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The Influence of Talent Management on Employee Engagement and Employee Retention in Improving Employee Performance

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Abstract. *Bank Indonesia (BI), as the sole central bank, plays a crucial role in managing the country's financial and monetary systems. As the country's central bank, BI is primarily responsible for maintaining the stability of the Rupiah. Furthermore, BI also plays a role in formulating policies related to the banking sector, such as issuing benchmark interest rates, mandatory reserve ratios, and other policies. This type of research uses quantitative descriptive methods. Descriptive research is defined as research that aims to provide an overview of social conditions or phenomena by describing several variables related to the problem and the unit being studied. Quantitative descriptive research aims to explain various conditions that arise in the community being studied, according to what is happening, and then bring these conditions or variables to the surface. Employee retention is unable to mediate the influence of talent management on employee performance.*

Keywords: *Bank; Central; Crucial; Financial.*

1. Introduction

Human Resources (HR) plays a crucial role in organizational or company activities, namely preparing human resources with the capabilities and potential to support the achievement of organizational strategies and improve employee performance and engagement. A good company is one that consistently evaluates its employees' performance on a regular basis. According to Cherington, as cited by Prabaswara & Widodo (2022), performance is defined as the achievement of work targets related to quality, quantity, and time. Employee performance is one of the assets an organization uses to achieve its goals, so leaders must pay attention to employee performance.

However, on-the-ground research shows that employee performance remains low. As reported by the National Civil Service Agency (BKN), as many as 35% of government employees in Indonesia have relatively low competencies or performance (Karunia, 2022). Based on this data, organizations or companies must prepare their employees to have the competencies or abilities to support their performance.

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Bank Indonesia (BI), as the sole central bank, plays a crucial role in managing the country's financial and monetary systems. As the country's central bank, BI is primarily responsible for maintaining the stability of the Rupiah. Furthermore, BI also plays a role in formulating policies related to the banking sector, such as issuing benchmark interest rates, mandatory reserve ratios, and other policies (Nurhanifah et al., 2024). These policies are designed to create a healthy and safe banking environment, fostering public confidence in the financial system. To achieve this goal, human resources with the skills to manage the financial system are needed, which can be achieved through talent management.

Based on the results of a preliminary study conducted by researchers on September 15, 2025, data showed that employees with specific talents generally receive promotions more quickly than others. This is certainly a problem for employees without specific talents, as their positions are not promoted. This situation will gradually lead to employee disengagement, which will ultimately affect their performance.

Talent generally refers to a combination of competencies, abilities, skills, commitment, and contributions to an organization. Talent also encompasses all employee capabilities, including intrinsic abilities, skills, knowledge, experience, intelligence, attitudes, motivation, and the capacity to learn and develop. These are the fundamental assets needed to achieve an organization's mission (Suparman and Naibaho, 2021).

Talent management is crucial for determining whether an organization has talented and capable individuals. Talent management is also a means of managing human resources. As President Joko Widodo stated in his speech on Indonesia's vision, implementing talent management is one way to ensure Indonesia's human resources are competitive on the global stage (Pahrudin and Jalaludin, 2022).

Talent management is a process carried out to optimize the utilization of internal human resources to fill key positions within a company by developing a talent pool of highly skilled and qualified individuals (Putra, 2022). Talent management is also defined as a process that addresses the ultimate goals of an organization's policies. It focuses on each workforce, aiming to identify, retain, and develop them so they can compete in the future (Jindal and Shaikh, 2021).

In general, talent management aims to implement the practice of "the right person for the right job." This is because appropriate human resource placement is crucial for driving organizational progress. Talent management also embodies the statement that "people are our greatest asset in organizations" in achieving all organizational performance targets. As revealed by McKinsey in its 2001 study on the "talent war," talented employees contribute an average of 40% to increased productivity in operational tasks, 49% in general managerial tasks, and 69% in sales tasks (Suparman and Naibaho, 2021).

