
The Influence of Talent management on Employee Performance Mediated by Employee Engagement and Job Satisfaction at BUMN Banking in Batam

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Abstract:

Talent management has significant role to enhance companies to assess the potential and performance of employees in the organization. The research focus to determine the relationship between talent management and employee performance through employee engagement and job satisfaction as mediation. This research uses a quantitative method with a purposive sampling technique by distributing questionnaires to respondents. The data used 400 respondents from BUMN employee in Batam. To proceed the data from respondent the he Smart PLS 3 used to test all the data. The results of the research indicated that employee engagement has direct effect to employee performance. Beside that the employee engagement, job satisfaction as indirect effect has contributed of talent management employee performance.

Keywords: *Talent Management, Employee Performance, Employee Engagement, Job Satisfaction*

1. Introduction

The current global competition affects how companies manage their human resources, because they are under pressure to adapt to the current business environment (Banuari et al., 2021). Therefore, companies are required to further improve their performance to achieve company goals (Damarasri & Eng 2020). This is expected to enable the company to survive in competition in the global market. According to Panjaitan, (2021) performance results can be measured from the quantity and quality of work carried out by employees so that every company needs to pay attention to and improve human resources.

Human resources assume a significant part in making due managing other resources, making it easier for the company to achieve its goals (Karina & Ardana, 2020). Without the role of human resources, companies can face problems such as loss of

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talent, team imbalance, inability to adapt, low performance and expensive costs (Hendry & Asri 2022). The importance of talent is very important for achieving company success, so there needs to be more attention to the training given to employees (Ilham Safar et al., 2022). The success of a company depends on the services provided by employees, so it is necessary to improve employee performance.

Employee performance is the result of work with the quantity and quality that employees have achieved in executing their work as well as a combination of opportunities and efforts that are given value for their work (Azhad & Anggraeni (2022). Performance is evaluated based on what an employee does, which means that in their work a person's performance is the way an employee carries out a job or work and improving employee performance can improve and influence the company's performance so that the goals set for the company can be fulfilled (Tri Saputra *et al.*, 2020).

The banking industry in Indonesia plays a significant part in encouraging economic growth because banks function as providers of funds to increase economic activity (Anisah & AS 2020). Even though BUMN Bank managed to rank 104th in the world, there are still complaints regarding its performance. According to Bank Indonesia (2022), 15% of total complaints came from banking customers. BRI was ranked 2nd with the same number as BNI, namely 10% of total complaints. Most complaints come from account hacking and collection methods from online loan users. Therefore, talent management is needed to immediately improve employee performance in the banking industry.

Talent management is one of the strategies companies use when developing their employees (Abdul Hamid et al., 2020). According to Divya Malik (2022), talent management is a combination of several strategies designed and created by the company to manage and improve the competence and abilities of the company's employees to improve performance. Companies that have a high awareness of talent management can compete to get talented employees and make the recruitment and training process easier (Fithratun Nisak, 2021). Talent management will provide benefits to the company by continuously providing talented employees (Arnada et al., 2021). Talent management can be a good strategy for companies to use in providing development to each employee Yuwono *et al.*, (2021). To retain talented employees, it is necessary to involve employees in company affairs.

Employee engagement has become an issue that is often discussed recently, experts argue that companies must pay more attention to employee engagement so that companies can survive in the current era (Ariawan, 2022). Employee performance can be improved with employee engagement because employees involved will be

responsible for the work given (Mantow & Nilasari, 2022). When employees feel needed in the company, they tend to contribute to the company (Fidianingrum & Sukarno, 2021). This makes employees feel needed, so they are motivated to continue contributing to achieving company goals. Satisfaction at work is needed so that employees can be motivated to continue to improve their performance so that they can optimize the specified targets.

