



The Role Of Talent Management In Improving Performance And Funding Of Non-Profit Organizations: A Case Study Of The Yogyakarta City Cultural Youth Forum

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Abstract: This research investigates the strategic position of talent management in enhancing the effectiveness and sustainability of funds for non-profit organizations, with a focus on a case study of the Cultural Youth Forum in Yogyakarta. The background of this research is based on the need to efficiently manage human resources in a voluntary organization focused on preserving local culture, at a time when youth participation is declining. The main objective of this research is to understand how talent management strategies can contribute to organizational sustainability, both internally (member performance and loyalty) and externally (sponsor attractiveness and funding sources). The method used is a qualitative approach with a case study, thru data collection from online questionnaire surveys, in-depth interviews with officers, members, alumni, and external partners, as well as documentation of activities. The analysis process was conducted using a thematic approach thru data reduction, coding, theme identification, and conclusion drawing. Research findings indicate that the recruitment process is considered transparent (87%), experiential training enhances members' abilities (82%), and retention strategies prioritizing comfort and social recognition are effective in maintaining loyalty (78%). The three main themes identified are: talent as a driver of the program, social recognition as a retention strategy, and member quality as a symbolic asset for the organization. Talent management has proven to play a crucial role in the smooth running of programs, increased participation, and strengthening the organization's reputation in the eyes of sponsors. The conclusion of this research emphasizes that talent management is an essential component in maintaining the effectiveness and sustainability of non-profit organizations, and needs to be developed thru a structured training system, inclusive reward strategies, and communication that highlights the quality of members as the core value for the organization.

Keywords: Talent Management, Non-Profit Organizations, Cultural Preservation, Member Participation, Organizational Performance, Funding Strategies.

INTRODUCTION

Amidst rapid social, cultural, and technological changes, non-governmental organizations focused on culture play a crucial role in preserving local identity and supporting the younger generation. The Yogyakarta City Cultural Youth Forum is a real example of cultural preservation efforts undertaken with a participatory and sustainable approach. Formed on the initiative of the Yogyakarta City Education, Youth, and Sports Department, this forum serves as a platform for young people to express their interests and talents, as well as strengthen their cultural



understanding and leadership skills. Every year, this forum holds a cultural figure election involving talented youth from all over the Yogyakarta region. This activity is not only a competition but also a space for nurturing and empowering talent so they can contribute to the development of local culture.

However, behind this spirit of preservation, organizations like the Cultural Youth Forum face various challenges, particularly in terms of activity sustainability and human resource management. Talent management is becoming a strategic issue that needs to be explored more deeply. In the context of non-governmental organizations, talent management is not only about placing the right individuals in the appropriate positions, but also about developing commitment, loyalty, and a sense of ownership toward the organization. Collings and Mellahi (2009) argue that talent management encompasses the process of identifying, developing, and retaining strategically high-potential individuals. Armstrong (2006) adds that this strategy aims to ensure the organization has competent and continuously developing human resources.

The results of a survey conducted among members of the Cultural Youth Forum show that 87% of respondents believe the recruitment process was carried out well and transparently. A total of 82% stated that direct experience-based training can enhance their capacity, and 78% felt that retention strategies prioritizing environmental comfort and social recognition are effective in maintaining loyalty. This finding indicates that good talent management directly contributes to organizational performance. Organizations that can effectively select and develop talent will have active, creative members who are the main drivers of cultural programs. Organizational performance is not only measured by the number of activities, but also includes program quality, member participation, community satisfaction, and contribution to cultural preservation.

Generally speaking, youth participation in social and cultural organizations in Indonesia is still relatively low. Data from the 2023 Indonesian Youth Statistics show that only 27.4% of productive-age youth are involved in social organization activities, and this figure is even lower in the cultural sector. A report from the Ministry of Youth and Sports notes that a lack of organizational education, low social appreciation, and limited resources are the main challenges faced. In the context of the Cultural Youth Forum, member loyalty is more influenced by a sense of community and social recognition than by financial incentives. Schein (2010) emphasizes that



an inclusive and supportive organizational culture is crucial for building member loyalty and engagement, particularly in value-oriented organizations.

On the other hand, funding issues remain a classic challenge for non-profit organizations. Interviews show that limited funds are the main obstacle to implementing the program. Nevertheless, the Cultural Youth Forum notes an increase in sponsorship support over the past two years, which is directly related to the quality of talent and the organization's professional image. Dessler (2017) explains that good human resource management impacts the organization's reputation and credibility, which in turn affects the trust of sponsors and donors. Therefore, success in talent management becomes a social asset and a symbol that strengthens the organization's external appeal.