The implementation of talent management plays a crucial role for companies, namely in attracting, identifying, developing, promoting, and retaining highly skilled and talented employees as valuable assets for the company (Dewi, 2020). Therefore, companies are expected to implement talent management effectively. Talent management can be implemented effectively if it encompasses two aspects: soft skills and hard skills. The soft skills aspect in talent management refers to interpersonal and personal abilities that help someone develop, collaborate, and interact effectively in the work environment. Examples include communication, leadership, teamwork, and adaptability. Meanwhile, the hard skills aspect refers to measurable technical and specialized abilities that play a role in providing technical expertise to perform tasks. Examples include skills in programming languages, data analysis, graphic design, and project management.

However, the reality on the ground shows that the implementation of talent management within an organization or company is less than optimal. Some employees still don't understand the application of talent management in their companies, as the current outreach to talent management has only involved landing pages explaining the company's talent management regulations.

According to Mckincey in Dewi (2020), failure in implementing talent management is caused by several things, namely senior managers do not give enough time to talent management, the organization does not support constructive collaboration, line managers' commitment is very lacking in developing employee skills and careers, company leaders are not involved in forming talent management strategies and line managers do not pay attention to declining employee performance.

The Bank Indonesia Representative Office (KPwBI) Purwokerto is also not free from issues related to talent management. Talent management at KPwBI Purwokerto has been implemented in two ways: PCPM (new employee recruitment) and general employee recruitment (staff). PCPM aims to produce prospective leaders and policymakers (strategic pathway) who are selected through administration, TPA/psychological tests, financial economics competency tests, assessments, interviews, and health tests. Meanwhile, general employee recruitment aims to fill daily operational/functional needs, selected through administration, competency tests according to field, psychological tests, interviews, and health tests. In this general employee recruitment pathway, a best talent competition is usually held to more quickly recruit employees with competencies that meet the company's expectations. This best talent is achieved through competitions, where the winner will receive an additional Q score or increase the employee's assessment. Competitions held by the company include innovation competitions, singing, music, dance, and so on.

Based on the results of a preliminary study conducted by researchers on September 15, 2025, data was obtained that the implementation of talent management through the general employee recruitment route with best talent at KPwBI Purwokerto has not been fully implemented properly. This is indicated by only 18 people or 0.44% of 41 employees who

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participated in the best talent. This is because not all employees have the talents that are competed, so each employee does not have the same opportunities, causing opportunities for employee career development to be limited. This is also supported by the results of interviews with 10 employees of the researcher, where of the 10 employees of KPwBI Purwokerto, data obtained that as many as 6 people stated that the implementation of talent management has not been optimal, while 4 employees stated that the implementation of talent management is quite good.

Many previous studies have been conducted on the influence of talent management on employee performance. Among them, research by Abadi and Nur (2022) revealed that talent management has a positive effect on employee performance. This study is supported by research by Saskia et al. (2025), which explains that talent management has a positive influence on employee performance. However, different results were obtained by Irham et al. (2024) in their study, which showed that talent management had no significant effect on employee performance at PT Bank Negara Indonesia (Persero) Tbk Muara Bungo Branch. These research results are supported by research by Lie et al. (2025), which showed that talent management had no significant impact on employee performance. The results of these previous studies show varying results. This indicates that there are other variables suspected of mediating the influence of talent management on employee performance, namely employee engagement and employee retention.

Employee engagement is a measure of how connected employees feel to their work, their coworkers, and the company as a whole. Employee engagement is demonstrated by the enthusiasm and commitment within employees, who are able to achieve company goals. Any company with actively participating employees demonstrates good working conditions, as employees with positive relationships are more enthusiastic about working for the company. Companies that effectively manage and develop their employees' talents will encourage employees to be more engaged with the company, which will ultimately improve their performance (Ramadhan and Ekhsan, 2024). This means that better talent management will lead to higher employee engagement, which will ultimately lead to higher employee performance.

