



The Influence of Talent Management Practices on Employee Performance : The Mediating Role of Employee Engagement and Employee Job Satisfaction. (Case Study at PT Bank Negara Indonesia (Persero) Tbk Regional Office 02)

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ABSTRACT

This study aims to examine the effect of Talent Management Practices on Employee Performance through Employee Engagement and Employee Job Satisfaction as Mediation Variables (Study on Employees of PT Bank Negara Indonesia (Persero) Tbk Regional Office 02). With research data processing is done through Smart PLS 3.3.7. The sampling technique used purposive sampling with a sample of 303 respondents. The results show that a) the application of talent management has a positive and significant effect on employee performance, b) the application of talent management has a positive and significant effect on employee engagement, c) the application of talent management has a positive and significant effect on employee job satisfaction, d) employee engagement has a positive effect and significant on employee performance, e) employee job satisfaction has a positive and insignificant effect on employee performance, f) talent management practices have a positive and insignificant effect on employee performance through employee involvement as a mediating variable, f) talent management practices have a positive and significant effect on employee performance. employee performance employee performance through employee job satisfaction as a mediating variable.

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INTRODUCTION

The development of the Industrial Revolution 4.0 that is currently happening has an impact on companies in managing human resources. In this era, companies face increasingly competitive competition with digital disruption that cannot be separated from technological advances. This of course also has an impact on changes in business processes and becomes a challenge for companies in implementing strategies to achieve business targets. The business competition is also inseparable from the competition to get the best talents to fill the needs of human resources (HR) in the company.

The massive digital transformation carried out in recent years has also affected the company's business processes in the banking sector, where there has been a shift in manual transactions to digital. Banking is not only required to develop in the field of technology, but more importantly the need to develop employee competence and productivity in order to adapt to changes in business processes.

The decrease in the number of employees was largely due to employees who retired due to age. On the other hand, the number of employees recruited is not greater than the number of employees who are retiring. In addition, in line with the rapid development of technology, the company also evaluates the human resource management system, starting from the selection criteria in the recruitment of new employees, developing employee competencies, to talent retention programs in certain competencies that support the implementation of the digital transformation.

Talentor talent is a core competency of a company. Proper talent management can make a company competitive. Modern companies realize that their success depends on how they can attract, develop and retain the right talent for the company so that they can win the competition in a highly competitive business environment.

Talent Management is a set of strategies and systems that increase productivity by developing better processes to attract, develop, retain and utilize talent with the skills and talents needed to meet current and future business needs (Mohammed, 2015). *Talent management* is very important for profit-oriented companies in today's modern and highly competitive global business environment. The talent management strategy focuses on developing potential employees in a company. The talent management system can be a tool to optimize the performance of each employee and the entire company (Wolor, Khairunnisa and Purwana, 2010). *Talent Management* can provide a competitive advantage for the organization, talent in the organization produces certain qualities and capabilities for the company so that it becomes a distinct advantage over competitors. More than any other asset, talent will provide a potential long-term competitive advantage for the company (Lawler, 2008).

Employee engagement is an employee's emotional and intellectual dedication to the organization. Previous research has found that engaged employees will always be fully and enthusiastically involved with their assigned job responsibilities (Falcone, 2006). When employees feel that they are important to the company, they will contribute to achieving organizational goals. This makes employees feel recognized, valued and motivated to contribute in line with the goals and objectives of the organization.

Banking is a business that is run and supported by competent talent. To be able to win the competition in the highly competitive banking industry, the development of good and sustainable human resources (HR) is very important. Employees play an important role in the banking industry. Employees are internal customers for the company whose satisfaction must be maintained so that they can then provide satisfaction to external customers. This is because employees spend most of their time at work. So that to be able to maintain employee performance, companies need to maintain employee job satisfaction (Bhardwaj et al, 2020).

PT. Bank Negara Indonesia (Persero) Tbk is a company engaged in banking services. In anticipating all forms of changes in the business environment that occur in today's business world, BNI has carried out a transformation program to bring BNI to a new corporate vision, namely "Becoming a Financial Institution that excels in service and sustainable performance". In order to realize this vision, one of BNI's missions is to create the best conditions for employees as a place to contribute and excel.