Companies really need talent with high potential, therefore companies need to maintain employee job satisfaction (Krishna, 2022). Maintaining employee job satisfaction is very necessary because employees spend almost all their time working (Lubis *et al.*, 2021). Employees in the company bring desires, hopes, passions, needs and experiences which are equated with the employees' expectations and the reality they receive so that satisfaction at work is formed (Anisah & AS 2020). With good motivation and work abilities, it is hoped that job satisfaction and good performance will automatically arise (Supriyanto *et al.*, (2020). If employees feel satisfied with the place where they work, then they will be more motivated and enthusiastic at work and can then improve performance which will influence company goals.

In accordance with this explanation, researchers are interested in researching talent management on the performance of state-owned banking employees in Batam City which is mediated by employee engagement and job satisfaction because the performance of state-owned banking has succeeded in getting the best ranking in the world, but there are still complaints from customers. The author wants to modify a series of previous Sitorus *et al.*, (2022), Setia *et al.*, (2022), Wickramaaratchi & Perera (2020), Sopiah *et al.*, (2020), Khairina *et al.*, (2022), Susilo *et al.*, (2022), Rivai *et al.*, (2021), Nurimansjah *et al.*, (2022), Azmy (2021) dan Yuniati *et al.*, (2021) who examined the influence of talent management, employee engagement and job satisfaction on employee performance. Overall, previous research empirically states that these factors together have a significant impact on employee performance. This assessment seeks to expand previous research by using state-owned banking objects located in Batam City. It is hoped that the results of this research will provide information for the state-owned banking industry, thereby enabling state-owned banks to develop better performance improvement strategies. Apart from that, this research can be a reference for further research, to encourage deeper research into things that can influence employee performance in winning global competition.

2. Theoretical Background

Talent management (TM)

According to Kardo *et al.*, (2020) with emergence of the modern economy and progressively essential business needs, the discovery of TM in modern company is considered irreplaceable. Based on his research, a significant and positive relationship was found between TM and EP. According to Ramadhani *et al.*, (2020) TM is a series

of exercises carried out by organizations to track the right workers and place them appropriately through a series of different evidence, developments, security and situations in appropriate positions. In his research, a significant and positive relationship was found between TM and EP. According to Masduki & Sopiyan (2021) the aim of TM is to help develop and improve employees to overcome obstacles currently faced by various organizations and improve performance by meeting the needs of the organization. In his research, a positive and significant relationship was found between TM and EP.

Employee Engagement(EE)

According to Supriyanto et al., (2020) Employees' emotional commitment to the company and its goals is known as EE. These close-to-home responsibilities imply that reps care deeply about their position and company. They are not there just to get a salary or just for advancement but work for the benefit of the company's goals. In his research, a significant and positive relationship was found between EE and EP. According to Tania et al., (2021) EE is a representative's feeling of connectedness to their work or association and is very important for the association and is a determining element behind the high and low levels of an organization's business implementation. In his research, an insignificant relationship was found between EE and EP.

Job Satisfaction(JS)

According to Setia et al., (2022) JS is a person's attitude towards their work which is reflected in thoughts, feelings and behavioural tendencies. The employee's emotional state as well as the extent to the services provided by the employee and the level of compensation provided by the company are met or not, both of which are related to JS. In this way, everything an organization provides to its representatives is highly impactful to the degree that it influences the disposition that the representatives show towards them. In his research, a significant and positive relationship was found between JS and EP. According to Wickramaaratchi & Perera (2020) JS is a person's feelings, beliefs and thoughts about how they respond to their work forming their JS and it implies that JS is a collection of sentiments that represent towards their work, whether happy or problematic due to employee relationships and evaluations. work and workplace. In his research, an insignificant relationship was found between EE and EP.

Employee Performance(EP)

According to Hendry & Asri (2022) EP is related to managing the business and the results achieved from that work. It is necessary to improve the execution of each representative so that goals can be achieved and can speed up the work that has been completed. The research found a significant and positive relationship with EP. According to Nugroho *et al.*, (2021) EP is the consequence of an individual's level of

success in carrying out work compared to the possibility of achieving work standards, criteria and targets. The research found a significant and positive relationship with EP.