According to the State of the Global Workplace report, 85% of employees are not actively engaged or (moderately) disengaged at work. This means only 15% of employees are actively engaged at work. This fact suggests that the majority of the global workforce views their workplace negatively or simply performs the bare minimum to survive, with little or no emotional connection (Gallup, 2022).

Research by Saputra et al. (2024) shows a positive relationship between talent management and employee work engagement. These findings align with research by Ramadhan and Ekhsan (2024), which showed that talent management has a positive impact on employee engagement. This means that when companies focus on talent development efforts,

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employees will be more motivated to engage in their work. Research by Astrina et al. (2024) shows that work engagement has a positive impact on employee performance.

Employee retention is one of the factors influencing a company's success in increasing productivity and profits. Employee retention is not only about retaining employees for a long time, but also about creating an environment where employees feel connected to the company's vision and values. The loss of experienced employees increases replacement costs and the loss of specialized skills, ultimately harming the company. A good talent management program can retain key employees, ultimately improving overall company performance. Furthermore, employees who feel valued and given opportunities for advancement are generally loyal and enthusiastic about doing their best for the company, improving their performance (Ramadhan and Ekhsan, 2024). Therefore, a better talent management program will result in higher employee retention, which ultimately improves employee performance.

2. Research Methods

This type of research uses quantitative descriptive methods. Descriptive research is defined as research that aims to provide an overview of social conditions or phenomena by describing several variables related to the problem and the unit being studied. Quantitative descriptive research aims to explain various conditions that arise in the community being studied, according to what is happening, and then bring these conditions or variables to the surface (Indriantoro and Supomo, 2019). The data collection technique used a questionnaire, which is a data collection technique that involves providing respondents with a list of questions/statements. The questionnaire used is a closed-ended questionnaire, where answer choices are provided, allowing respondents to directly choose the answer based on their opinion. The instrument in this study was measured using a Likert scale with five alternative answers. SS (Strongly Agree) was given a score of 5, S (Agree) was given a score of 4, N (Neutral) was given a score of 3, TS (Disagree) was given a score of 2, and STS (Strongly Disagree) was given a score of 1.

3. Results and Discussion

3.1. Research result

1) Descriptive Analysis

Descriptive analysis aims to provide a description of the research data, consisting of respondent profiles and data from research variables. The data were obtained from questionnaires distributed to 41 employees of the Bank Indonesia Representative Office in Purwokerto.

a. Respondent Profile Description

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The respondent profiles in this study consisted of gender, age, length of service, education, and promotions. The following is a description of the respondent profiles:

Table Respondent Profile Description

No.	Demographics	f	%
1.	**Gender**		
	a. Man	32	78.0
	b. Woman	9	22.0
	Total	41	100.0
2.	**Age**		
	a. 20-30 years	4	9.8
	b. 31-40 years	22	53.7
	c. 41-50 years	12	29.3
	d. > 50 years	3	7.3
	Total	41	100.0
3.	**Service Period**		
	a. < 5 years	3	7.3
	b. > 5 years	38	92.7
	Total	41	100.0
4.	**Education**		
	a. Diploma	2	4.9
	b. S1	28	68.3
	c. S2	11	26.8
	Total	41	100.0
5.	Promotion		
	a. ≤ 2 times	36	87.8
	b. > 3 times	5	12.2
	Total	113	100.0

Source: Processed primary data (2025)

Table above explains that based on gender, the majority of respondents were male, namely 32 people or 78%. Based on age, the majority of respondents were between 31-40 years old, namely 22 people or 53.7%. Based on length of service, the majority of respondents had worked for more than 5 years, namely 38 people or 92.7%. Based on education, the majority of respondents had a bachelor's degree, namely 28 people or 68.3%. Meanwhile, based on the number of promotions they had undergone, the majority of respondents had carried out promotions less than 2 times, namely 36 people or 87.8%.

