



The Effect of Talent Management and Work Environment on Account Representatives' Performance: The Moderating Role of Self-Efficacy at the Regional Office of the Directorate General of Taxes, Special Region of Yogyakarta

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ABSTRACT: The performance of Account Representatives (AR) plays a critical role in achieving tax revenue targets and ensuring effective public service delivery within the Directorate General of Taxes. However, variations in individual performance across work units indicate the presence of organizational and psychological factors that require further examination. This study aims to analyze the effects of talent management and work environment on the performance of Account Representatives and to examine the moderating role of self-efficacy in these relationships at the Regional Office of the Directorate General of Taxes, Special Region of Yogyakarta. A quantitative approach was employed using a survey method, involving 157 Account Representatives as the research population. Data were collected through structured questionnaires and analyzed using Partial Least Square–Structural Equation Modeling (PLS-SEM) and Moderated Regression Analysis (MRA). The results reveal that talent management has a positive and significant effect on Account Representative performance, while the work environment also shows a positive and significant influence. Furthermore, self-efficacy was found to significantly moderate the relationship between talent management and performance, as well as between work environment and performance. These findings indicate that Account Representatives with high self-efficacy are better able to utilize talent management practices and respond to supportive work environments to enhance their performance. The study highlights the importance of integrating effective talent management systems and conducive work environments with efforts to strengthen employees' self-efficacy. Such an integrated approach is essential for improving individual performance and supporting the achievement of organizational objectives in the public sector, particularly within tax administration institutions.

KEYWORDS: Account Representative Performance, Self-Efficacy, Talent Management, Work Environment.

INTRODUCTION

Employee performance is widely recognized as a fundamental determinant of organizational effectiveness, particularly within public sector institutions that carry strategic national responsibilities. In modern public administration, high-performing civil servants are indispensable for ensuring efficiency, accountability, transparency, and service quality. As governments face increasing public scrutiny, fiscal pressure, and demands for improved governance, employee performance is no longer viewed merely as an operational outcome but as a strategic asset that directly affects institutional credibility and policy implementation success [1]. Within the public finance sector, the performance of employees responsible for revenue collection holds critical importance. Tax administration institutions, in particular, rely heavily on the effectiveness of frontline officers to ensure taxpayer compliance, optimize revenue collection, and maintain public trust. In Indonesia, these responsibilities are carried out by the Directorate General of Taxes (DGT), an institution that contributes the largest proportion of state revenue to the national budget. Among DGT personnel, Account Representatives (ARs) play a pivotal role, as they are directly involved in tax supervision, taxpayer guidance, compliance monitoring, and enforcement activities. The performance of ARs therefore has direct implications for national fiscal sustainability and the effectiveness of public financial management [2].

The Regional Office of the Directorate General of Taxes in the Special Region of Yogyakarta (Kanwil DJP DIY) supervises five primary tax service offices and is mandated to achieve annual tax revenue targets set by the central government. Although national tax revenue performance has shown a generally positive trend in recent years, internal evaluations at the regional level indicate



variations in individual AR performance across units. Some ARs consistently achieve or exceed performance targets, while others struggle with workload pressure, administrative complexity, and service delivery demands. These disparities suggest that performance outcomes are not determined solely by formal regulations or standardized procedures, but are also shaped by organizational systems and individual psychological factors.

One organizational factor that has gained increasing attention in human resource management literature is talent management. Talent management refers to a systematic and strategic approach to identifying, developing, retaining, and deploying employees with high potential and critical competencies to support organizational objectives [3]. In public sector institutions, talent management is particularly important for ensuring merit-based career development, leadership continuity, and institutional sustainability. Well-designed talent management practices are expected to enhance employee competence, motivation, and commitment, which in turn contribute to improved performance outcomes. Empirical studies have demonstrated that talent management positively influences employee performance by fostering skill development, increasing engagement, and strengthening organizational commitment [4]. However, findings in the public sector context remain inconsistent. In highly regulated bureaucratic environments such as tax administration, rigid rules, limited flexibility, and hierarchical structures may constrain the effectiveness of talent management initiatives. As a result, talent management programs do not always translate directly into improved performance, especially when employees perceive limited autonomy or unclear career pathways. These inconsistencies highlight the need for further investigation into how talent management operates within public organizations and under what conditions it effectively enhances performance.