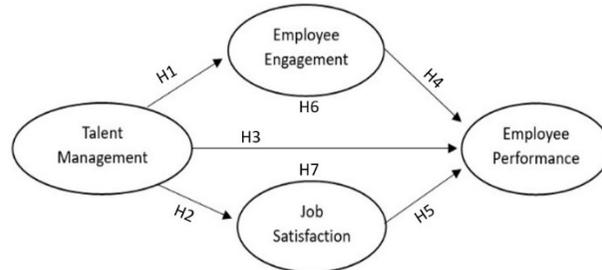


Figure 1. Conceptual Research Framework

3. Methodology

The research carried out is included in the basic research category because it aims to use theory (Sari, 2021). This research was conducted to find out how each independent variable contributes to the dependent variable. Based on the elements contained in the research, there is a relationship between independent variables such as talent management, the mediating variable employee engagement, job satisfaction and the dependent variable employee performance. The target population in this research is targeted at people who work in state-owned banking in Batam City.

Sampling in this research focused on employees aged 18-40 years who were working in state-owned banks such as Mandiri, BRI, BNI and BTN. Researchers chose Batam City as the research location because they saw significant developments in the state-owned banking industry in Batam City in increasing its customers. In this study, researchers collected data using 2 (two) methods namely, structured interviews (web-based forms) and research based on literature (articles and books).

The Slovin method was used to decide the quantity of tests needed in this research. Based on calculations, a minimum of 360 samples are needed, to avoid data deficiencies and produce appropriate data, 400 samples are needed. Sampling used a purposive sampling method by paying attention to certain considerations. Researchers have reasons for using this technique because it is suitable for quantitative research (Lenaini, 2021). Data collection used quantitative methods with purposive sampling techniques (Hair et al., 2020). In data analysis, hypothesis testing is carried out by testing the hypothesis in structural equation modeling - partial least squares. The tool for data testing is the SmartPLS 3.0 program.

4. Empirical Findings/Result

Data collection was carried out for 4 months starting 03 March 2023 to 05 June 2023 for respondents who worked in state-owned banking in Batam. Data collection was carried out for 4 months because it required many respondents to reach the minimum sample.

Table 1. Respondent Characteristics

Characteristic	Frequency (People)	Percentage (%)
Sex		
Male	127	31.8%
Female	273	68.2%
Age		
18-25 Years	201	50.2%
26-30 Years	183	45.8%
31-40 Years	15	3.7%
>40 Years	0	0%
Education		
Senior High school	158	39.5%
Diploma	78	19.5%
Bachelor	164	41%
Length of Work		
< 1 Years	135	45.9%
1-5 Years	120	34.7%
5-10 Years	130	18.6%
> 10 Years	15	8%
Position		
Tellers	205	51.2%
Customer Service	92	23%
Back Office	94	23.5%
Supervisor	9	2.2%

Source: Primary data processed (2023)

Based on table 1, the number of questionnaires obtained is 100% of the questionnaires that have been distributed, namely 400 respondents who will be used and processed in the research. There were 127 male respondents with a percentage of 31.8%, then there were 273 female respondents with a percentage of 68.2%. So it can be said that respondents are more female than male. Participants aged 18 - 25 years amounted to 201 respondents with a percentage of 50.2%, respondents aged 26 - 30 years amounted to 183 respondents with a percentage of 45.8%, respondents aged 31 - 40 years amounted to 15 people with a percentage of 3.7% and respondents aged >40 years is 0 with a percentage of 0%. So it can be said that there are more respondents under 30 years of age who work in state-owned banking in Batam City. There were 158 high school participants with a percentage of 39.5%, 78 diploma respondents

with a percentage of 19.5% and 164 undergraduate respondents with a percentage of 41%. So it can be said that the number of high school graduates is greater than others.