b. Description of Research Variable Data

This study consists of four variables: talent management, employee engagement, employee retention, and employee performance. Data were obtained from a questionnaire distributed on a 1-5-point Likert scale. To facilitate interpretation of the scores obtained, an index value was calculated for each statement item using the following formula:

Index Value = ((%F1x1) + (%F2x2) + (%F3x3) + (%F4x4) + (%F5x5))/5

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Information:

F1 is the frequency of respondents who answered 1

F2 is the frequency of respondents who answered 2

F3 is the frequency of respondents who answered 3

F4 is the frequency of respondents who answered 4

F5 is the frequency of respondents who answered 5

The index value provides an overview of employee responses to statements in the questionnaire, with a value range between 20 and 100. The index value is interpreted into three categories, namely:

Low: 20 – 46.6

Medium: 46.7 – 73.3

Tall: 73.4 – 100

This test uses *boot strapping.* The structural model analysis in this study was measured by the coefficient of determination (R2). The test results *inner model* are as follows:

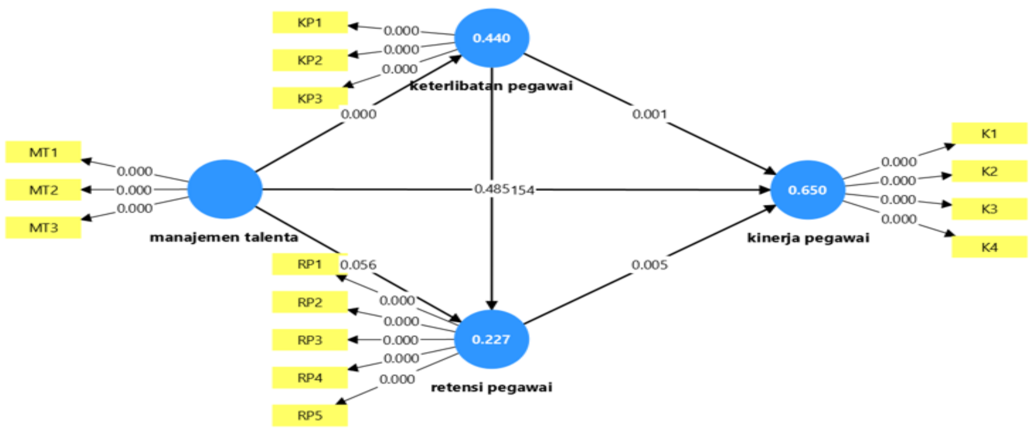

Figure Results*Structural Equation Model* with Bootstrapping Method

The results of the coefficient of determination (R2) test are as follows:

Table Coefficient of Determination

	R Square	*R Square Adjusted*
Employee engagement	0.440	0.426
Employee performance	0.650	0.621
Employee retention	0.227	0.186

Source: Processed primary data (2025)

The table above shows the coefficient of determination for employee engagement at 0.440. This value falls between 0.33 and 0.67, so it can be said that this value falls into the moderate to strong category. *R-square* of 0.440 shows that employee engagement can be explained by talent management by 44.0%. *R-square* The employee retention construct was 0.227. This value is between 0.19 and 0.33, so it can be said that this value is included in the weak to moderate category. *R-square* of 0.227 shows that employee retention can be explained by talent management and employee engagement by 22.7%. *R-square* The performance construct is 0.650. This value is between 0.33 and 0.67, so it can be said that this value is included in the moderate to strong category. *R-square* of 0.650 shows that employee performance can be explained by talent management, employee engagement and employee retention by 65.0%.