This research aims to answer a fundamental question: how can talent management influence the performance and funding sustainability of non-profit organizations operating in the cultural sector? This study is important because there are still gaps in the existing research. Most of the exploration regarding talent management focuses more on the business sector, while analysis of cultural non-profit organizations in Indonesia is still limited. This research aims to delve into the recruitment process, development, strategies for retaining individuals, factors influencing loyalty, challenges in performance and funding, and the contribution of talent management in attracting sponsors and donors.

Theoretically, this study expands research on human resource management and talent management in a non-profit organizational setting. From a practical standpoint, the findings of this research are expected to provide input for the Cultural Youth Forum in designing more efficient and sustainable talent management strategies. For local governments, the results of this research can be used as a reference in developing policies for youth and cultural development. Additionally, for other researchers, this study can serve as a reference for developing a more comprehensive conceptual model.

A literature review indicates that talent management has a significant impact on program effectiveness and member participation (Armstrong, 2006; Schein, 2010; Oktaviani, 2022), and directly influences funding opportunities (Stühlinger, 2022; Rahardjo, 2021). Previous research by Sutanto and Tjahjono (2019), Wijayanti (2020), and Santoso (2023) underscores the urgency of



coaching, social recognition, and professionalism in building loyalty and attracting sponsors. However, there is still little in-depth research on non-profit cultural organizations in Indonesia.

The uniqueness of this research lies in its emphasis on non-profit cultural organizations with a talent management approach based on social values, real-world experience, and symbolic rewards. This research not only focuses on technical aspects but also touches upon the emotional and relational dimensions of human resource management. The framework used refers to talent management and organizational performance theory, assuming that the quality of talent impacts program effectiveness and the organization's external attractiveness.

With the data from surveys, interviews, and activity documentation, this research is expected to provide a comprehensive understanding of talent management strategies in cultural non-profit organizations, as well as their contribution to the sustainability of these organizations. This approach is not only relevant from an academic perspective but also has high practical value in the development of youth organizations and the preservation of local culture in Indonesia.

METHOD

To gain a deeper understanding of talent management practices in cultural non-profit organizations, this study employs a qualitative method with a descriptive model. This method was chosen because it can capture the diversity of social phenomena that cannot be measured solely with numbers. In the context of the Yogyakarta City Cultural Youth Forum, this method helps researchers explore the experiences, motivations, and interpersonal relationships that shape talent management practices within the organization. This research not only covers formal processes but also considers the emotional and social aspects that influence member loyalty and organizational sustainability.

The research location is focused on the Yogyakarta City Cultural Youth Forum, an institution committed to cultural preservation and youth potential development. This institution was chosen because it has a clear structure, complete activity documents, and consistent member training records. The research subjects included the main officers, active members, alumni, and external partners selected for a specific purpose based on their experience relevant to the research topic.



Thru their stories, researchers can understand how the processes of recruitment, training, retention, and recognition are carried out within the organization.

The research variables are thematic and contextual, including the recruitment and selection process, talent development and coaching, strategies for retaining and motivating members, and their impact on organizational performance and sustainability. Although not available in numerical form, these focus areas are used as guidelines in collecting and analyzing data.

The population in this study includes all individuals who play a role in the organization, both internal and external. Samples were taken purposively, considering the depth of experience and the relevance of the informants to the issue being studied. The number of informants is not determined numerically, but rather by the principle of representativeness and the richness of the information obtained.

Data collection was conducted thru online questionnaire surveys and organizational documentation. Semi-structured questionnaires were distributed to selected informants, while activity documentation such as annual reports, social media publications, and internal archives were used to strengthen the analysis. The combination of these two techniques allows for data triangulation, which increases the validity of the results.

Data analysis was conducted using a thematic approach, involving several steps such as data organization, reduction, coding, theme identification, and conclusion drawing. Researchers collected the results narratives based on emerging themes, accompanied by direct quotes from informants and visualizations in the form of thematic tables. This process is carried out in a reflective and iterative manner to ensure that the meaning within the data is fully revealed.

Data validity is maintained thru the principle of trustworthiness based on Lincoln and Guba, which includes credibility, transferability, dependability, and confirmability. Various strategies such as triangulation, direct quotes, process documentation, and analytical reflection were applied to ensure the integrity and credibility of the research results.

