

---

---

## THE INFLUENCE OF TALENT MANAGEMENT AND EMPLOYEE ENGAGEMENT ON EMPLOYEE RETENTION MEDIATED BY JOB SATISFACTION

Alvina Alrianti<sup>1</sup>, Muhamad Ekhsan<sup>2</sup>  
Universitas Pelita Bangsa  
Correspondent Author: <sup>1</sup>[alriantialvina@gmail.com](mailto:alriantialvina@gmail.com)

### Abstract

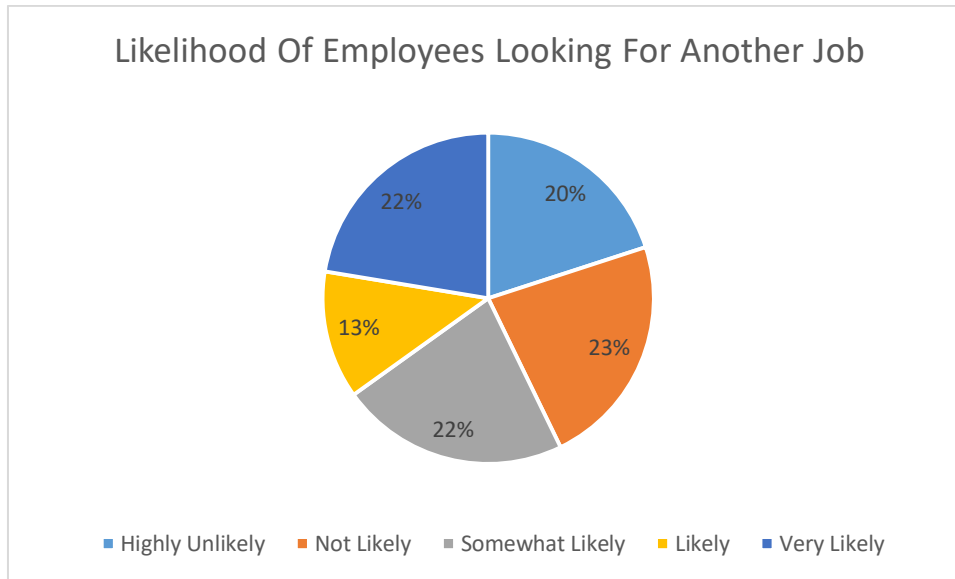
The purpose of this study is to determine the effect of talent management and employee engagement on employee retention with job satisfaction as mediation. The research sample was taken from electronic companies in the EJIP Cikarang Industrial Estate as many as 90 employees by saturated sample. An online survey with Google Forms was used as a data collection tool. Data measurement uses a Likert scale. With the help of Smart PLS 3 as an analysis tool. The results show that talent management has a contribution to employee retention, while employee engagement has no contribution. Talent management and employee engagement contribute to job satisfaction. Job satisfaction contributes to employee retention and can contribute to mediating the influence of talent management and employee engagement on employee retention.

**Keywords:** Talent Management, Employee Engagement, Employee Retention, Job Satisfaction.

### INTRODUCTION

Human resources are a very important factor for companies to face the competition that occurs in the industrial world today. Human resource management is done well to maintain highly competent human resources to achieve company goals. Employee retention is an effort or method taken by the company to retain its employees who have the potential to achieve company goals. (Sukmadewi & Dewi, 2020). Employee retention is an effort made by the company to retain its employees. Employee retention directs employees to stay with the company to stay longer (Wirayudha, 2020).