2) Hypothesis Testing

The testing of the research hypothesis was carried out using the method *bootstrapping.* As for the test results *path coefficient* can be described as follows:

Table *Path Coefficients*

	Original Sample (O)	*Sample Mean (M)*	*Standard Deviation (STDEV)*	*T Statistics (|O/STDEV|)*	*P Values*
Talent Management Employee Engagement	0.663	0.670	0.073	9,150	0,000
Talent Management Employee Retention	0.362	0.368	0.190	1,910	0.056
Performance Talent Management	0.189	0.178	0.132	1,427	0.154
Employee Engagement Performance	0.456	0.465	0.142	3,214	0.001
Employee Retention Performance	0.336	0.338	0.120	2,797	0.005
Employee Engagement Job Retention	0.151	0.157	0.216	0.699	0.485

Source: Processed primary data (2025)

The results of the indirect influence test on the model can be described as follows:

Table *Specific Indirect Effect*

	Original Sample (O)	*Sample Mean (M)*	*Standard Deviation (STDEV)*	*T Statistics (|O/STDEV|)*	*P Values*
Talent Management Employee Engagement Employee Performance	0.303	0.311	0.103	2,934	0.003

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Talent Management Employee Retention Employee Performance	0.122	0.123	0.079	1,535	0.125

Source: Processed primary data (2025)

Based on tables and, the test results can be explained as follows:

1. First Hypothesis

The first hypothesis is mTalent management has a positive effect on employee engagement. The path coefficient test results obtained a t-statistic value of 9.150 and a p-value of 0.000. Based on the positive t-statistic value and p-value <0.05, it can be concluded that talent management has a positive and significant effect on employee engagement. Thus, the first hypothesis is accepted.

2. Second Hypothesis

The second hypothesis is m Talent management has a positive effect on employee retention. The path coefficient test results obtained a t-statistic of 1.910 and a p-value of 0.056. Based on the positive t-statistic and p-value > 0.05, it can be concluded that talent management has a positive but insignificant effect on employee retention. Thus, the second hypothesis is rejected.

3. Third Hypothesis

The third hypothesis is talent management on performance The path coefficient test results obtained a t-statistic value of 1.427 and a p-value of 0.154. Based on the positive t-statistic value and p-value > 0.05, it can be concluded that talent management has a positive but insignificant effect on employee performance. Thus, the third hypothesis is rejected.

4. Fourth Hypothesis

The fourth hypothesis is k Employee engagement has a positive effect on employee performance. The path coefficient test results obtained a t-statistic value of 3.214 and a p-value of 0.001. Based on the positive t-statistic value and p-value <0.05, it can be concluded that employee engagement has a positive and significant effect on employee performance. Thus, the fourth hypothesis is accepted.

5. Fifth Hypothesis

Fifth hypothesis Employee retention has a positive effect on employee performance. The path coefficient test results obtained a t-statistic of 2.797 and a p-value of 0.005. Based on the positive t-statistic and p-value <0.05, it can be concluded that employee retention has a positive and significant effect on employee performance. Thus, the fifth hypothesis is accepted.

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6. Sixth Hypothesis

The sixth hypothesis Employee engagement has a positive effect on employee retention. The path coefficient test results obtained a t-statistic of 0.699 and a p-value of 0.485. Based on the positive t-statistic and p-value > 0.05, it can be concluded that employee engagement has a positive but insignificant effect on employee retention. Thus, the sixth hypothesis is rejected.

7. Seventh Hypothesis

The seventh hypothesis is m Talent management influences employee performance through employee engagement. The indirect effect test results obtained a t-statistic of 2.934 and a p-value of 0.003. Based on the p-value <0.05, it can be concluded that employee engagement mediates the effect of talent management on employee performance. Thus, the hypothesis is accepted.

8. Eighth Hypothesis

The eighth hypothesis The results of the indirect effect test show that talent management influences employee performance through employee retention. The indirect effect test yielded a t-statistic of 1.535 and a p-value of 0.125. Based on the p-value > 0.05, it can be concluded that employee retention is unable to mediate the effect of talent management on employee performance.

3.2. Discussion

1) The Impact of Talent Management on Employee Engagement

The research results show that talent management has a positive and significant impact on employee engagement. Better talent management leads to higher employee engagement. Conversely, poor talent management leads to lower employee engagement.