Research ethics were applied by ensuring informant confidentiality, obtaining voluntary participation consent, and maintaining objectivity in the analysis. The researcher had no direct affiliation with the organization being studied, allowing for analytical distance and avoiding emotional bias.



With a comprehensive and ethical approach, this research is expected to provide a complete insight into talent management practices in cultural non-profit organizations, as well as their tangible contribution to organizational performance and sustainability.

RESULT AND DISCUSSION

Talent Recruitment and Selection Process

The recruitment process at the Yogyakarta City Cultural Youth Forum showcases interesting dynamics, where the organization blends formal and informal methods to attract talented youth. According to a survey involving 30 respondents, the majority revealed that recruitment was conducted thru formal procedures with fairly strict selection stages. This selection process includes Focus Group Discussions (FGDs), written tests, and interviews designed to evaluate the commitment, knowledge, and interest of prospective members in cultural issues. This approach suggests that organizations are seeking not only participants with technical skills, but also individuals who possess a deep understanding and a desire for continuous contribution. One informant stated, "After becoming a finalist, we were given a notarized agreement letter for a one-year commitment," which reflects the organization's efforts to instill a sense of responsibility from the very beginning of participation.

On the other hand, about a third of the respondents revealed that they joined thru more informal means. Recruitment is done thru social media, recommendations from alumni, or direct invitations from the board. This method provides easier and faster access, especially for young people who are not yet familiar with organizational structures. An informant said, "I got the registration info from Instagram, then signed up thru a Google Form link. There was no test, I went straight into training." This statement indicates that the Cultural Youth Forum has flexibility in attracting members, adapting to the needs and context of the activities. This flexibility becomes a strength because it opens up opportunities for more inclusive participation, although it also presents a challenge if not supported by a regular evaluation and coaching system.

One innovation appreciated by members is the provision of notarized agreement letters to the finalists. This document is more than just a formality; it is a symbol of commitment and professionalism that strengthens the relationship between members and the organization. This step



is considered effective in fostering the understanding that joining the Cultural Youth Forum is not just about participating in activities, but also about becoming part of cultural preservation efforts that require dedication and responsibility.

However, the obstacles in recruitment are not limited to technical aspects. As many as 60% of respondents stated that the biggest obstacle lies in young people's views on cultural issues. Local culture is often perceived as old-fashioned, conservative, and irrelevant to modern life. One informant said, "Many friends think that culture is old-fashioned and not suitable for the present time. So it's difficult to get them to join. This statement highlights the importance of fresher and more contextual communication strategies so that cultural values can be accepted and reinterpreted by the younger generation. Organizations must package cultural messages with a creative, dialogical, and experience-based approach to create a cultural image that is not only meaningful but also engaging and inspiring.

Overall, the recruitment process at the Yogyakarta City Cultural Youth Forum reflects the organization's efforts to balance structure and flexibility, and demonstrates an awareness of the importance of building commitment and a relevant cultural image. This approach serves as the initial foundation for talent management, which will subsequently influence the quality of training, member loyalty, and the overall sustainability of the organization. In this section, the author needs to explain the hardware and software used, dataset sources, initial data analysis, results, and results analysis/discussion. Presenting the results with pictures, graphs and tables is highly recommended. Formulas or evaluation measuring tools also need to be included here. There must be discussion/analysis, and you can't just rewrite the results in sentence form, but you need to provide an explanation of their relationship to the initial hypothesis. In addition, this section needs to discuss and elaborate on important findings.

Talent Development & Nurturing

After the recruitment process, the development stage becomes an important element in resource management at the Yogyakarta City Cultural Youth Forum. This organization not only seeks to attract potential members but is also committed to enhancing their abilities thru a variety of educational, engaging, and emotionally resonant activities. Based on the survey results, 76.7% of respondents stated that they received training after joining, which was conducted thru skills



training, mentoring, group discussions, and direct participation in field activities. The training materials provided included public speaking, understanding local culture, event management, and character development. One member stated, "We received public speaking training, learned about cultural history, and discussed with alumni," indicating that this coaching was not only technical but also enhanced understanding of cultural values and identity.