In addition to talent management, the work environment constitutes another critical determinant of employee performance. The work environment encompasses both physical conditions—such as workspace design, facilities, and technological support—and psychosocial aspects, including leadership support, interpersonal relationships, communication climate, and organizational culture [5]. A supportive work environment can enhance employee motivation, reduce stress, and facilitate effective task execution. Conversely, poor physical conditions, weak managerial support, and unhealthy social dynamics may undermine employee well-being and performance.

Previous research has shown that a conducive work environment positively affects employee performance by improving job satisfaction and work engagement [6]. However, similar to talent management, empirical evidence regarding the work environment–performance relationship is not always consistent. Some studies report insignificant or weak effects, particularly in public sector settings where employees may face high job security but limited performance-based incentives. These mixed findings suggest that the impact of the work environment on performance may depend on individual characteristics that influence how employees perceive and respond to their surroundings.

One individual psychological factor that may help explain these inconsistencies is self-efficacy. Self-efficacy refers to an individual's belief in their ability to successfully perform tasks, overcome challenges, and achieve desired outcomes [7]. According to social cognitive theory, self-efficacy influences how individuals think, feel, and act, particularly in demanding or uncertain situations. Employees with high self-efficacy tend to exhibit greater persistence, resilience, and confidence when facing complex tasks, while those with low self-efficacy are more likely to experience stress, avoidance behavior, and performance decline.

In organizational contexts, self-efficacy has been found to play a crucial role in shaping employee behavior and performance. High self-efficacy enables employees to make better use of organizational resources, respond positively to managerial support, and adapt effectively to changes in the work environment [8]. Importantly, self-efficacy does not operate in isolation but interacts with organizational factors such as human resource practices and environmental conditions. Employees with strong self-efficacy are more capable of leveraging talent development opportunities and maintaining performance even in less supportive environments.

Despite growing scholarly interest in talent management, work environment, and self-efficacy, research integrating these variables within public sector performance studies remains limited. Most existing studies focus on private sector organizations or treat self-efficacy as a mediating variable rather than examining its moderating role. In the context of tax administration institutions, empirical evidence on how self-efficacy shapes the effectiveness of talent management and work environment initiatives is particularly scarce. This gap is significant, given the high-pressure, target-oriented nature of AR work and the strategic importance of their performance. Furthermore, public sector organizations often assume that standardized systems and regulations are sufficient to ensure employee performance. However, the observed performance variations among ARs at Kanwil DJP DIY indicate that formal structures alone are insufficient. Understanding how organizational practices interact with individual psychological factors is therefore essential for



developing more effective performance management strategies. By positioning self-efficacy as a moderating variable, this study seeks to capture the dynamic interaction between organizational support mechanisms and individual capabilities.

Based on these considerations, this study aims to examine the influence of talent management and work environment on the performance of Account Representatives at Kanwil DJP DIY, with self-efficacy serving as a moderating variable. By integrating organizational-level and individual-level perspectives, this research is expected to contribute to the literature on public sector human resource management, particularly in the context of tax administration. From a practical standpoint, the findings may provide valuable insights for policymakers and managers within the Directorate General of Taxes in designing more effective talent management systems and work environments that account for employees' psychological readiness and confidence. Ultimately, strengthening AR performance through an integrated organizational and psychological approach is expected to support sustainable tax revenue achievement and enhance public sector governance quality.

METHOD

This study employed a quantitative approach with an explanatory research design to analyze the causal relationships between talent management, work environment, self-efficacy, and employee performance. The explanatory design was chosen to test hypotheses regarding both direct effects and moderating effects among variables, based on established theoretical frameworks and prior empirical findings. The population of this study consisted of all Account Representatives working at the Regional Office of the Directorate General of Taxes in the Special Region of Yogyakarta. A total of 157 respondents were included using a total sampling technique, as the population size was relatively limited and all members were considered relevant to the research objectives. Data were collected using a structured questionnaire distributed both online and offline to ensure adequate response coverage.

The research instrument employed a five-point Likert scale and consisted of four main constructs: talent management, work environment, self-efficacy, and employee performance. Measurement items for talent management were adapted from established public sector talent management frameworks, while work environment indicators covered both physical and non-physical aspects. Self-efficacy and employee performance instruments were adapted from validated scales used in previous organizational behavior studies.

Data analysis was conducted using Partial Least Squares–Structural Equation Modeling (PLS-SEM) with SmartPLS software. This analytical technique was selected due to its suitability for complex models, relatively small sample sizes, and non-normal data distributions. The analysis process involved two stages: evaluation of the measurement model to assess validity and reliability, followed by evaluation of the structural model to test hypotheses, including the moderating role of self-efficacy. The results provide empirical evidence on factors that significantly influence Account Representative performance in the public sector context.

