravani & Chandra, 2024). The career scoring system aims to enhance organizational capacity by identifying talent and establishing clear career development planning (Sham et al., 2025). Important evaluation parameters include breakthroughs in HR management, adaptability to change, and dedication to skill enhancement (Saputra & Heliyani, 2024).

Research by Hidayat et al. (2021) indicates that career development is a critical driver of both employee and work unit performance. An effective career scoring system not only provides constructive feedback but also helps employees recognize their strengths and areas for improvement. Haq and Prabawati (2022) emphasize that a structured and transparent system, supported by clear communication, is essential for achieving optimal performance at the work unit level. In addition, the use of technology, such as HR Management Systems (HRMS), enhances the efficiency and accuracy of HR management processes (Juniar & Muharrom, 2023). The positive effect of the career scoring system on work unit performance can be maximized through strategic communication, proper assessment methods, and the integration of innovative technological solutions.

H1: The career scoring system has a significant positive influence on work unit performance.

### **The Effect of Talent Management on Work Unit Performance**

Talent management plays a crucial role in shaping work unit performance by systematically recruiting, developing, and placing high-potential employees to meet organizational goals (Pahrudin & Jalaludin, 2022; Nasution et al., 2025). Its core components, selection, placement, and development, aim to enhance productivity and optimize human resource effectiveness (Gea et al., 2023). Work unit performance, defined as the efficiency and effectiveness in achieving organizational objectives, is closely linked to how well talent management practices are implemented (Ramadhan & Sakti, 2024). Investing in HR development through both hard and soft skills training equips employees to navigate dynamic industry challenges, fostering greater competence and adaptability (Adiwena & Wirapraja, 2023).

Effective talent management not only strengthens employee skills but also enhances retention, creates a motivating work environment, and reduces turnover, contributing to long-term organizational stability (Suparman & Naibaho, 2021; Sindurnata et al., 2024). When aligned with broader strategic objectives, these practices foster participatory and outcome-focused workplaces, reinforcing performance at both individual and unit levels (Aguinis & Burgi-Tian, 2021). Empirical studies by Kristiadi et al. (2022) and Purnandika and Fazri (2023) confirm that talent development initiatives have a significant positive impact on employee performance, directly influencing work unit output and overall productivity. These findings demonstrate that well-structured talent management is a key determinant of work unit performance, emphasizing the strategic importance of human capital investment in achieving organizational success.

H2: Talent management has a significant positive influence on work unit performance.

### Moderating Effect of AKHLAK Culture

Organizational culture plays a critical role in shaping employee behavior, motivation, and performance, serving as a foundation for effective human resource management (Pahira & Rinaldy, 2023; Nurhasnah et al., 2024). In the context of Indonesian state-owned enterprises, the AKHLAK culture encompasses values such as Trustworthiness (*Amanah*), Competence (*Kompeten*), Harmony (*Harmonis*), Loyalty (*Loyal*), Adaptability (*Adaptif*), and Collaboration (*Kolaboratif*), which guide ethical and professional behavior in task execution (Kurniawati & Kurniawan, 2024). Indicators of this culture include integrity in performing tasks, proficiency and expertise, fostering positive workplace relationships, loyalty, adaptability to change, and teamwork (Putri & Yusuf, 2022). Research consistently demonstrates that a supportive organizational culture strengthens employee engagement and enhances the effectiveness of HR practices. For example, Oladimeji et al. (2023) argue that sound organizational culture boosts productivity by promoting active participation in talent management processes, while Ferine et al. (2021) affirm that organizational culture has a significant impact on employee performance. Similarly, Samsudin et al. (2024) highlight that a positive culture is essential for optimizing the implementation of career development policies.

Integrating these insights, the AKHLAK culture can be seen as a moderating factor that amplifies the effects of both career scoring systems and talent management on work unit performance. By fostering a climate of trust, competency, collaboration, and adaptability, AKHLAK enhances employee motivation, engagement, and alignment with organizational goals, thereby strengthening the outcomes of HR interventions (Hidayat et al., 2021; Setyorini, 2022; Ramadhan & Ekhsan, 2024). This theoretical grounding supports the hypotheses that AKHLAK culture significantly reinforces the positive relationship between career scoring systems and work unit performance, as well as between talent management and work unit performance.

H3: The AKHLAK culture strengthens the significant positive influence of the career scoring system on work unit performance.