Participants < 1 year were 135 respondents with a percentage of 33.8%, respondents 1 - 5 years were 120 respondents with a percentage of 30%, respondents 5 - 10 years were 130 respondents with a percentage of 32.5%, and respondents > 10 years were 15 respondents with a percentage of 3.7%. So it could be said that there were more participants aged less than 1 year than other participants. There were 205 teller respondents with a percentage of 51.2%, 92 customer service respondents with a percentage of 23%, 94 back office respondents with a percentage of 23.5%, 9 supervisor respondents with a percentage of 2.2%. So it can be said that there were more teller respondents compared to other respondents.

Table 2. Validity and Multicollinearity

Indicator Correlation	Outer Loadings	VIF	Description
EP1	0.844	3.275	Valid
EP2	0.873	3.936	Valid
EP3	0.814	2.618	Valid
EP4	0.860	3.213	Valid
EP5	0.848	3.010	Valid
EP6	0.872	3.829	Valid
EP7	0.843	2.915	Valid
EP8	0.839	2.888	Valid
TM1	0.823	3.395	Valid
TM2	0.844	3.693	Valid
TM3	0.817	2.872	Valid
TM4	0.848	3.270	Valid
TM5	0.843	3.770	Valid
TM6	0.828	3.346	Valid
TM7	0.849	3.525	Valid
TM8	0.832	3.135	Valid
TM9	0.843	3.112	Valid
TM10	0.789	2.686	Valid
TM11	0.754	2.460	Valid
JS1	0.852	3.296	Valid
JS2	0.849	3.198	Valid
JS3	0.826	2.574	Valid
JS4	0.826	2.536	Valid
JS5	0.868	3.640	Valid
JS6	0.853	3.357	Valid
JS7	0.816	2.383	Valid
JS8	0.840	2.658	Valid

EE1	0.868	3.807	Valid
EE2	0.830	3.363	Valid
EE3	0.877	3.734	Valid
EE4	0.831	2.797	Valid
EE5	0.875	3.875	Valid
EE6	0.866	3.835	Valid
EE7	0.846	3.343	Valid
EE8	0.865	3.516	Valid
EE9	0.837	2.858	Valid

Source: Primary data processed (2023)

A method that can be used to assess convergent validity is to look at the outer loadings value. The outer loadings value criteria for this research is > 0.6 . In testing outer loadings, no indicators were found which not meet the criteria due to the value > 0.6 . Therefore, there is no need to delete because each variable meets the requirements. Validity tests conducted to find out whether this questions used in the research are appropriate. If the loading factor value is more than 0.6 then it can be declared valid (Erliawan, 2022).

The multicollinearity test was performed by examining the Variance Inflation Factor (VIF) value. The multicollinearity test aims to show whether or not the independent variables are correlated. The criteria consider meet if it is said that there is no multicollinearity between the independent variables if the VIF value is less than 5. In table 2 show that there is no VIF value > 5 . Therefore, it is concluded that there is no multicollinearity problem, or it can be stated that the non-multicollinearity assumption is met.

Tabel 3. Fornell-Larcker Creation

	Employee Engagement	Employee Performance	Job Satisfaction	Talent management
Employee Engagement	0.855			
Talent management	0.662	0.849		
Employee Performance	0.625	0.767	0.841	
Job Satisfaction	0.745	0.699	0.638	0.825

Source: Primary data processed (2023)

The next method for testing discriminant validity is the Fornell-Larcker Criterion. Discriminant validity is considered good when it can meet the criteria with the square root of the AVE in each part being more than the relationship between the parts of the model. According to table 3, it will indicate that each variable has met the criteria

because all the relationships between variables in the model are not greater when compared with the correlation between indicators on the variables themselves.

Table 4. Reliability and AVE

Variables	Composite Reliability	AVE	Description
Employee Performance	0.961	0.732	Reliable
Talent management	0.954	0.721	Reliable
Job Satisfaction	0.951	0.708	Reliable
Employee Engagement	0.959	0.681	Reliable

Source: Primary data processed (2023)

Reliability testing is aimed at seeing whether individual responses to questions can be predicted or not. If the composite reliability of a construct is greater than 0.7, the construct is considered reliable (Erliawan, 2022). The results of the reliability test are shown in Table 4. Each question has a composite reliability above 0.7, which shows reliability. Validity tests are carried out to find out whether the questions used in the research are appropriate. If the AVE value is more than 0.5, the construct can be declared valid. The results of validity testing are shown in Table 4. As can be seen, questions with an AVE of more than 0.5 are considered reliable.