FINDINGS AND DISCUSSION

Outer Model

Convergent Validity Test

The convergent validity assessment was performed to confirm that all indicators used to measure the research constructs satisfied the required statistical criteria. Convergent validity was evaluated by examining the outer loading values of each indicator. An indicator is regarded as valid and suitable for further analysis when its outer loading exceeds the threshold of 0.70, indicating a strong association with the underlying construct [9]. The results of the convergent validity evaluation are summarized in Table 1.

Table 1. Loading Factor Values

Variable	Indicator	Loading Factor	Remark
Work Environment	WE1	0.802	Valid
	WE2	0.824	Valid
	WE3	0.813	Valid
	WE4	0.835	Valid
	WE5	0.860	Valid
	WE6	0.783	Valid
	WE7	0.834	Valid



	WE8	0.753	Valid
	WE9	0.832	Valid
	WE10	0.839	Valid
	WE11	0.840	Valid
	WE12	0.807	Valid
Talent Management	TM1	0.840	Valid
	TM2	0.827	Valid
	TM3	0.855	Valid
	TM4	0.797	Valid
	TM5	0.858	Valid
	TM6	0.841	Valid
	TM7	0.849	Valid
	TM8	0.832	Valid
	TM9	0.759	Valid
	TM10	0.868	Valid
	TM11	0.867	Valid
Self-Efficacy	SE1	0.805	Valid
	SE2	0.785	Valid
	SE3	0.762	Valid
	SE4	0.808	Valid
	SE5	0.824	Valid
	SE6	0.757	Valid
	SE7	0.790	Valid
	SE8	0.801	Valid
	SE9	0.789	Valid
	SE10	0.792	Valid
	SE11	0.831	Valid
	SE12	0.758	Valid
	SE13	0.769	Valid
Account Representative Performance	ARP1	0.840	Valid
	ARP2	0.839	Valid
	ARP3	0.829	Valid
	ARP4	0.875	Valid
	ARP5	0.841	Valid
	ARP6	0.865	Valid
	ARP7	0.795	Valid
	ARP8	0.825	Valid
	ARP9	0.803	Valid
	ARP10	0.858	Valid

Source: Processed Data using SmartPLS version 3.2.9

The results of the convergent validity assessment show that all measurement indicators exhibit loading factor values exceeding the threshold of 0.70. This confirms that each indicator has a strong association with its respective construct and adequately represents the concept being measured.