H4: The AKHLAK culture strengthens the significant positive influence of talent management on work unit performance.

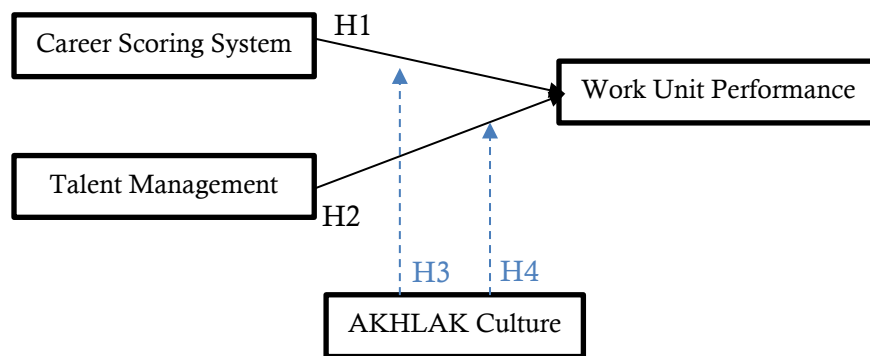


Figure 2. Conceptual Framework

Figure 2 illustrates a conceptual framework in which the career scoring system and talent management are proposed to have direct positive effects on work unit performance. In addition, AKHLAK culture is positioned as a moderating factor that influences the strength of the relationships between both the career scoring system and talent management toward work unit performance, indicating that stronger organizational values may enhance or shape these effects.

### RESEARCH METHODS

This research employs a quantitative analytical design supported by a multivariate modeling framework to examine how value-based organizational principles condition the

linkage between structured career evaluation practices, workforce development mechanisms, and unit-level outcomes. The selected analytical technique enables the concurrent assessment of interrelated constructs while ensuring the robustness of the proposed framework through comprehensive model evaluation procedures.

The empirical setting is the East Kalimantan regional office of PT Jasa Raharja, a public-sector institution currently experiencing substantial transformation in its human resource governance. These organizational shifts are accompanied by practical constraints related to career assessment arrangements and internal development practices, conditions that potentially influence operational effectiveness at the unit level. Accordingly, this institutional context offers a relevant and timely environment for empirical investigation. The study encompasses the entire workforce of the regional office, totaling 64 personnel drawn from permanent civil servants, probationary staff, and contracted employees. Given the manageable population size, all eligible individuals were incorporated into the analysis, ensuring comprehensive representation and eliminating sampling bias through full population inclusion.

The study employs four key variables with specific indicators supported by prior research. Career scoring system is measured through innovations in human resource management, adaptability to dynamic changes, and dedication to skill enhancement. Talent management is operationalized via selection, placement, and development processes. Work unit performance is assessed using indicators such as quantity, quality, timeliness, efficiency, and outcomes achieved. The AKHLAK culture is captured through its six core values: trustworthiness, competence, harmony, loyalty, adaptability, and collaboration, serving as ethical and professional behavioral guidelines.

The data in this study were processed using the Smart PLS 4.0 software. A full information estimation approach was employed, given that Structural Equation Modeling (SEM) is a well-established method for testing theoretical models involving complex inter-variable relationships. PLS-SEM was selected due to its strength in handling intricate structural models comprising multiple constructs. Based on these considerations, PLS-SEM was deemed the most suitable approach for this research. Furthermore, path analysis was applied to measure the moderating effect of the AKHLAK culture. The subsequent section will present the results of the outer model analysis.

## RESULTS

This study employs a statistical method to evaluate the measurement models within path analysis. The assessment of the outer model follows established standards for statistical analysis using PLS-SEM. Figure 3 shows the structural model of this study.