Employee engagement is a measure of how connected employees feel to their work, their coworkers, and the company as a whole. Employee engagement is demonstrated by the enthusiasm and commitment within employees, who are able to achieve company goals. Any company with actively participating employees demonstrates good working conditions, as employees who have good relationships are enthusiastic about working for the company. Companies that are able to effectively manage and develop employee talent will encourage employees to have higher levels of engagement with the company (Ramadhan and Ekhsan, 2024). This means that better talent management, higher employee engagement, will also be achieved.

This study aligns with research by Hafsara and Mukhsin (2024), which found that talent management positively impacts employee engagement. Likewise, research by Ramadhan and Ekhsan (2024) found that talent management impacts increased employee engagement.

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These findings are also supported by research by Achmada, Soetjipto, & Sopiah (2022), which shows that talent management is directly related to positive employee engagement.

2) The Impact of Talent Management on Employee Retention

The results of the study show that talent management has a positive but insignificant effect on employee retention. This means that improving talent management is in line with employee retention, but the effect is not significant. Therefore, talent management is not the main factor influencing employee retention. Based on the results of the study, improving talent management among employees at the Bank Indonesia Representative Office in Purwokerto was able to increase employee retention, but the impact was not significant. This is because, according to several employees, the company lacks a positive culture and values, the company does not provide opportunities and career development for each employee, the company does not provide adequate incentives, some employees still do not take full responsibility for their duties, and there are poor relationships between colleagues. Even if the company has implemented talent management well, if some employees still experience these problems, the company's efforts to keep employees from moving or leaving the company will not produce optimal results.

The results of this study align with research conducted by Ekhsan and Taopik (2020), which found that talent management had no impact on employee retention. This study is also supported by research by Istikhola (2025), which showed that talent management had no significant effect on employee retention at PT IEI.

3) The Impact of Talent Management on Employee Performance

The results of the study show that Talent management has a positive but insignificant effect on employee performance. This means that improving talent management is aligned with employee performance, but the effect is not significant. Therefore, talent management is not the primary factor influencing employee performance. Based on the research results, improving talent management can improve employee performance, but the impact is not significant. This is because some employees still have problems. The Bank Indonesia Purwokerto Representative Office is of the opinion that the general recruitment procedure requirements are not yet clear.

Furthermore, employees feel that motivation through job promotions is still not optimal, and that the placement of employees with specific competencies in strategic positions is still uneven. This results in a lack of clear impact on employee performance. As stated by Warman (2020) in Ivana and Marzuki (2023), talent management has been shown to impact employee performance when a company has employees with the right talents and is placed in the right positions, making the company more productive and contributing to professional performance in their respective fields.

This study aligns with research by Ericka (2024), which showed that talent management had no significant impact on employee performance. The results of this study also align with Ivana and Marzuki (2023), who found that talent management did not significantly impact employee performance. Research by Hafsara and Mukhsin (2024) also supports this research by proving that talent management had no positive impact on employee performance.

4) The Influence of Employee Engagement on Employee Performance

The results of this study showEmployee engagement has a positive and significant impact on employee performance. Higher levels of employee engagement lead to higher employee performance. Conversely, lower levels of employee engagement lead to lower performance.

Employee engagement is a key element in encouraging employee participation within a company and enhancing the effectiveness of employee performance in achieving its goals. Employee engagement is seen as a crucial driving force for company survival, supporting the creation of a professional, open, and accountable corporate environment. Employee engagement is a state in which employees are deeply and psychologically involved in their work. Employees feel happy, take ownership of their tasks, and are emotionally attached to the company. This ultimately improves employee performance (Hafsara and Mukhsin, 2024).

This study aligns with research by Astrina et al. (2024), which found that work engagement influences employee performance. These findings also align with a study by Hafsara and Mukhsin (2024), which showed that employee engagement positively impacts employee performance.

5) The Impact of Employee Retention on Employee Performance

The research results show that employee retention has a positive and significant impact on employee performance. Higher employee retention rates lead to higher employee performance. However, lower employee retention rates lead to lower employee performance.