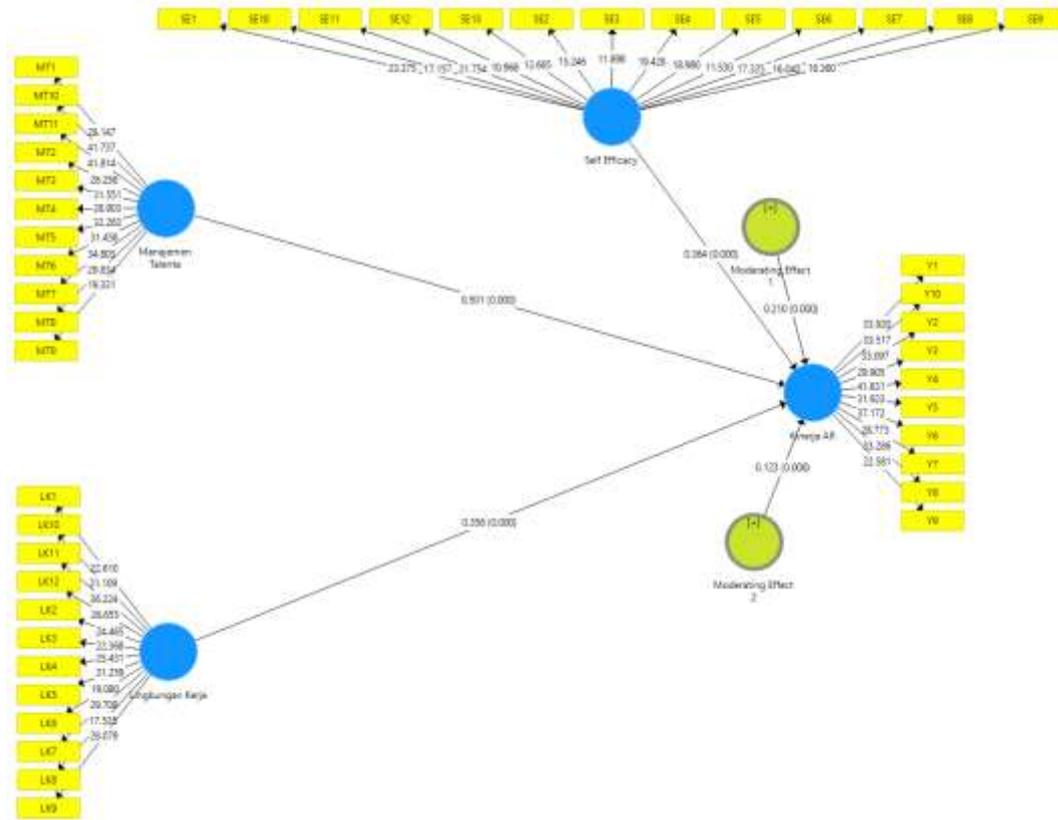


Figure 1. Structural Model

Discriminant Validity Test

In this study, discriminant validity was assessed using the Fornell–Larcker Criterion, a classical and widely used method for evaluating discriminant validity. [9] The results of the discriminant validity test are presented in Table 2.

Table 2. Fornell–Larcker Criterion Results

Variable	AR Performance	Work Environment	Talent Management	Self-efficacy
AR Performance	0.837			
Work Environment	0.434	0.819		
Talent Management	0.584	0.159	0.836	
Self-efficacy	0.348	-0.001	0.138	0.791

Source: Data Processed using SmartPLS version 3.2.9

Based on Table 2, the square root of AVE for each variable is greater than its correlations with other variables, indicating that the discriminant validity criteria have been met.

Reliability Test

The reliability evaluation was performed to determine the consistency of the indicators in measuring each latent construct included in the questionnaire. Reliability indicates the extent to which the measurement items collectively reflect the same concept in a stable and dependable manner. In this study, the reliability analysis was conducted to confirm that the indicators within each construct consistently captured the intended variable across respondents [9]. Composite reliability (CR) was selected as the primary reliability indicator because it is particularly appropriate for the Partial Least Squares–Structural Equation Modeling (PLS-SEM) approach. CR is considered superior to traditional reliability measures, as it is less affected by the number of indicators and offers a



more precise estimation of internal consistency [10]. A construct is regarded as reliable if its composite reliability value exceeds the minimum acceptable threshold of 0.60. The results of the reliability analysis are presented in Table 3.

Table 3. Reliability Test Results

Variable	Cronbach's Alpha	Composite Reliability	Remark
Account Representative Performance (Y)	0.953	0.959	Reliable
Work Environment (X1)	0.956	0.961	Reliable
Talent Management (X2)	0.957	0.962	Reliable
Self-efficacy (Z)	0.950	0.956	Reliable

Source: Data Processed using SmartPLS version 3.2.9

The results indicate that all variables have Cronbach's alpha and composite reliability values above 0.6, as shown in Table 3. Thus, all constructs used in this study can be considered reliable.

Inner Model

R-Square

The coefficient of determination (R-square) was applied to assess how much of the variance in the endogenous (dependent) variable is accounted for by the exogenous variables, including both independent and moderating factors, within the proposed research model. A higher R-square value reflects a greater ability of the model to explain variations in the endogenous construct, indicating stronger predictive and explanatory capability [9]. The R-square outcomes obtained in this study are summarized in Table 4.

Table 4. R-Square

Endogenous Variable	R-Square	Adjusted R-Square
Account Representative Performance	0.601	0.585

Source: Data processed using SmartPLS version 3.2.9

Based on Table 4, the Adjusted R-Square value for Account Representative (AR) Performance is 0.585. This indicates that 58.5% of the variance in AR performance can be explained by the exogenous variables included in the research model, namely talent management, work environment, and self-efficacy (as a moderating variable). The remaining 41.5% of the variance is influenced by other factors not examined in this study, such as leadership style, organizational culture, job stress, compensation systems, or individual characteristics beyond self-efficacy.

The R-Square value of 0.601 further suggests that the model has a moderate to substantial explanatory power in explaining variations in AR performance. This level of explanatory strength indicates that the proposed model is effective in capturing the key organizational and psychological determinants that shape employee performance within the tax administration context.