BNI places employees as strategic partners to achieve goals by carrying out developments that focus on increasing employee capabilities effectively. Based on the committee's report in the 2020 BNI Annual Report published on the bni.co.id portal, the BNI Directors are considered to have carried out good human resource management (HR). The Board of Directors also supports the implementation of a talent management system that will support the realization of all aspects of the

organization and employees, thus realizing the employee value proposition in increasing productivity.

BNI's human capital management system includes employee career development (talent and succession), improvement of competence and capability of human resources (learning and development), as well as appreciation and appreciation for employee contributions (reward and recognition). Meanwhile, the talent management system implemented at BNI includes 5 (five) components, namely talent acquisition, talent classification, talent development, talent mobility and talent retention.

BNI Region 02 is the organizational level of BNI under the Head Office with managed areas covering 3 (three) Provinces, namely West Sumatra, Riau, and Riau Islands as well as the Kerinci Regency and Sungai Penuh City area. In line with the implementation of the Human Capital policy from the Head Office, BNI Region 02 also implements a talent management strategy with the aim of realizing highly engaged employees, reducing employee turnover, so as to improve individual employee performance which in turn can improve company performance. All employees at BNI (including employees of BNI Region 02) have KPIs that are measured and evaluated regularly. The results of the evaluation of employee performance will then be used as a basis for management to determine employee talent classes which will then affect talent management and careers at BNI.

This is in line with the results of research conducted by Mohammed (2015) which states that talent management initiatives will make employees more committed and engaged with their work to generate maximum profits. Through talent management, companies can increase engagement, commitment, retention, and add value that leads to increased company performance.

Other studies also show that talent management has a positive effect on employee engagement and employee retention (Thakur, 2015). The results of the same study conducted by Humaid (2018) show that talent management practices have a positive effect on employees' desire to survive, employee engagement and performance management. Mensah (2015) also found that the implementation of talent management leads to employee performance, and the output of talent management mediates the relationship between talent management and employee performance.

RESEARCH METHODS

Research design

Based on the hypothesis and research framework that has been described in the previous chapter, this study was designed to determine the relationship between variables using quantitative research approaches and descriptive methods. According to Sugiyono's research (2018), quantitative research is a research method based on the philosophy of positivism that is used to study certain populations and samples, collect data using research instruments, and analyze quantitative/statistical data, which aims to test the established hypotheses.

Object of research

The object of research explains what and who is the object of research, also where when the research is carried out, and can also be added with other things if deemed necessary (Umar, 2015). The objects in this study are employees of PT Bank Negara Indonesia (Persero) Tbk Region 02 which covers the areas of West Sumatra, Riau, and Riau Islands Provinces.

Types, Sources and Techniques of Data Collection

According to Sugiyono (2018) based on the type, the data is divided into qualitative data and quantitative data. Qualitative data is data in the form of sentences, words or pictures. Quantitative data is data in digital form, or qualitative data that has been evaluated (given a score), so that statistical techniques can be used for analysis. The type of data used in this research is quantitative data.

Sources of data used in this study are original/raw data (primary) and auxiliary data (secondary). Primary data (raw) is data obtained directly in research activities through observation (observations), interviews (interviews), questionnaires (questionnaires), or measurement of research objects. While secondary data is a source that directly provides data to data collectors without using other people or documents (Sugiyono, 2018). The primary data of this study came from questionnaires distributed to employees of the BNI Padang Regional Office. Measurement of this research data using a Likert scale with scoring criteria 1-5 for answers strongly disagree, disagree, disagree, agree and strongly agree. While secondary data comes from the official BNI portal www.bni.co.

Population, Sample, and Sampling Technique

According to Sugiyono (2018), the population is a generalization area consisting of objects or subjects that have certain qualities and characteristics set by researchers to be studied and then drawn into conclusions. The population in this study were all employees of BNI Region 02 as many as 1,380 permanent employees who were in all work areas of BNI Region 02, covering the Provinces of West Sumatra, Riau, and Riau Islands.