Table 5. Direct Effect

Variable X -> Y	Sample Mean	T-Statistics	P-Values	Description
Talent management -> Employee Engagament	0.740	14.744	0.000	H1: Significant
Talent management -> Job Satisfaction	0.630	9.469	0.000	H2: Significant
Talent management -> Employee Performanace	0.266	4.694	0.000	H3: Significant
Employee Engagament -> Employee Performance	0.141	2.359	0.013	H4: Significant
Job Satisfaction -> Employee Performance	0.504	10.324	0.000	H5: Significant

Source: Primary data processed (2023)

1. **H1:** According to the direct effect test results, Talent management has a relationship with Employee Engagement with a T-Statistics value of 14.744 and a P-Values of 0.000. The test results explain that Talent management has a significant effect on Employee Engagement.
2. **H2:** According to the direct effect test results, Talent management has a relationship with Job Satisfaction with a T-Statistics value of 9,469 and a P-Values of 0.000. The test results explain that talent management has a significant effect to job satisfaction.
3. **H3:** According to the direct effect test results, Talent management has a relationship with Employee Performance with a T-Statistics value of 4,694 and a P-Values of 0.000. The test results explain that Talent management has a significant effect on Job Satisfaction.
4. **H4:** According to the results of the direct effect test, Employee Engagement has a relationship with Employee Performance with a T-Statistics value of 2.359 and a P-Values of 0.013. The test results explain that Employee Engagement has a significant effect on Employee Performance.
5. **H5:** According to the results of the direct effect test, Job Satisfaction has a relationship with Employee Performance with a T-Statistics value of 10.324 and a P-Values of 0.000. The test results explain that Job Satisfaction has a significant effect on Employee Performance.

Table 6. Indirect Effect

Variable X -> M -> Y	Sample Mean	T-Statistics	P-Values	Description
TM -> EP ->EE	0.109	2.437	0.015	H6: Significant
TM -> EE -> JS	0.322	6.865	0.000	H7: Significant

Source: Primary data processed (2023)

6. **H6:** According to the results of the indirect effect test, Talent management has a relationship with employee performance through employee engagement with a T-Statistics value of 2.437 and a P-Values of 0.015. The test results explain that Talent management has a significant effect on employee performance through employee engagement.
7. **H7:** According to the direct effect test results, Talent management has a relationship with employee performance through Job Satisfaction with a T-Statistics value of 6.865 and a P-Values of 0,000. The test results explain that Talent management has a significant effect on employee performance through Job Satisfaction.

5. Discussion

The Effect of Talent Management(TM) on Employee Engagement(EE)

Based on research results, talent management has a significant effect on employee engagement. These findings are different from the results of previous research Sopiah et al., (2020), Riyanto et al., (2021), Azmy (2021). It is difficult for a company to have human resources who have the ability and at the same time have great power to be present in the company. Companies are constantly looking for potential employees so they can be relied on. Apart from that, companies also face the problem of low levels of employees who feel they have a place and contribution so that representatives are less than ideal in cultivating their talents in the organization. Apart from completing the engaging skills trained by the board, the organization must involve the workers which is called employee engagement.

The Effect of Talent Management(TM) on Job Satisfaction(JS)

Based on research results, talent management has a significant influence on employee engagement. These results are in line with previous findings of Khairina et al., (2022), Rivai et al., (2021), Nurimansjah et al., (2022). Talent Management provides satisfaction to employees. If banking employees feel satisfied when working, many positive impacts can occur at the individual level such as high productivity, well-being, quality of work and organizational sustainability. Talent Management implemented well can build a strong foundation for sustainable growth and competitive advantage.