Overall, these findings demonstrate that the integration of talent management and work environment, together with the moderating role of self-efficacy, provides meaningful insight into performance dynamics among Account Representatives at Kanwil DJP DIY. The relatively high Adjusted R-Square value supports the robustness of the research model and underscores the importance of aligning organizational practices with employees' psychological readiness to achieve optimal performance outcomes.

Q-Square

The Q-Square (Q²) assessment, performed through the blindfolding procedure, is used to examine the predictive relevance of the structural model with respect to the endogenous constructs. A positive Q² value signifies that the model is capable of accurately predicting the observed data, indicating satisfactory predictive relevance. Conversely, a Q² value equal to or below zero implies that the model does not possess adequate predictive power for the endogenous variables under investigation [9].

Table 5. Q-Square Test Results

Variable	SSO	SSE	Q ² (= 1 - SSE/SSO)
Account Representative Performance (Y)	1260.000	741.476	0.412

Source: Data Processing using SmartPLS version 3.2.9



The Q-Square (Q^2) value for Account Representative performance is 0.412, which is greater than zero. This result indicates that the structural model has good predictive relevance for the endogenous variable. In other words, the model is capable of accurately predicting the performance of Account Representatives based on the exogenous variables included in the analysis. The relatively high Q^2 value also suggests that the model possesses strong out-of-sample predictive power and is adequate for explaining variations in Account Representative performance.

Hypothesis Testing

Hypothesis testing was performed through the bootstrapping procedure to assess the statistical significance of the relationships among variables in the structural model. This approach enables the estimation of path coefficients and their corresponding significance levels. A significance threshold of 5% ($\alpha = 0.05$) was applied, whereby a hypothesis is supported when the P-value falls below 0.05. The detailed outcomes of the hypothesis testing are reported in Table 6.

Table 6. Hypothesis Testing Results

Hypothesis Code	Hypothesis	Original Sample	T Statistics (O/STDEV)	P Value	Description
H ₁	Talent Management → Account Representative Performance	0.501	8.948	0.000	Accepted
H ₂	Work Environment → Account Representative Performanc	0.356	6.651	0.000	Accepted
H ₃	Moderation 1 (Self-efficacy × Talent Management → AR Performance)	0.210	4.417	0.000	Accepted
H ₄	Moderation 2 (Self-efficacy × Work Environment → AR Performance)	0.123	2.647	0.008	Accepted

Source: Data Processing using SmartPLS version 3.2.9

The hypothesis testing results presented in Table 6 demonstrate that all proposed hypotheses are statistically supported. Each relationship in the structural model shows a significant effect, as indicated by P-values below the 0.05 threshold and T-statistics exceeding the critical value.

Hypothesis H1 is accepted, with an original sample coefficient of 0.501, a T-statistic of 8.948, and a P-value of 0.000. This result indicates that talent management has a positive and significant effect on Account Representative (AR) performance. In practical terms, this finding suggests that the more effective and well-structured the talent management practices implemented within the organization—such as talent identification, development, and career planning—the higher the performance level achieved by Account Representatives at Kanwil DJP DIY.

Hypothesis H2 is also accepted, as evidenced by an original sample value of 0.356, a T-statistic of 6.651, and a P-value of 0.000. This confirms that the work environment has a positive and significant influence on AR performance. This finding implies that a supportive work environment, encompassing both physical conditions and psychosocial aspects such as leadership support and interpersonal relationships, plays an important role in enhancing employees’ ability to perform their duties effectively.

Furthermore, Hypothesis H3 is accepted, with an original sample coefficient of 0.210, a T-statistic of 4.417, and a P-value of 0.000. This result indicates that self-efficacy significantly moderates the relationship between talent management and AR performance. In other words, the positive impact of talent management on performance becomes stronger when Account Representatives possess higher levels of self-efficacy. Employees who believe in their capabilities are better able to utilize talent development opportunities and translate them into improved performance outcomes.



Finally, Hypothesis H4 is accepted, as shown by an original sample value of 0.123, a T-statistic of 2.647, and a P-value of 0.008. This finding demonstrates that self-efficacy also moderates the relationship between the work environment and AR performance. This means that a supportive work environment contributes more effectively to performance when employees have strong confidence in their ability to handle job demands. Conversely, employees with lower self-efficacy may not fully benefit from favorable environmental conditions.