Taking into account the large number of populations and the limited time and cost of the study, the researchers need to limit the number of samples in sampling. According to Sugiyono (2018), the sample size of a known population can be determined using the Isaac & Michael formula as follows:

$$S = \frac{\lambda^2 \cdot N \cdot P \cdot Q}{d^2(N - 1) + \lambda^2 \cdot P \cdot Q}$$

Information:

S = Number of Samples

λ^2 = Chi Square whose value depends on degrees of freedom and degree error. For 1 degree of freedom and 5% error (confidence level) then the value of Chi Square is 3.841

d = The difference between the population mean and the sample mean (sampling error) = 5%

N = Total Population

P = Probability of correct (0.5)

Q = Probability of being wrong (0.5)

So, based on Isaac and Michael's formula above, obtained a sample size for the total population of 1,380 with a sampling error rate and a confidence level of 5%, the number of samples is 301 respondents.

$$S = \frac{3,841 \times 1380 \times 0,5 \times 0,5}{0,05^2(1380 - 1) + 3,841 \times 0,5 \times 0,5} = 301$$

The sampling technique in this study used a proportionate stratified random sampling technique. In order for respondents to represent a very large population spread across the provinces of West Sumatra, Riau, and Riau Islands, the sample will be determined proportionally according to the work area of BNI Region 02. In random sampling, each work area in the population has the opportunity to be a sample. Proportional is used to determine the number of samples in each work area.

The distribution of the sample using proportionate stratified random sampling was determined as follows:

Table 1. Sample Distribution with Proportional Random Sampling

No	Cluster	Number of Employees	Proportional	Number of Respondents
1	West Sumatra	623	45%	±136
2	Riau	455	33%	± 99
3	Riau islands	302	22%	±66
	Total	1,380	100%	301

RESULTS AND DISCUSSION

Analysis Descriptive Research Variables

Descriptive analysis is used to determine the frequency and average score of the responses to each statement for each variable studied. This average value can then be used to see the tendency of respondents' perceptions of the relationship between variables. This study uses the talent management variable as an independent variable with employee performance as the dependent variable and employee engagement and employee job satisfaction variables as mediating variables. Furthermore, respondents' answers will be described for each research variable as follows:

Variable Talent Management

Talent Management measured using a Likert scale using 12 (twelve) statement items, with the following answers:

Table 2. Talent Management Frequency Distribution

No	Statement Items	Respondent's Answer					Total	Average
		STS	TS	N	S	SS		
1	My company has a good strategy to identify talent needs for important positions in the company	2	3	25	139	134	303	4.32
2	Important positions in my company are identified and filled with appropriate talent	2	8	53	125	115	303	4.13
3	My company puts the right people in the right jobs	1	9	61	142	90	303	4.03
4	The company conducts a recruitment process to select talented employees	1	4	36	138	124	303	4.25
5	Recruitment of employees to fill vacant positions is carried out from internal and external companies	2	6	21	131	143	303	4.34
6	Each employee is selected through a recruitment process according to company standards	2	2	28	131	140	303	4.34
7	The company gives me the opportunity to take part in training and development according to the type of work	1	4	24	109	165	303	4.43
8	My company provides opportunities for job rotation to carry out greater duties and responsibilities	3	5	36	143	116	303	4.20
9	My company periodically measures and evaluates employee performance	1	2	23	113	164	303	4.44
10	Salaries and work benefits at the company are quite competitive and in accordance with the work	1	7	32	146	117	303	4.22
11	There is fairness in career development among employees in the workplace	3	14	62	138	86	303	3.96
12	The company continues to strive to improve working conditions	0	4	28	139	132	303	4.32
	Total	19	68	429	1594	1526	3636	4.25
	Percentage (%)	0.52	1.87	11.80	43.84	41.97	100.00	