Interestingly, the coaching process doesn't only happen in formal settings. The organization also implements an informal approach that focuses on social and emotional aspects, such as eating together, gathering after events, or having heart-to-heart talks among members. These activities are considered highly effective in creating a family atmosphere and strengthening emotional bonds within the team. One informant stated, "After the event, we often eat together. That makes the bond even stronger." This approach creates a sense of security and comfort, which is an important foundation for building loyalty and collective spirit.

Development strategies are also implemented by adjusting tasks according to members' interests and potential. The organization provides opportunities for members to contribute according to their passions, such as becoming MCs, dancers, content writers, or event coordinators. This proper role placement not only boosts motivation but also accelerates the process of individual development. One member revealed, "I love writing, so I was given the task of creating Instagram captions. I felt very valued." This statement indicates that when members are given trust and space to grow, they tend to be more active and committed in fulfilling their roles.

However, not all aspects of development are going as expected. A total of 30% of respondents stated that coaching was not conducted regularly and tended to be situational. Some informants revealed that training was only conducted before major events and did not have a sustainable system. "The training is good, but it's not regular. Sometimes it's only before major events," said one respondent. This finding indicates that although coaching is already in place, organizations need to develop more structured and long-term programs to ensure talent development is consistent and measurable.

83.3% of respondents believe that the tasks they receive are in line with their individual interests and potential. This indicates that the organization is quite successful in placing members in the right positions, making the mentoring process not just a routine, but also a meaningful and



personally relevant experience. This role adjustment also reflects that the organization is sensitive to the diversity of its members' potential and is able to manage talent with a humanistic and participatory approach.

Member Retention & Loyalty Strategy

Member retention is a crucial aspect of talent management, especially in non-profit organizations that rely on voluntary participation. At the Yogyakarta City Cultural Youth Forum, comfort within the organizational environment is the main factor that encourages members to stay and be active. Many respondents stated that the friendly, inclusive, and relaxed atmosphere made them feel accepted and free to express themselves. "The environment is very comfortable, not stiff. "We can be ourselves," said one of the speakers, indicating that a sense of ownership of the organization grows from family-like relationships.

Efforts to retain members are not only focused on structural aspects, but also on emotional ones. Social recognition is one of the most effective forms of acknowledgment. Approximately 73.3% of respondents reported having received recognition, whether in the form of certificates, thank-you notes, or symbolic titles like "Inspirational Ambassador." This recognition is considered very meaningful because it acknowledges members' contributions, even if they are not material. "I received the title of Inspirational Ambassador because I was active for a year. Very proud!" expressed one of the members, showing that symbolic recognition can boost motivation and loyalty.

Active communication is also an important factor in maintaining engagement. WhatsApp groups and social media are used intensively to share information, discuss, and maintain relationships between members. Approximately 80% of respondents felt that regular communication helped them stay connected and feel involved in every activity. Additionally, assigning responsibilities that align with members' interests and abilities also strengthens their sense of value. When members are given the trust to lead activities or become coordinators, they feel they have an important role in the organization and are motivated to continue contributing. Overall, member retention in the Cultural Youth Forum is not only built thru systems, but also thru relationships, recognition, and meaningful opportunities for participation. This strategy



demonstrates that loyalty in non-profit organizations stems from feeling valued, heard, and given opportunities to grow together.

The Impact of Talent Management on Organizational Performance

Properly implemented talent management has proven to have a significant impact on the smooth and effective performance of an organization. At the Yogyakarta City Cultural Youth Forum, the majority of respondents stated that the programs were running well because members were placed according to their abilities and had clear roles. Activities such as cultural training, art festivals, and cultural preservation campaigns were carried out smoothly thanks to the support of competent and dedicated talent. Member participation also increased with relevant training and assignments tailored to their interests, creating a sense of real contribution and motivation to remain active.

However, behind this performance stability, a need for renewal and innovation has emerged. Some respondents stated that the organization's programs tend to be repetitive and have not fully addressed the dynamics of community needs. "The activities are good, but sometimes they are too similar from year to year. "We need new ideas," revealed one informant, indicating that program refreshment is crucial for the organization to remain relevant and appealing. Criticism regarding the lack of variety and new approaches indicates that organizations need to be more open to fresh ideas and actively involve members in the program planning and development process. Overall, talent management not only impacts individuals but also shapes team effectiveness and the collective success of programs. By strengthening the coaching system and opening up space for innovation, the organization has a great opportunity to continue to grow and expand its social impact.