Overall, these results confirm that talent management and the work environment directly enhance Account Representative performance, and that self-efficacy plays a crucial moderating role in strengthening these relationships. This highlights the importance of integrating organizational practices with individual psychological factors to achieve optimal performance in public sector institutions.

DISCUSSION

Effect of Talent Management on Account Representative Performance

The results of the analysis indicate that talent management has a positive and significant effect on the performance of Account Representatives (ARs) at the Regional Office of the Directorate General of Taxes in the Special Region of Yogyakarta. This finding suggests that the more effectively talent management practices are implemented, the higher the level of AR performance in achieving work targets, improving service quality, and carrying out professional responsibilities. This result is consistent with the argument of Collings and Mellahi, who define talent management as a strategic organizational effort to identify, develop, and retain employees with high potential in order to generate superior performance outcomes [11]. Similarly, Armstrong emphasizes that well-implemented talent management practices contribute to sustainable improvements in employee competence, motivation, and productivity [12].

Nevertheless, the descriptive analysis reveals that respondents' perceptions of talent management remain at a moderate level, with an average mean score of 3.28. This indicates that although talent management is statistically proven to have a positive impact on AR performance, its implementation in practice has not yet reached an optimal level. More specifically, several indicators recorded relatively low mean values, such as "The feedback I receive helps me improve my performance achievements" (mean = 3.15) and "I am given opportunities to develop competencies aligned with the requirements of the target position" (mean = 3.17). These findings suggest that many ARs perceive limited access to structured coaching, constructive feedback, and competency development opportunities within the existing talent management system.

In contrast, the highest mean scores were observed for the indicators "I am motivated to achieve my target position through the talent management program" (mean = 3.58) and "I receive clear guidance regarding career paths and target positions" (mean = 3.54). These results indicate that career clarity and transparency within the talent management system are relatively well perceived and serve as important motivational drivers for ARs to improve their performance. In other words, the positive influence of talent management on AR performance is primarily driven by career direction and motivational aspects, rather than by systematic competency development and performance feedback mechanisms.

These empirical conditions highlight that although the structural model confirms a significant relationship, the effectiveness of talent management is still constrained by weaknesses in employee development implementation. As noted by Lewis and Heckman, talent management will yield optimal results only when it encompasses a comprehensive process, including talent identification, competency development, continuous feedback, and long-term career coaching [13]. Therefore, to further strengthen the positive relationship between talent management and AR performance, the organization needs to enhance the quality of training programs, coaching initiatives, and structured feedback systems. Such improvements would ensure that ARs are not only motivated by career prospects but are also systematically equipped with the competencies required to achieve higher performance levels.

The findings of this study are consistent with previous research conducted by Malika et al. [14], Saputra et al. [15], Nasution et al. [16], and Rachmadinata and Ayuningtias [17], which reported a positive effect of talent management on employee performance. However, these results contrast with views suggesting that the measurable impact of talent management may be limited or difficult to detect [18], or that talent management practices may even generate negative outcomes such as employee stress and feelings of job insecurity [19]. This divergence underscores the importance of contextual factors and implementation quality in determining the effectiveness of talent management initiatives.



Effect of Work Environment on Account Representative Performance

The analysis results demonstrate that the work environment has a positive and significant effect on the performance of Account Representatives (ARs) at the Regional Office of the Directorate General of Taxes in the Special Region of Yogyakarta. This finding indicates that better perceived working conditions—both physical and non-physical—are associated with higher AR performance in completing tasks, delivering services, and achieving established targets. This result aligns with Robbins and Judge's perspective, which emphasizes that a conducive work environment enhances employee comfort and work effectiveness, ultimately leading to improved productivity [20]. Sedarmayanti also highlights that well-organized physical workspaces, adequate lighting, and harmonious working relationships are key factors supporting optimal performance [21].

However, similar to talent management, respondents' perceptions of the work environment are still categorized as moderate, with an average mean score of 3.36. This suggests that although the work environment has a statistically significant influence on AR performance, ideal working conditions have not yet been fully realized. Several indicators recorded moderate or relatively low mean values, such as "The work environment creates a conducive atmosphere for concentration and collaboration" (mean = 2.97), "Communication among employees runs effectively" (mean = 3.41), and "Harmonious working relationships with colleagues" (mean = 3.29). These results indicate that ARs still experience challenges related to social interaction, communication quality, and psychological comfort in the workplace.