Based on the data shown in the table above, it is known that the average respondents' answers to the talent management variable are in the high category with an average of 4.25. There are 4 (four) dimensions measured in the talent management variable, namely pivotal positions, talent recruitment, managing talent, and retention management. The highest average rating of 4.44 is a response to the statement "My company periodically measures and evaluates employee performance". The statement is one indicator of the dimensions of managing talent on the talent management variable. This shows that BNI Region 02 employees agree that the company has managed its talents through periodic employee performance measurement and evaluation. So that,

Employee Performance Variables

Employee Performance measured using a Likert scale using 8 (eight) statement items, with the following answers:

Table 3. Employee Performance Frequency Distribution

No	Statement Items	Respondent's Answer					Total	Average
		STS	TS	N	S	SS		
1	I achieved the target the company gave me	1	3	16	135	148	303	4.41
2	I am active in giving ideas and suggestions in developing my company	1	5	32	151	114	303	4.23
3	I have good performance in my every job	1	1	13	142	146	303	4.42
4	I do my job according to the standards set by the company	1	1	6	118	177	303	4.55
5	I finish work on time	1	1	13	130	158	303	4.46
6	I work according to the set SLA (service level)	1	1	11	120	170	303	4.51
7	I never arrive late nor leave early	2	3	23	119	156	303	4.40
8	I'm here before work starts	1	2	11	84	205	303	4.62
	Total	9	17	125	999	1274	2424	4.45
	Percentage (%)	0.37	0.70	5.16	41.21	52.56	100.00	

Source: *Primary Data processed, 2022*

Based on the data shown in the table above, the average respondent's answer to the employee performance variable is in the high category with an average of 4.45. There are 4 (four) dimensions measured on the employee performance variable, namely quantity of output, quality of output, timeliness of output, and presence at work. The highest average rating of 4.62 is a response to the statement "I am present before working hours begin". The statement is one indicator of the presence at work dimension on the employee performance variable. This shows that BNI Region 02 employees have high discipline in terms of attendance at work. By arriving before work time starts, employees can better prepare for the time to start their work.

Employee Engagement Variables

Employee Engagement measured using a Likert scale using 11 (eleven) statement items, with the following answers:

Table 4. Employee Engagement Frequency Distribution

No	Statement Items	Respondent's Answer					Total	Average
		STS	TS	N	S	SS		
1	I put all my effort into getting the job done	11	7	9	88	188	303	4.44
2	I try to focus on work	12	8	6	97	180	303	4.40

3	I'm a person who doesn't give up easily in the face of adversity	12	9	5	96	181	303	4.40
4	I feel enthusiastic about doing my job	14	8	9	88	184	303	4.39
5	I get inspiration in completing work	13	8	11	117	154	303	4.29
6	I am proud of the job I currently have	13	9	16	96	169	303	4.32
7	I am an employee who strives to provide the best performance for the company	16	4	11	86	186	303	4.39
8	I am a consistent person in getting work done	14	7	9	97	176	303	4.37
9	I feel happy to suggest others work in this company	14	10	22	110	147	303	4.21
10	The working relationship with my boss is very good and pleasant	11	10	18	106	158	303	4.29
11	The working relationship with my co-workers is very good and pleasant	9	12	12	108	162	303	4.33
	Total	139	92	128	1089	1885	3333	4.35
	Percentage (%)	4.17	2.76	3.84	32.67	56.56	100.00	

Source: Primary Data processed, 2022

Based on the data in the table above, the average respondents' answers to the employee engagement variable are in the high category with an average of 4.35. There are 3 (three) dimensions measured on the employee engagement variable, namely vigor, dedication, and absorption. The highest average rating of 4.44 is a response to the statement "I exert all my abilities in completing the work". This statement is one indicator of the Vigor dimension on the employee engagement variable. This shows that BNI Region 02 employees have very high loyalty to do what is best for the company.