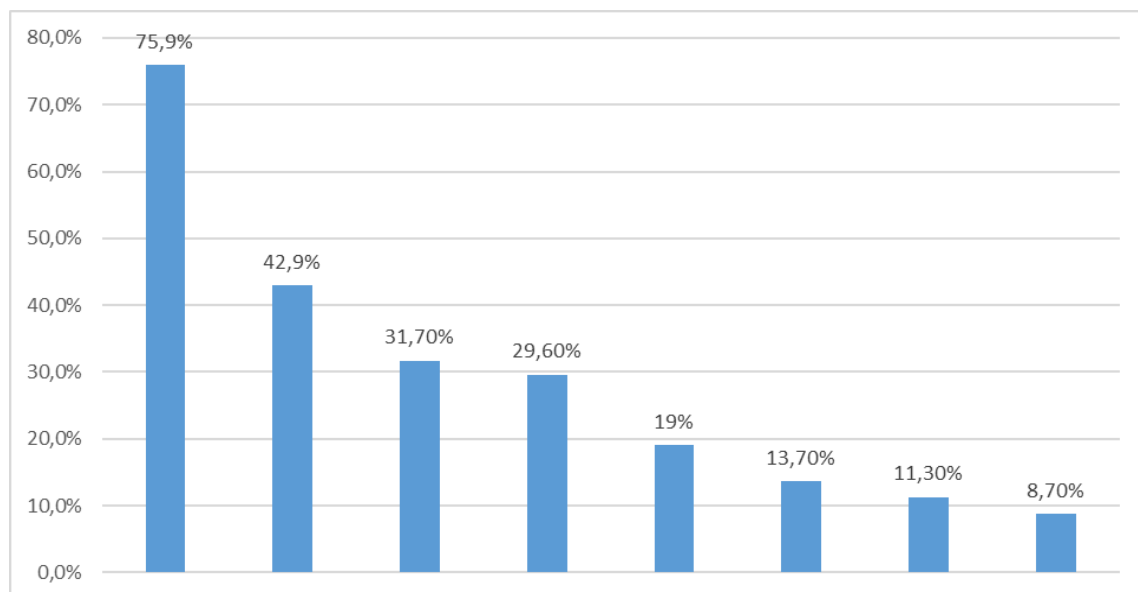
According to the results of the Colleagues and University Professional Association for Human Resources (CUPA-HR) survey that occurred in 2022 until the next 12 months the problem regarding employee retention seems to be getting worse, not better. This is supported by data on the percentage of the likelihood of employees looking for another job in the next 12 months.



Source: (www.cupahr.org, 2022)

**Figure 1: Percentage likely to look for another job in the next 12 months**

Based on figure 1, it shows that about 35% of employees are likely to look for new job opportunities and another 22% are somewhat likely. Then, 43% of employees stated that in the next 12 months they would stay with their company. Based on the results of this data, Figure 2 below shows the reasons why employees want to look for new job opportunities in other companies.



Source: (www.cupahr.org, 2022)

**Figure 2: Reasons Employees Seek New Job Opportunities**

Based on Figure 2, it shows that around 75.9% of employees want to find other job opportunities, namely because of salary or wages, this reason is the biggest reason for

---

worsening employee retention. While only about 8.7% of employees reasoned that they wanted to get better work benefits.

Managing talent owned by employees is an important thing that companies must do in retaining their employees. Managing employee talent is a challenge for all companies. (Hafez et al., 2017). Companies in any sector need to have the right talent so that the company continues to grow and be innovative (Baharin & Hanafi, 2018). (Baharin & Hanafi, 2018). According to Srimulyani, (2020) talent management is an activity of managing human resources in the success of business strategies in the company. According to Ekhsan & Taopik, (2020) talent management is a series of dynamic and systematic activities to find and develop employee talent. In Ekhsan & Taopik's research, (2020) also stated that there was no influence between talent management on employee retention. Meanwhile, according to Hassan's research, (2022) states that there is an influence between talent management on employee retention. Azan's research (2022) also states that talent management influences employee retention.

Managing employee talent is important for every company, but employees must also be involved with the company. According to Alkasim, (2019) defines a positive attitude towards work as a form of employee engagement. Meanwhile, according to Suchayowati, (2020) Employee engagement is an emotional feeling such as the attitude of employees' concern for their work and company. Salary or promotion is not only the hope of employees but the achievement of company goals is also very important for employees. This is also stated in Masrifan's research, (2022) that Employee Engagement has a significant effect on Employee Retention, besides that, according to research by Ashraf & Siddiqui (2020) Employee Engagement has a significant effect on Employee Retention. Meanwhile, in Hido's research, (2021) stated that there is an effect of Employee Engagement on Employee Retention but it is not significant.