Employee retention demonstrates how a company can retain its best employees. Good retention can be a competitive advantage in a dynamic work environment, as it reduces employee turnover (Rozita, 2024). Employee retention is also a method companies can implement to improve employee performance. This is because retention is a company strategy to retain the best quality employees in order to achieve company goals through awards, compensation, and so on (Sugiyanto and Sutianingsih, 2023). Providing awards and compensation to employees will motivate them to carry out their duties, thereby improving their performance. Therefore, good employee retention will improve employee performance, while poor employee retention will decrease employee performance.

The results of this study align with those of Achmada, Soetjipto, & Sopiah (2022), which showed that employee retention is directly and positively related to employee performance.

These findings also align with a study by Sugiyanto and Sutianingsih (2023), which found that employee retention positively impacts employee performance.

6) The Impact of Employee Engagement on Employee Retention

The results of this study indicate that employee engagement has a positive but insignificant effect on employee retention. This means that increasing employee engagement is inversely related to employee retention, but the effect is insignificant. Therefore, employee engagement is not the primary factor influencing employee retention. As Ramadhan and Ekhsan (2024) noted, although employees feel engaged with their tasks and the company, other factors such as compensation, career opportunities, and the work environment may have a greater influence on employees' decisions to remain with the company or leave. Therefore, companies must reevaluate their employee engagement strategies and identify other factors that are more significant in retaining employee talent.

The results of this study are in line with research Ramadhan and Ekhsan (2024) showed that employee engagement had no significant effect on employee retention. This research finding is also supported by Patrisia et al. (2025), who found that work engagement had no effect on employee retention.

7) The Impact of Talent Management on Employee Performance Through Employee Engagement

The results of the study indicate that employee engagement mediates the effect of talent management on employee performance. The mediating role of management engagement in the relationship between talent management and employee performance can be categorized as full mediation. This is due to the fact that talent management does not directly impact employee performance; rather, talent management first influences the level of employee engagement, which then impacts employee performance.

Companies that utilize talent management as a method of human resource management strive to optimally link the processes of searching, attracting, selecting, training, developing, retaining, promoting, and transferring employees to align with the company's business activities. Employee engagement is a feeling of motivation and increased willingness to efficiently perform assigned tasks. Therefore, talent management within a company can help companies increase employee willingness to perform their duties. Increased employee engagement in all company activities will undoubtedly lead to improved employee performance (Irfani and Suryalena, 2023). Therefore, employee engagement mediates the gap between talent management and employee performance, helping talent management enhance employee performance by first enhancing employee engagement.

The results of this study align with those of Hafsara and Mukhsin (2024), who found that talent management positively impacts employee performance through employee engagement. This study also aligns with research by Irfani and Suryalena (2023), who found

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that talent management positively impacts employee performance by including employee engagement as an intervening variable.

8) The Influence of Talent Management on Employee Performance Through Employee Retention

The research results show that employee retention is unable to mediate the effect of talent management on employee performance. This is because talent management itself encompasses retention efforts, making the mediation less significant. Furthermore, good talent management will result in high retention. Therefore, retention is not a mediator, but rather a positive outcome of well-executed talent management. When talent is managed well, employees will remain loyal because of their own desires, not because company management is trying to retain them.

The results of this study are in line with the research of Hidayat et al. (2020) which shows that talent management indirectly does not have a significant effect on employee performance through employee retention.

4. Conclusions

Based on the results of the analysis in the previous chapter, the following conclusions can be drawn: Talent management has a positive and significant impact on employee engagement. Talent management has a positive but insignificant effect on employee retention. Talent management has a positive but not significant effect on employee performance. Employee engagement has a positive and significant impact on employee performance. Employee retention has a positive and significant impact on employee performance. Employee engagement has a positive but insignificant effect on employee retention. Employee engagement mediates the influence of talent management on employee performance. Employee retention is unable to mediate the influence of talent management on employee performance.

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