Variable Employee Job Satisfaction

Employee Job Satisfaction measured using a Likert scale using 15 (fifteen) statement items, with the following answers:

Table 5. Employee Job Satisfaction Frequency Distribution

No	Statement Items	Respondent's Answer					Total	Average
		STS	TS	N	S	SS		
1	Basically I am satisfied with my current job	1	6	29	128	139	303	4.31
2	The work I am currently doing is in accordance with my educational background, abilities and expertise	2	12	37	122	130	303	4.21
3	I am satisfied with the facilities provided by the company for me to work	2	4	30	138	129	303	4.28
4	I am satisfied with the salary and benefits provided by the company	2	10	33	146	112	303	4.17
5	My salary is in accordance with the prevailing salary standards in the labor market	0	11	36	143	113	303	4.18
6	The salary and benefits provided by the company are in accordance with the work given to me	0	11	37	136	119	303	4.20
7	My boss always gives me direction in every job	1	4	34	141	123	303	4.26
8	My boss gives feedback on the work I do	0	6	27	148	122	303	4.27

9	My boss is willing to take the time to help if I have difficulties and problems at work	1	7	27	140	128	303	4.28
10	Good relationship with co-workers	2	1	13	125	162	303	4.47
11	I have no difficulty working with coworkers	2	2	14	135	150	303	4.42
12	Coworkers are willing to support and help me when I face difficulties at work	1	3	15	135	149	303	4.41
13	All employees in this company are given equal opportunity for promotion	4	13	42	118	126	303	4.15
14	The existence of a promotion from the company can motivate employees to develop and excel	0	3	18	121	161	303	4.45
15	Promotion of employees in this company is done objectively	4	14	50	133	102	303	4.04
	Total	22	107	442	2009	1965	4545	4.27
	Percentage (%)	0.48	2.35	9.72	44.20	43.23	100.00	

Source: Primary Data processed, 2022

Based on the data in the table above, the average respondents' answers to the employee job satisfaction variable are in the high category with an average of 4.27. There are 5 (five) dimensions measured on the employee job satisfaction variable, namely job satisfaction, satisfaction with rewards (salary & benefits), satisfaction with co-workers, satisfaction with superiors, and satisfaction with promotion opportunities. The highest average rating of 4.47 is a response to the statement "Relations with coworkers are well established". This statement is one indicator of the dimensions of satisfaction with colleagues on the employee job satisfaction variable. This shows that there is a good and harmonious relationship between BNI Region 02 employees.

Discussion of Research Results

The Influence of Talent Management on Employee Performance

Based on the results of tests conducted in the study, there is a positive and significant influence between talent management on employee performance at PT Bank Negara Indonesia (Persero) Tbk Regional Office 02. This is indicated by the results of path coefficients with an original sample value of 0.460 which shows a positive number with a value of 0.460. t-count 4.865 is greater than t-table value 1.96 and p-value 0.000 is smaller than 0.05 so it can be said that talent management has a significant effect on employee performance, meaning that the better the quality of talent management implementation will be able to improve performance. and employee productivity of PT Bank Negara Indonesia (Persero) Tbk Regional Office 02.

The talent management variable can directly improve employee performance where employees receive training and competency development as well as retention programs from the company, so that employees can do work on time (according to SLA) and employees are able to achieve the targets given by the company. This is in line with Mensah's (2015) research which found that talent management can have a direct effect on employee performance.

This is also in line with the results of research conducted by Dixit & Arrawatia (2018) which found that talent management has a positive impact on job satisfaction and employee performance. Talent management practices carried out by the company tend to increase employee job satisfaction, while the higher level of job satisfaction can help motivate employees so that they are able to increase employee productivity. In addition, talent management can directly improve employee performance is because recruitment, management and retention of employees (talents) reflect investment in employees who will then feel obliged to reciprocate with attitudes and behaviors that benefit the company (Kuvaas and Dysvik, 2010).

Effect of Talent Management on Employee Engagement

Based on the results of the tests conducted in the study, there is a positive and significant influence between talent management on employee engagement at PT Bank Negara Indonesia (Persero) Tbk Regional Office 02. This is indicated by the results of path coefficients with an original sample value of 0.352 which shows a positive number with a value of 0.352. t count 5.008 is greater than the t-table value of 1.96 and the p-value is 0.000 less than 0.05. So it can be said that talent management has a significant effect on employee engagement, meaning that the better the quality of talent management implementation will be able to increase employee engagement or employee engagement at PT Bank Negara Indonesia (Persero) Tbk Regional Office 02.