On the other hand, higher mean values were observed for indicators related to physical aspects of the work environment, including "Office facilities are in good condition" (mean = 3.57), "Work facilities support task completion" (mean = 3.52), and "Workspace lighting is adequate" (mean = 3.50). These findings suggest that the physical work environment has largely met employee expectations and is perceived as the most supportive factor for productivity. Thus, the positive influence of the work environment on AR performance is mainly driven by the adequacy of facilities and infrastructure rather than by social relationships or organizational dynamics. This observation is consistent with Davis, who argues that adequate work facilities can enhance employee efficiency, even if social comfort in the workplace does not improve simultaneously [22].

These empirical findings indicate that efforts to improve AR performance through work environment enhancement should place greater emphasis on non-physical aspects, particularly those related to communication, coordination, workplace atmosphere, and interpersonal relationships. Chandrasekar asserts that an effective work environment extends beyond physical facilities to include a healthy organizational climate, positive interaction patterns, and sufficient social support [23]. Therefore, to strengthen the positive relationship between the work environment and AR performance, strategic initiatives are needed, such as improving collaborative workspace management, providing internal communication training, strengthening a harmonious work culture, and enhancing the role of supervisors in creating a more supportive work climate. Such efforts would ensure that the work environment is not only physically comfortable but also psychologically and socially conducive to achieving optimal performance.

The findings of this study are consistent with previous research by Kariyamin et al. [24], Desyinta et al. [25], and Imaniah [26], which reported a positive influence of the work environment on employee performance. However, these results differ from studies suggesting that the work environment does not have a significant effect on performance [27] or does not exert a positive and significant influence [28], [29]. These contrasting findings further emphasize that the impact of the work environment is highly context-dependent and influenced by organizational characteristics and employee perceptions.

The Moderating Role of Self-Efficacy in the Relationship between Talent Management and Account Representative Performance

The results of the analysis demonstrate that self-efficacy significantly moderates the relationship between talent management and the performance of Account Representatives (ARs). The interaction effect shows an original sample value of 0.210 with a p-value of 0.000, indicating that higher levels of self-efficacy strengthen the positive impact of talent management practices on AR performance. This finding suggests that when ARs possess stronger confidence in their capabilities, talent management initiatives—such as career planning, development programs, and succession mechanisms—become more effective in enhancing performance outcomes.

Conceptually, this result is consistent with Bandura's social cognitive theory, which emphasizes that self-efficacy influences how individuals process information, regulate motivation, and direct work-related behavior [30]. Employees with high self-efficacy are more likely to perceive talent development opportunities as achievable and beneficial, enabling them to maximize the advantages offered by organizational talent management systems.

Descriptive analysis further indicates that self-efficacy among ARs is generally high, with a mean score of 3.86. This reflects a strong level of confidence in managing job demands, making decisions, and completing tasks under pressure. High mean scores were



observed for items such as “I am able to manage my work priorities effectively to complete tasks on time” (mean = 4.20) and “I am able to complete my work even when facing tight deadlines” (mean = 3.97). These attributes represent important psychological resources that enable ARs to respond more positively to talent management initiatives.

Nevertheless, some indicators of self-efficacy received relatively lower mean values, such as “I am able to maintain confidence when facing unexpected work situations” (mean = 3.62). This finding suggests that despite generally high self-efficacy, certain ARs may still experience uncertainty when confronted with unpredictable job demands. Such conditions highlight the importance of managerial support and competency development in stabilizing employees’ psychological readiness, particularly in dynamic work environments where adaptability is essential.

The moderating role of self-efficacy underscores that the success of talent management is not determined solely by the quality of its systems and policies, but also by employees’ psychological readiness to utilize development opportunities. ARs with high self-efficacy are better equipped to benefit from coaching, feedback mechanisms, and structured career pathways embedded within talent management frameworks. This finding aligns with the Psychological Capital theory, which posits that self-efficacy encourages initiative, perseverance, and positive perceptions toward workplace challenges [31].

Accordingly, although talent management has been shown to positively influence AR performance, its effectiveness is significantly enhanced when supported by strong self-efficacy. Organizations are therefore encouraged to integrate self-efficacy development into talent management practices through psychological coaching, mentoring, training based on incremental achievements (small wins), and opportunities for employees to take on challenging roles aligned with their capabilities. Such efforts can strengthen ARs’ psychological capital, enabling them to internalize talent management programs more effectively and ultimately improve organizational performance. These findings are consistent with prior studies conducted by Alessandri et al. [32], Cherian and Jacob [33], Abdullah and Wider [34], and Chen et al. [35]. However, they contradict the results reported by Widyawati and Karwini [36], who found that self-efficacy did not significantly strengthen performance outcomes in certain organizational contexts.