Based on the inconsistent research results, the researchers added a mediating variable, namely job satisfaction. Job satisfaction is related to the things employees feel about whether they like or dislike their jobs. That is why any work situation can give rise to a sense of job satisfaction and job dissatisfaction. (Biaison, 2020). Job satisfaction is defined as an emotional reaction that comes from the employee's desire for work and is connected to the truth that occurs and is felt by the employee, thus causing an emotional reaction in the form of feelings of satisfaction or dissatisfaction. (Indah Lestari & Triani,

---

2020). If job satisfaction increases, employee retention will also increase. In the research of Pradipta & Suwandana, (2019) also states that job satisfaction affects employee retention. Based on this background, this study aims to determine the effect of talent management and employee engagement on employee retention, and the effect of job satisfaction in mediating the relationship between talent management and employee engagement on employee retention in electronic company employees in the EJIP Cikarang industrial area.

## **LITERATURE REVIEW**

### **Employee Retention**

Employee retention is an effort made to retain employees in the company, the goal is for employees to stay longer in the company. (Srimulyani, 2020). According to Urbani (2023) employee retention is an effort made by the company in maintaining competent employees, this effort can be in the form of providing motivation and comfort in the work environment for employees. According to Dorothy (2023) employee retention can be defined as employee employment in the form of actions taken by the company in retaining its employees. According to Ali Chitsaz-Isfahani, HamidReza Bpustani (2014) there are five ways to measure employee retention, the most important of which is interesting work/challenges, employees will be determined to stay with the company if the employees feel the work they do is by what they want and the challenges faced are not boring. Furthermore, career growth/learning, career growth, and learning are important for employees to determine whether or not to stay with the company.

Employees will think about whether the company can develop their careers or not because careers are important for employee job advancement. Furthermore, relationships / working with great staff and employees, and good relationships with superiors and fellow employees are important in a job at the company. If employees relate well, it will make employees happy in doing their work and make employees stay in the company. Furthermore, a fair salary, salary or wage is very important for most employees to determine whether to stay or leave the company, providing a fair salary and according to the job, must be given by the company as a responsibility in retaining its employees. The last way is, supportive management / great managers and supervisors. Support from managers or supervisors is also something that employees need. In doing a job, problems

---

or challenges will be faced by employees. Therefore, the importance of support from management determines whether the employee stays or leave the company.

### **Talent Management**

Talent management is defined as a series of activities to manage human resources that have high potential and ensure the availability of talented human resources to get the right employees with the right jobs by the company's strategy which is the company's goal. (Tri Saputra et al., 2020). According to Srimulyani, (2020) talent management is a series of activities to manage and develop human resources in the success of the business strategy used by the company. According to Yuli Angliawati (2020) talent management is a series of processes for managing and developing talents owned by human resources to achieve company success and be able to compete with other companies. According to Ali Chitsaz-Isfahani, Hamid Reza Bpustani (2014) measuring talent management in six ways, the first is clear succession planning can help retain talented employees, because employees feel valued and there are opportunities to grow in the company.

Furthermore, work experience and previous work experience helps employees to be better prepared for new tasks and responsibilities, it can accelerate skill development. Next, training, training needs to be done to develop employee talent, training employee talent is an important investment for companies to increase company productivity and prepare the workforce to face the competition at hand. Furthermore, coaching can help employees in developing skills. By providing fair access to coaching, the company creates a learning culture where all employees are encouraged to continuously develop their skills. Furthermore, mentoring, by conducting high-quality mentoring, companies can maximize employee talent, performance and leadership readiness for future managerial roles. The last way is career management, career management is a way to attract, develop and retain the best talent of employees in the company to achieve sustainable company success.