The results of this study are in line with research conducted by Thakur (2015) which found that talent management practices are positively related to employee retention and employee engagement, where various talent management practices such as managerial support, rewards and recognition, and career development help in employee retention and retention. increase employee engagement.

When viewed from the characteristics of respondents by age, most of the respondents came from the millennial group. The tendency of employees in this group is to prioritize opportunities for growth and like to work in companies that have prestige and complete facilities. The better the employee development program, and the more complete the facilities provided, the greater the employee's engagement with the company.

The Influence of Talent Management on Employee Job Satisfaction

Based on the results of the tests carried out in the study, there is a positive and significant influence between talent management on employee job satisfaction at PT Bank Negara Indonesia (Persero) Tbk Regional Office 02. This is in accordance with the results of path coefficients with an original sample value of 0.837 which shows a positive number with the t-count value is 31.940 which is greater than the t-table value of 1.96 and the p-value of 0.000 is smaller than 0.05. So it can be said that talent management has a positive and significant effect on employee job satisfaction, meaning that the better the quality of talent management implementation will be able to increase employee job satisfaction or job satisfaction of employees of PT Bank Negara Indonesia (Persero) Tbk Regional Office 02.

These results indicate that the presence of talent management can encourage an increase in employee job satisfaction. This is in accordance with research conducted by Goestjahjanti, et al (2020) which also found that talent management (excellent performance motivation, training and development, job enrichment) has a significant impact on job satisfaction and employee retention. Job satisfaction is considered an appropriate measure to evaluate the success or failure of a company in implementing talent management. The application of talent management can increase employee job satisfaction because employees feel that employee needs such as training, development, promotion, compensation, remuneration, and others have been prepared by the company.

The Effect of Employee Engagement on Employee Performance

Based on the results of the tests carried out in the study, there is a positive and significant influence between employee engagement on the performance of employees of PT Bank Negara Indonesia (Persero) Tbk Regional Office 02. This is in accordance with the results of path coefficients with the original sample value of 0.171 which shows a positive number with a t value count 3.174 is greater than the t-table value of 1.96 and the p-value is 0.002 less than 0.05. So it can be said that employee engagement has a positive and significant effect on employee performance, meaning that the higher the employee's engagement or sense of attachment to the company, the higher the employee performance and productivity of PT Bank Negara Indonesia (Persero) Tbk Regional Office 02.

The results of this study are in line with research conducted by Mohammed (2015) which revealed that it is generally understood that engaged employees are motivated to contribute to the

company's success. Engaged employees will exert maximum performance, are more loyal, and tend to be present on time.

The Influence of Employee Job Satisfaction on Employee Performance

Based on the results of the tests carried out in the study, there is a positive and significant influence between employee job satisfaction on the performance of employees of PT Bank Negara Indonesia (Persero) Tbk Regional Office 02. This is in accordance with the results of path coefficients with an original sample value of 0.241 which shows a positive number with a value of The t-count 2.191 is greater than the t-table value of 1.96 and the p-value of 0.029 is smaller than 0.05. So it can be said that employee job satisfaction has a positive and significant effect on employee performance, meaning that the higher employee job satisfaction, the higher the performance and productivity of PT Bank Negara Indonesia (Persero) Tbk Regional Office 02 employees.

The results of this study are in line with research conducted by a number of previous studies. Dixit & Arrawatia (2018) suggest a positive relationship between job satisfaction and employee performance, where a greater level of job satisfaction can help motivate employees to increase organizational productivity and profitability. Rivai et al (2019) also revealed a positive relationship between job satisfaction and employee performance. When employees feel more satisfied with their work, they will show more involvement in work which results in continuous quality improvement into their activities and encourages them to participate in achieving organizational goals.