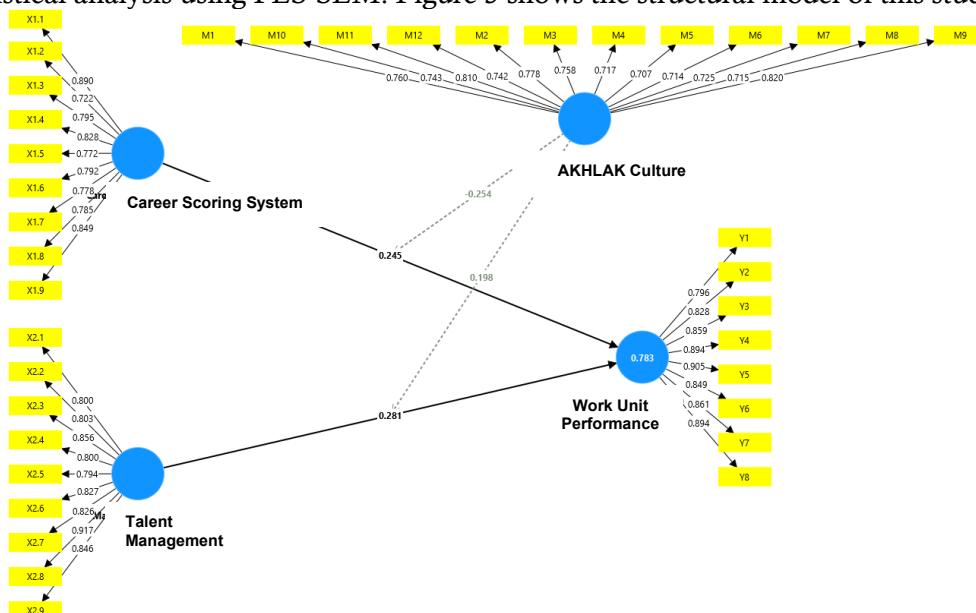


Figure 3. Structural Model

Based on Table 1, the measurement model results indicate that all constructs meet the criteria for validity and reliability. The loading factor values for all indicators range from 0.707 to 0.917, exceeding the recommended threshold of 0.70, which confirms adequate indicator reliability and convergent validity. In addition, the Average Variance Extracted (AVE) values for all variables are above 0.50, namely 0.644 for the career scoring system, 0.742 for talent management, 0.690 for work unit performance, and 0.562 for AKHLAK culture, indicating that each construct explains more than half of the variance of its indicators.

**Table 1.** Convergent Validity Test

Variable	Items	Loading Factor	Cronbach's Alpha	Composite Reliability	AVE
Career Scoring System (X1)	X1.1	0.890	0.930	0.942	0.644
	X1.2	0.722			
	X1.3	0.795			
	X1.4	0.828			
	X1.5	0.772			
	X1.6	0.792			
	X1.7	0.778			
	X1.8	0.785			
	X1.9	0.849			
Talent Management (TM)	X2.1	0.800	0.950	0.958	0.742
	X2.2	0.803			
	X2.3	0.856			
	X2.4	0.800			
	X2.5	0.794			
	X2.6	0.827			
	X2.7	0.826			
	X2.8	0.917			
	X2.9	0.846			
Work Unit Performance (Y)	Y1	0.796	0.944	0.952	0.690
	Y2	0.828			
	Y3	0.859			
	Y4	0.894			
	Y5	0.905			
	Y6	0.849			
	Y7	0.861			
	Y8	0.894			
AKHLAK Culture (M)	M1	0.760	0.929	0.939	0.562
	M2	0.778			
	M3	0.758			
	M4	0.717			
	M5	0.707			
	M6	0.714			
	M7	0.725			
	M8	0.715			
	M9	0.820			
	M10	0.743			
	M11	0.810			
	M12	0.742			

Furthermore, the internal consistency reliability of the constructs is supported by high Cronbach's Alpha (CA) and Composite Reliability (CR) values. Career scoring system shows a CA of 0.930 and CR of 0.942, talent management 0.950 and 0.958, work unit performance 0.944 and 0.952, and AKHLAK culture 0.929 and 0.939. Since all values exceed the recommended threshold of 0.70, the results confirm that the measurement instruments used in this study are reliable and suitable for further structural analysis.