The Effect of Talent Management(TM) on Employee Performance(EP)

Referring to research results, talent management has a significant effect on employee performance. The results are consistent with previous findings from Panjaitan, (2021), Karina & Ardana (2020), Azhad & Anggraeni (2022). The application of talent management in banking has a big impact in influencing its performance, making it easier for companies to achieve their goals. The components of talent management are talent acquisition, workforce planning, succession planning, performance management, development, orientation and engagement. If the company implements talent management, it will improve performance because it will be motivated to accept something new. Employee performance factors increase due to motivation, recognition, opportunities, effective communication and management.

The Effects of Employee Engagement(EE) on Employee Performance(EP)

Referring to research results, it was found that employee engagement has an impact on employee performance. This result is different from the findings of Riyanto et al., (2021) and Sumarto et al., (2021) which stated that there was no significant influence of employee engagement on employee performance. This means that employee engagement has a direct impact and plays an important role in the performance of state-owned banking employees. Employee engagement can influence performance through creativity and innovation related to performance. With the influence of employee engagement, employees who are involved will feel appreciated and

confident to provide new thinking in the workplace so that it can influence employee performance.

The Effect of Job Satisfaction(JS) on Employee Performance(EP)

Based on research results, job satisfaction has a significant influence on employee performance. These results are in line with research conducted by Setia et al., (2022) and Supriyanto et al., (2020). Providing imbalance and career advancement, such as bonuses or promotions from the company, has a positive impact on the performance of state-owned banking employees. Job satisfaction can influence various aspects of the company such as high quality of work. With a high level of job satisfaction, Bunn banking employees tend to have better quality work, which can improve their performance.

The Effect of Talent Management(TM) on Employee Performance(EP) Through Employee Engagement(EE) as Mediating Variable

Referring to research results, employee engagement mediates the relationship between talent management and employee performance. The same results were found in the previous findings of Sitorus et al., (2022) and Tania et al., (2021) which stated that employee engagement was able to mediate talent management on employee performance. This means that the influence exerted by employees such as team building has a major impact on employee performance when mediated by employee engagement. It is certain that talent management influences employee performance and employee engagement is one of the factors that mediates between talent management and employee performance. There are other factors such as employee productivity and employee welfare which may have a more dominant influence on the performance of state-owned banking employees compared to the influence of talent management through Employee Engagement.

The Effect of Talent Management(TM) on Employee Performance(EP) Through Job Satisfaction(JS) as a Mediating Variable

Referring to research results, job satisfaction is a significant mediator in the relationship between talent management and employee performance. These results were also found in previous research conducted by Nurimansjah et al., (2022), Setia et al., (2022), Wickramaratchi & Perera (2020). This means that talent management plays an important role in influencing employee performance through bonuses and facilities provided by the company to state-owned banking employees. The bonuses and facilities provided can improve employee performance or motivate employees to improve it. When talent management succeeds in creating job satisfaction through bonuses and facilities provided, this can influence the performance of banking employees. Employees will take advantage of the bonuses and facilities provided to support performance so that employees are more motivated to achieve the specified targets. A high level of job satisfaction can build employee loyalty and reduce retention rates.

6. Conclusions

Based on the research results, it can be stated that talent management has a significant effect on employee performance which is mediated by job satisfaction and employee engagement. There is a significant relationship between talent management and employee performance. There is a significant relationship between employee engagement and employee performance. There is a significant relationship between job satisfaction and employee performance. To improve employee performance, state-owned banks need to focus more on implementing talent management for employees. This can be done by developing talent, building organizational culture and overall harmony. Implementing proper talent management will improve employee performance. Researchers would like to recommend replacing or adding variables that can influence Employee Performance variables such as Knowledge Management and Leadership. Researchers suggest not using the Batam area again but can use other areas or increase coverage to the provincial (Riau Islands) and country (Indonesia) levels. Researchers suggest improving or replacing questionnaire questions that are difficult for respondents to understand so that future research can get better findings.

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