This study is also supported by the results of research conducted by Mensah et al (2016) who found that job satisfaction will be positively related to positive performance behavior but will be negatively related to counterproductive behavior. Satisfied and committed employees tend to apply more efforts that lead to employee performance. This means that the higher the level of employee job satisfaction, the employee will be present on time, complete the job well, provide ideas and input for the progress of the company, and strive to achieve the targets set by the company. And the higher the level of employee job satisfaction, it will reduce negative or counterproductive behaviors such as refusal of the given task, not on time attendance, not achieving targets,

The Influence of Talent Management on Employee Performance through Employee Engagement as a mediating variable

There is a positive and significant influence between talent management on employee performance through employee engagement as a mediating variable for employees of PT Bank Negara Indonesia (Persero) Tbk Regional Office 02. This is in accordance with the results of path coefficients with an original sample value of 0.060 which shows a positive number with a value of 0.060. t statistics 2.204 is greater than 1.96 and p value 0.028 is smaller than 0.05. Then to find out the existence of perfect/partial mediation, it can be done by looking at the VAF value. Based on the calculation of the VAF value in this study, it was 11.57%, which means that the employee engagement variable partially mediates the relationship between talent management and employee performance. This shows that by involving employee engagement as a mediating variable. The results of this study support the framework proposed by Mensah (2015) which states that the output of talent management in the form of employee engagement can partially mediate the relationship between talent management and employee performance.

The Influence of Talent Management on Employee Performance through Employee Job Satisfaction as a mediating variable

There is a positive and significant influence between talent management on employee performance through employee job satisfaction as a mediating variable for employees of PT Bank Negara Indonesia (Persero) Tbk Regional Office 02. This is in accordance with the results of path coefficients with an original sample value of 0.202 which shows a positive number with the t statistic value of 2.162 is greater than 1.96 and the p value of 0.031 is less than 0.05. Then to find out the existence of

perfect/partial mediation, it can be done by looking at the VAF value. Based on the calculation of the VAF value in this study, it was 30.48%, which means that the variable employee job satisfaction partially mediates the relationship between talent management and employee performance. This shows that by involving employee job satisfaction as a mediating variable. The results of this study also support the framework proposed by Mensah (2015) which states that the output of talent management in the form of employee job satisfaction can partially mediate the relationship between talent management and employee performance.

CONCLUSION

Based on the literature review, research results and analysis of the discussion that has been presented in the previous chapter, conclusions can be drawn regarding the answers to the formulation of the problem in this study. The research findings indicate that there is an influence between the practice of talent management, employee engagement, employee job satisfaction and employee performance. The conclusions obtained from this study are as follows: Talent management has been shown to have a positive and significant effect on the performance of BNI Region 02 employees. This means that employees will show more productivity and performance because the company has implemented talent management starting from determining the right position, recruitment, management and development. talent to improve employee competence,

Talent management proven to have a positive and significant effect on employee engagement. This means that the application of talent management implemented by the company can encourage engagement and a sense of ownership of BNI Region 02 employees to the company where they work. Talent management is proven to have a positive and significant effect on employee job satisfaction. This means that BNI Region 02 employees will show a positive and satisfied attitude to the company because the company has implemented talent management so that employees get what they need regarding their individual needs and related to their work.

Employee engagement has a positive and significant effect on the performance of BNI employees in Region 02. This means that employees who are engaged and feel bound to the company will show better performance, on time, and achieve the set targets and are more productive. Employee job satisfaction has been proven to have a positive and significant effect on employee performance at BNI Region 02. This means that if the company can provide job satisfaction for employees, then the employee will show performance that is in line with company expectations. The more satisfied employees are, the better their performance will be. Employee Engagement mediates the relationship between Talent Management and Employee Performance at BNI Region 02. That is, the higher the employee engagement,

Employee job satisfaction mediates the relationship between Talent Management and Employee Performance at BNI Region 02. That is, the higher the job satisfaction of employees, it can mediate the influence of talent management on employee performance in BNI Region 02.

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