### **Employee Engagement**

Employee engagement is the emotional feeling of employees who care deeply about their work and company. Salary or promotion is not the main goal of employees but the importance of organizational goals that are very important to employees.

---

(Sucahyowati & Hendrawan, 2020). According to Alkasim (2019) employee engagement is a positive thought and view of employees towards their work. According to Pulungan & Rivai (2021) Employee engagement is a sense of employee attachment to work and the company in achieving the company provides a sense of freedom to employees. According to Schaufeli, W.B (2013) there are three ways to measure employee engagement, the first is enthusiasm, enthusiasm can create a positive work environment. A work atmosphere full of energy and enthusiasm makes employees feel comfortable and happy to work at the company.

This makes employees more attached to the company. Next is dedication, dedication creates a sense of belonging for employees. Employees who are highly dedicated to their work and the company tend to feel that they are part of the company. This makes them feel ownership, pride and more attached to the company. The last way is absorption, absorption indicates that employees enjoy their work, and employees who are absorbed in their work indicate that the employee enjoys the work done. This makes employees bond with the company.

### **Job Satisfaction**

Job satisfaction is the attitude shown by employees towards their work and company. For example, if employees are satisfied, they tend to be absent less often, on the other hand, if employees are dissatisfied, they are often absent or skip work. (Simanjuntan & Sitio, 2021). According to Millena (2022) job satisfaction is an employee's emotional commitment to his job. According to Setiawan (2018) job satisfaction is a sense of satisfaction or dissatisfaction that employees feel towards their work, and employees will give a loyal attitude to their work which will have a positive impact on the success of the company, therefore employee productivity and positive employee results can increase opportunities for company success.

According to Zahayu Md Yusof (2014) there are four indicators of job satisfaction, the most important of which is salary, salary can encourage employee motivation and productivity. Providing salaries or wages by the results and performance performed will encourage employees to work harder and be more productive. This leads to greater job satisfaction. Furthermore, a safe and comfortable physical and non-physical work environment will create a sense of employee satisfaction with the job. As well as making employees work better to increase company productivity. Furthermore, stress,

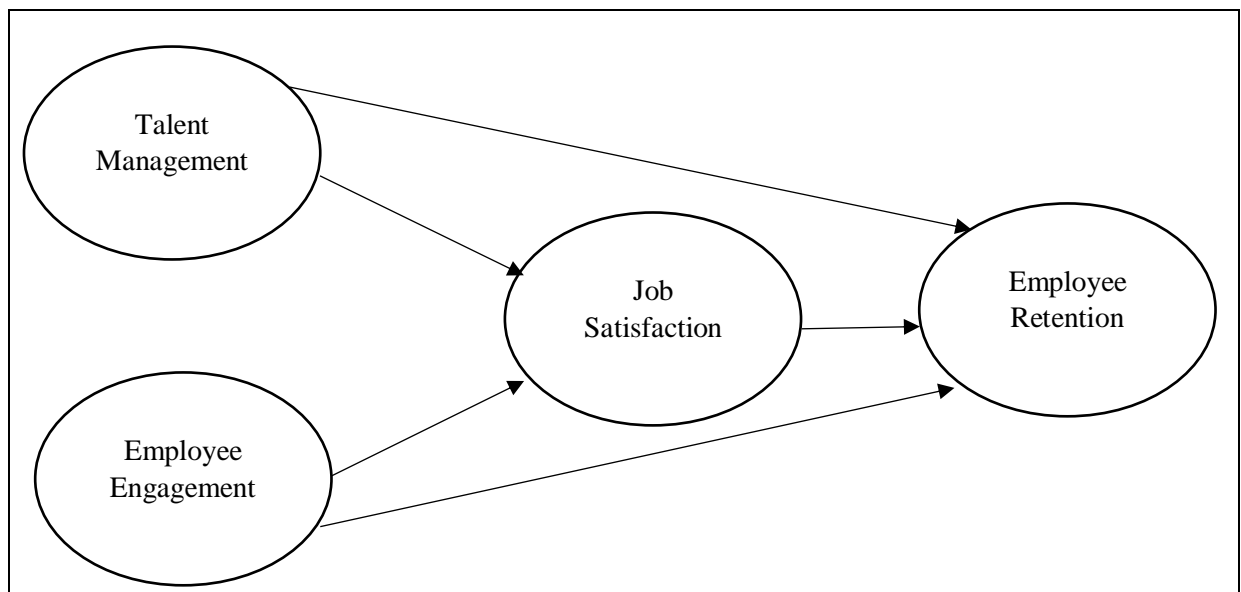
work stress felt by employees can reduce their sense of satisfaction with their work and can affect employee performance. Therefore, companies need to actively manage reasonable stress levels by providing sufficient resources and support to their employees. The last way is leadership, a good leader can empower employees by giving them the responsibility to make decisions. This can increase employee confidence and satisfaction. Based on the background and literature review, the research design can be built in Figure 3.