The Impact Of Talent Management On Organizational Funding

Funding is an important aspect for maintaining the sustainability of non-profit organizations like the Yogyakarta City Cultural Youth Forum. From the survey results, funding for this organization comes from sponsors, member contributions, and government support. However, success in obtaining financial support depends not only on access, but also on the image the organization presents. This is where talent management becomes extremely important. A total of 66.7% of respondents stated that the quality of human resources within the organization directly



impacts the trust of sponsors and working partners. When members demonstrate competence, work ethic, and a willingness to collaborate, the organization appears more professional and credible in the eyes of outsiders.

The quality of talent within an organization is a unique selling point. Sponsors tend to trust solid and well-structured teams more, especially if supported by good activity documentation and attractive promotion. This indicates that talent management not only affects internal performance but also serves as a symbolic asset in building external credibility. However, challenges in funding remain a significant issue. A total of 53.3% of respondents stated that competition between organizations and time constraints in preparing proposals were the main obstacles. The lack of information about potential sponsors and the demand to provide added value from the organization make fundraising increasingly competitive. As one respondent put it, "Finding sponsors is difficult because many other organizations also need funds. We have to have added value."

To face this challenge, organizations need to strengthen their external communication strategies and build a broader network of collaboration. Good talent management can be a solution to increase an organization's bargaining power. With a creative, professional, and dedicated team, the Cultural Youth Forum can demonstrate that they are not only capable of managing funds effectively but also of making a real social impact thru cultural preservation programs. This approach positions talent not only as an internal driver but also as a representation of the organization's quality and credibility in the eyes of the public and potential partners.



Figure 1. Survey Results Graph



Field Findings

This research reveals that talent management plays a crucial role in improving performance efficiency and the sustainability of non-profit organizations' funding, particularly in preserving local culture. A real-world example can be seen in the Yogyakarta City Cultural Youth Forum, which demonstrates how recruitment, development, retention, and recognition methods are applied flexibly and strategically to build a strong organization and create a positive impact. Recruitment is conducted thru formal methods such as FGD tests, interviews, and written exams, as well as informally thru social media platforms and recommendations from more experienced members. This method reflects the organization's ability to seek out the right talent, while also affirming its commitment thru the signing of official documents. This approach aligns with Armstrong's (2006) views and Supriyadi's (2020) research findings, which highlight the importance of a selection process focused on community values and character.

In development, the organization uses experiential learning methods thru training, mentoring, and direct involvement in activities. Members not only receive materials but also learn thru practice, which strengthens social and cultural skills, as demonstrated by Dessler (2017) and Prasetyo (2021). Positioning based on interest is also an effective approach to accelerate personal growth and increase a sense of worth. Member retention is maintained by creating a friendly and family-like environment. The warm and inclusive atmosphere makes members feel like they have a "second home," thus increasing long-term loyalty and participation. Written commitments serve as a reminder of responsibilities, supporting Schein's (2010) and Hidayat's (2019) ideas about the importance of psychological comfort in social organizations.

The awards are presented in the form of symbols such as the title "Inspirational Ambassador," certificates, and community products. This recognition is considered effective in building intrinsic motivation, aligning with Hasibuan's (2016) definition and Putri's (2021) research findings, which emphasize that social recognition is more influential than monetary incentives. The organization's performance shows encouraging results, with programs running effectively and a high level of member participation. However, the need for innovation remains a significant concern. Some activities are considered monotonous and haven't fully met the needs of the community, so it's recommended that the organization be more open to new ideas and involve



members in program design. This supports the views of Schein (2010) and Oktaviani (2022) that the success of a program reflects the quality of human resources and the dynamics of the work culture.

In terms of funding, talent management actually influences the ability to attract sponsors and partners. The professionalism of the members, the organized management of activity documentation, and publication thru social media are social capital that strengthens the organization's image. This finding aligns with the theories of Santosa (2017) and Arifin (2018), which emphasize that the quality of human resources and professional image are key factors in building trust from sponsors. Although cooperation with sponsors is still limited, the Cultural Youth Forum shows great potential in designing talent-based funding strategies.

Overall, talent management plays a crucial role not only within the organization but also has a direct impact on external performance and sustainability. The findings obtained in the field have a strong connection to previous theories and research, adding to the validity and relevance of this study within the context of culture-based non-profit organizations.

The analysis of interviews and surveys indicates that talent management at the Yogyakarta Cultural Youth Forum is a complex process interconnected within a social context. Every element of member development, recognition, preservation, and representation is not independent, but rather forms a pattern of interaction that reflects the overall character of the organization.