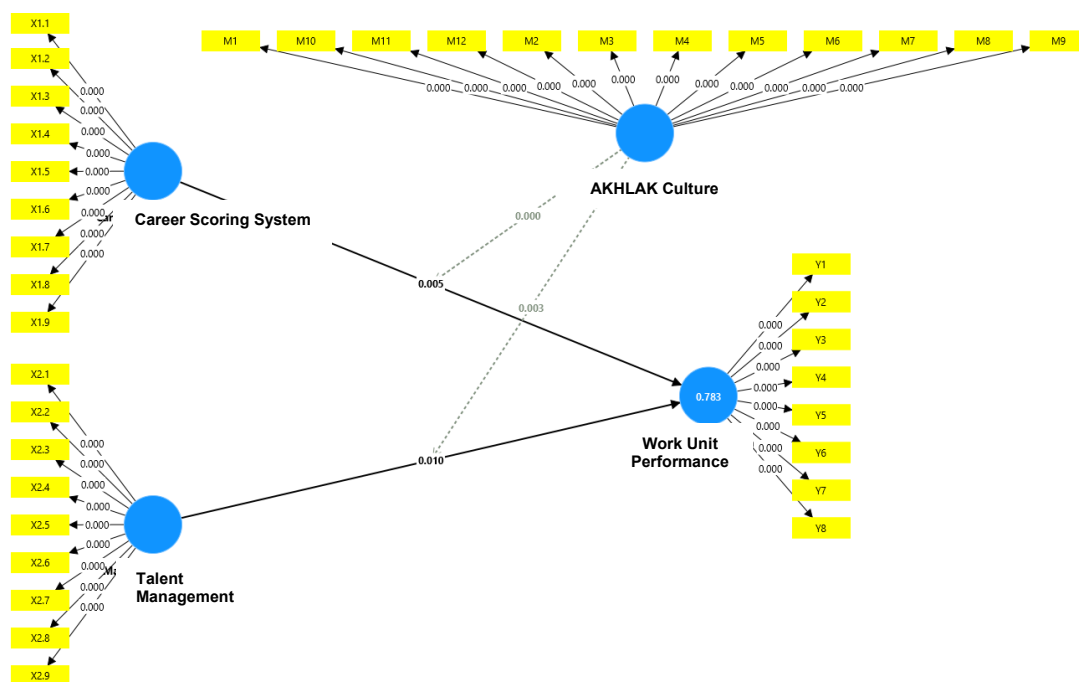


Figure 4. Bootstrapping Results

Based on the bootstrapping results shown in Figure 4, the R-square value for work unit performance is 0.783, indicating that 78.3% of the variance in work unit performance can be explained by the independent variables in the model. This relatively high R-square value suggests that the model has strong explanatory power in predicting work unit performance. In other words, improvements in the career scoring system and talent management practices, supported by the implementation of AKHLAK cultural values, contribute substantially to enhancing the performance of work units. The remaining 21.7% of the variation in work unit performance is influenced by other factors not included in this research model.

Table 2. Hypothesis Test Results

Hypothesis	Original Sample	t-statistics	p-values
Career Scoring System → Work Unit Performance	0.245	2.799	0.005
Talent Management → Work Unit Performance	0.281	2.561	0.010
AKHLAK Culture x Career Scoring System → Work Unit Performance	-0.254	4.118	0.000
AKHLAK Culture x Talent Management → Work Unit Performance	0.198	3.022	0.003

Table 2 shows the data analysis results. The relationship between the career scoring system and work unit performance shows an original sample value of 0.245, a t-statistic of 2.799, and a p-value of 0.005. Since the p-value (0.005) is lower than the significance level of 0.05, this hypothesis is accepted. The empirical estimation indicates that talent management has a positive association with unit-level outcomes, as reflected by a standardized coefficient of 0.281 accompanied by a test statistic exceeding the critical threshold and a probability value of 0.010. This level of significance confirms empirical support for the proposed relationship.

Further analysis reveals that the career scoring interacts with AKHLAK culture, significantly conditioning unit performance. The estimated interaction effect is negative in direction, with a coefficient of -0.254 and a test statistic demonstrating strong explanatory power, supported by a probability value approaching zero. These results

provide robust evidence for the presence of a moderating mechanism. A similar conditioning effect is observed in the interaction between talent management and AKHLAK culture. The corresponding interaction coefficient reaches 0.198, supported by a test statistic above conventional acceptance criteria and a probability value of 0.003, thereby substantiating the acceptance of the final hypothesis.

## **DISCUSSION**

This study analyzes the relationship between the career scoring system and work unit performance, and the results show a significant positive relationship with a p-value of 0.005 ( $<0.05$ ). The career scoring system functions as an important evaluation tool that guides employee development and contributes to improving work unit performance by providing constructive feedback and identifying employees' strengths and areas for improvement. This finding is supported by Hidayat et al. (2021), who highlight career development as a key factor in enhancing employee and unit performance. Similarly, Haq and Prabawati (2022) emphasize that a structured and transparent career scoring system, supported by effective communication, is essential for achieving optimal performance. Methodological approaches such as the Technique for Order Preference by Similarity to Ideal Solution (TOPSIS) method by Sukamto et al. (2021) and the use of performance assessment information systems by Natsir et al. (2020) can further improve evaluation accuracy, efficiency, and timely feedback, ultimately strengthening employee capability and motivation. The significant impact of the career scoring system on work unit performance can be optimized through good communication strategies, appropriate assessment methodologies, and the adoption of innovative technology. A focus on these aspects enables organizations to not only improve work unit performance but also sustainably strengthen employee skills and motivation.