The Moderating Role of Self-Efficacy in the Relationship between Work Environment and Account Representative Performance

The findings also confirm that self-efficacy significantly moderates the relationship between the work environment and AR performance. The interaction effect yields an original sample value of 0.123 with a p-value of 0.008, indicating that higher self-efficacy strengthens the positive influence of the work environment on employee performance. This result supports the argument that individuals with strong self-belief are more capable of leveraging environmental conditions—whether supportive or challenging—to enhance task accomplishment and performance [30].

The high level of self-efficacy observed among ARs (mean = 3.86) reflects strong confidence in managing work pressure, maintaining focus, and making critical decisions. High mean scores were recorded for items such as “I remain calm when facing work challenges” (mean = 3.93) and “I am able to control my emotions when experiencing work-related pressure” (mean = 3.97). These indicators demonstrate strong self-regulatory capacity, allowing employees with high self-efficacy to sustain performance even when the work environment is less than ideal.

Empirical findings also reveal that perceptions of the work environment fall within the moderate category, particularly with regard to social relationships and psychological comfort. In such conditions, self-efficacy functions as a compensatory mechanism. Employees with high self-efficacy are less dependent on external environmental support to maintain motivation and productivity. Instead, they tend to adopt personal strategies—such as prioritizing tasks, maintaining focus, and independently seeking solutions—to overcome environmental constraints. This explains why the relationship between the work environment and performance becomes stronger among individuals with higher self-efficacy.

The moderating role of self-efficacy further highlights the importance of psychological factors in optimizing the benefits of the work environment. High self-efficacy enables ARs to remain productive even when physical or social conditions are not fully supportive. Confident employees are typically more flexible, adaptive, and capable of adjusting to changing workplace dynamics. This finding is consistent with Judge and Bono [37], who reported that self-efficacy is positively associated with persistence, work effectiveness, and stress management.

In summary, while the work environment significantly influences AR performance, the strength of this relationship largely depends on individual levels of self-efficacy. Organizations should therefore adopt a dual strategy that not only focuses on improving physical and social working conditions but also emphasizes the development of employees’ psychological capacities. Interventions



such as stress management training, mindfulness programs, personalized coaching, and emotional regulation development can enhance self-efficacy, enabling employees to utilize their work environment more productively.

By simultaneously improving the work environment and strengthening self-efficacy, organizations can achieve more comprehensive and sustainable improvements in AR performance. These findings align with previous studies by Eryılmaz et al. [38], Syihabudhin and Okta [39], and Abdullah and Wider [34], but differ from those reported by Bandura [40] and Widyawati and Karwini [36], which found weaker or insignificant moderating effects of self-efficacy in certain contexts.

CONCLUSION AND RECOMMENDATIONS

This study provides robust empirical evidence that both talent management and the work environment have a positive and significant effect on the performance of Account Representatives at the Regional Office of the Directorate General of Taxes in the Special Region of Yogyakarta. More importantly, the findings demonstrate that self-efficacy plays a crucial moderating role in strengthening these relationships. Account Representatives with higher levels of self-efficacy are better able to leverage talent management practices and capitalize on favorable work environment conditions to enhance their performance. These results underscore the importance of integrating organizational systems with individual psychological resources. Performance improvement in public sector institutions, particularly in tax administration, cannot rely solely on formal human resource policies or physical work conditions; it also requires attention to employees' confidence in their own capabilities to face job demands, uncertainty, and performance pressures.

From a practical and theoretical standpoint, the findings suggest several important implications. Academically, future research is encouraged to develop more integrative models by incorporating additional psychological and attitudinal variables—such as intrinsic motivation, organizational commitment, or job satisfaction—to capture the complexity of performance dynamics in public organizations. Comparative studies across different public agencies or private sector settings would also be valuable to enhance the generalizability of the model. Practically, management within the Directorate General of Taxes should strengthen talent management initiatives through structured training, mentoring, and career development programs, while simultaneously improving non-physical aspects of the work environment, such as communication quality and social support. Equally important, organizations should invest in interventions aimed at enhancing employee self-efficacy, including coaching, confidence-building programs, and recognition systems. By aligning talent management, work environment improvements, and psychological empowerment, public sector institutions can foster more sustainable performance gains and strengthen overall organizational effectiveness.

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