During the construction phase, it was found that the adaptation process for new members was not fully organized. Many new members feel confused at the beginning of their participation, as the orientation system still relies on personal connections. This highlights the importance of having a more structured mentoring mechanism so that each member can understand their roles and contributions from the beginning. On the other hand, the reward system implemented more prominently highlights public and vocal roles, while technical contributions have not yet received full attention. This indicates the need for a review of the award mechanism to make it more inclusive and fair.

The presence of members indicates a high level of loyalty, although some respondents expressed experiencing fatigue due to an uneven workload. This imbalance indicates that the division of labor needs to be adjusted to avoid burnout and maintain collective morale. In terms of



gender equality, women's involvement is quite active, but the division of labor is still influenced by social stereotypes, especially in technical tasks. This reflects that the construction of roles within organizations needs to be changed to be more equitable.

The engagement of new members is also not going well. Some of them feel they are merely "going along" without being heavily involved in the strategic decision-making process. This shows that the participation system must be more open and not solely rely on close relationships with the core management. Meanwhile, the program's effectiveness is considered quite high in terms of relevance and cultural value, but consistency in its implementation remains a challenge. Activities that are interesting and aligned with the vision are often unstable in their execution, so technical and managerial aspects need to be strengthened.

The overall organizational image is considered positive, especially in terms of professionalism and appeal to sponsors. However, documentation and reporting still need improvement to maintain external trust continuously. Internal tension also arises in the form of an imbalance in contributions, where a number of members are intensely active, while others are only present at certain times. This tension highlights the need for a fair and constructive participation evaluation system

CONCLUSION

Based on the research findings obtained thru data collection from surveys and in-depth interviews with members, alumni, and partners of the Yogyakarta City Cultural Youth Forum, it can be concluded that talent management has a significant impact on improving performance and the sustainability of funding for non-profit organizations, especially in efforts to preserve local culture. The recruitment process is conducted flexibly yet planned, combining formal selection methods and non-formal channels to broaden participation opportunities. The initial agreement among the members was strengthened by the documentation of the signed agreement, becoming a symbol of responsibility and seriousness in contributing.

Talent development and training are conducted thru training programs, mentoring, and direct involvement in activities. Although it doesn't yet have a fully established structure, this method successfully increased individual capacity and a sense of ownership toward the organization. A



friendly and inclusive environment, active communication, and assignments that align with members' interests are key elements in maintaining their loyalty. Giving awards like the title "Inspirational Ambassador" and community merchandise also strengthens the motivation to stay involved.

Talent management also has a direct impact on program success and member engagement. These activities are considered relevant to the cultural preservation mission, although there is a need to improve program innovation to make it more impactful and engage the community more broadly. On the other hand, the quality of talent serves as a valuable asset in building credibility outside the organization, particularly in attracting sponsors and partnerships. Despite the ongoing challenges in funding, professionalism and good documentation are promising social capital.

Overall, talent management at the Yogyakarta City Cultural Youth Forum has been running well and making a tangible contribution to the organization's sustainability. However, there is still room for improvement, particularly in terms of sustainable coaching and the development of more innovative programs with broader participation. This research also yielded a number of recommendations that can serve as constructive suggestions for organizations. Among these are the need for systematic and sustainable development of coaching programs, strengthening more creative cultural communication strategies, and opportunities for innovation in activity planning. An inclusive reward system and talent-based funding strategies also need to be strengthened, including involving alumni as strategic partners with great potential to support organizational sustainability.

In terms of strength, this research offers a fresh perspective by examining the context of a culture-based non-profit organization with its participatory dynamics and unique community values. The emphasis on the impact of talent management on program effectiveness and member engagement provides a significant theoretical contribution, particularly thru a qualitative case study approach that allows for in-depth exploration of meaning. However, this study also has limitations that must be acknowledged. The findings are contextual and not designed for broad generalization; the number of informants is limited, and the majority are from within the organization. Time constraints and limited field access affected the completeness of the



observational data, while interpretation still retained the subjectivity inherent in qualitative approaches.

Considering these strengths and limitations, this research still makes a significant contribution to the development of talent management studies, particularly in the context of culture-based non-profit organizations. Further research with a broader scope and more varied approaches is highly recommended to deepen understanding of this phenomenon more comprehensively and reflectively..

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