Empirical findings show that talent management has a significant impact on work unit performance, with a probability value of 0.010 indicating statistical significance. This result highlights the importance of structured human capital initiatives in strengthening operational effectiveness. A systematic approach to identifying, developing, and retaining talented employees enhances individual competencies, which ultimately contributes to improved productivity and collective performance. Arifin (2023) emphasizes that increasing employee competence is a key mechanism for improving organizational performance, while Aguinis and Burgi-Tian (2021) note that well-aligned human capital strategies strengthen performance systems in dynamic environments. In practice, talent management involves continuous development and performance evaluation, where talent development programs positively influence employee performance and also help reduce turnover while increasing morale and organizational stability (Kristiadi et al., 2022; Silitonga, 2022; Sindurnata et al., 2024). These findings confirm that talent management plays a critical role in determining work unit performance.

This study examines the role of AKHLAK culture as a moderating variable in the relationship between the career scoring system and work unit performance. The results show a statistically negative moderating effect (coefficient = -0.254;  $p = 0.000$ ), indicating that AKHLAK values trustworthiness, competence, harmony, loyalty, adaptability, and collaboration weaken the relationship between the career scoring system and work unit performance. This suggests that, contrary to expectations, AKHLAK culture reduces the effectiveness of the career scoring system in improving work unit performance. These findings differ from Ferine et al. (2021) and Samsudin et al. (2024), who emphasize the positive role of organizational culture in enhancing performance outcomes. In practice, the integration of a structured career scoring system within a strong cultural framework may reduce flexibility in performance evaluation, thereby weakening its impact on work unit performance (Suryawan et al., 2025).

The results of this study indicate that the AKHLAK culture significantly strengthens the positive relationship between talent management and work unit performance, as reflected by a p-value of 0.003 ( $< 0.05$ ). This finding suggests that a supportive organizational culture enhances the effectiveness of talent management practices in

improving performance outcomes. A positive culture not only shapes organizational values and norms but also influences employee motivation and engagement in talent development processes. Oladimeji et al. (2023) note that a strong organizational culture increases employee involvement in talent management, which ultimately improves productivity. Likewise, Dávila (2023) found a strong positive relationship between talent management and performance. These results highlight that integrating talent management with an AKHLAK-based culture can significantly strengthen work unit performance.

## **CONCLUSION**

Based on the analysis, the career scoring system and talent management have positive and statistically significant effects on work unit performance at PT Jasa Raharja, East Kalimantan Regional Office. The AKHLAK culture, however, shows a differentiated moderating role in these relationships. It weakens the relationship between the career scoring system and work unit performance, while it strengthens the relationship between talent management and work unit performance. These findings indicate that the effect of AKHLAK culture is context-dependent, as it can either enhance or reduce the effectiveness of HR practices in influencing work unit performance. These findings imply that improvements in work unit performance cannot be sufficiently explained by the mere presence of formal systems. Rather, they depend on the synergy between structured HR policy implementation and an organizational culture that is internalized in day-to-day work behavior (integrity, competence, collaboration, and adaptability). The organization is advised to strengthen the transparency and communication of career appraisal indicators, align talent development programs with unit KPI-based competency needs, institutionalize AKHLAK values into behavioral indicators and reward systems, optimize technological support for monitoring and delivering more objective performance feedback, and ensure unit leaders serve as AKHLAK role models to promote consistent implementation.

Nevertheless, this study has several limitations. It is confined to a single regional office, warranting caution in generalization. It may be subject to respondent perception bias due to self-reported measures. It employs a cross-sectional design that constrains causal inference, and it does not fully control for other contextual factors such as leadership, workload, and technological support that may also influence performance. For future research, it is recommended to extend the setting to other units or organizations, adopt longitudinal designs, combine perceptual data with objective performance indicators (e.g., KPIs, productivity, turnover), incorporate additional explanatory variables such as engagement and leadership, and examine which AKHLAK dimensions most strongly enhance the effects of the career scoring system and talent management on work unit performance.

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