**HYPOTHESIS**

**The relationship between talent management and employee retention**

According to Srimulyani (2020) talent management has an important role in increasing employee retention, which means that the implementation of good talent management practices will keep employees in the company. Ratnawati's research (2018) also shows that talent management has a contribution to employee retention. The same thing was also proven in Wirati Adriati's research (2023) states that talent management contributes to employee retention. This means that the better the company implements a talent management strategy to manage and maintain its best talent, the higher the level of employee retention because employees feel valued and supported to develop in the company. Therefore, the following hypothesis can be proposed:

H1: Talent management contributes to employee retention.



**Figure 3. Research Design**

---

---

### **The relationship between employee engagement and employee retention**

Ekhsan & Taopik (2020) shows that employee engagement has an influence on employee retention, which means that employees' sense of attachment to work and the company makes employees stay longer in the company. Ashraf & Siddiqui's research (2020) also proves the contribution between employee engagement and employee retention. The same thing was also proven in Prasetyo's research (2023) that employee engagement has a contribution to employee retention. This means that the higher the level of employee attachment to their work and company, the higher the level of employee retention. Therefore, the following hypothesis can be proposed:

H2: Employee engagement contributes to employee retention.

### **The relationship between talent management and job satisfaction**

Rafliani's research (2023) proves that talent management has a contribution to job satisfaction, which means that implementing good talent management practices will increase employees' sense of satisfaction with work and the company. Alparslan's research (2020) also proves that talent management contributes to job satisfaction. The same thing is proven in Ismawarni's research (2019) that there is a contribution between talent management to job satisfaction. This means that the better the talent management strategy is implemented by the company in managing and retaining competent employees, the higher the level of employee job satisfaction, because employees feel cared for, supported, and empowered by the company to develop their full potential. Therefore, the following hypothesis can be proposed:

H3: Talent Management contributes to job satisfaction.

### **The relationship between employee engagement and job satisfaction**

Anton Vorina (2017) proved that employee engagement has a contribution to job satisfaction, which means that increasing employees' sense of attachment to the company makes employees' job satisfaction with work and the company will also increase. Noercahyo's research (2021) also proves the contribution between employee engagement and job satisfaction. The same thing was also proven in Sulistiono's research (2019) that employee engagement contributes to job satisfaction. This means that the higher the level of employee engagement with work and the company, the higher the level of job satisfaction felt by employees because they feel inspired, valued, and motivated to make the best contribution at work. Therefore, the following hypothesis can be proposed:



H4: Employee engagement contributes to job satisfaction.

#### **The relationship between job satisfaction and employee retention**

Sinaga & Sijabat Research (2022) proves that job satisfaction contributes to the employee retention variable. Urbani's research (2023) also proves that there is a contribution to employee retention job satisfaction. The same thing was also proven in Dorothy's research (2023) that job satisfaction contributes to employee retention. Job satisfaction felt by employees makes employees comfortable to continue working at the company. This means that if the sense of job satisfaction felt by employees towards work and the company is high, the level of employee retention will also be high. Because employees feel comfortable, valued, and motivated to stay in the company. Therefore, the following hypothesis can be proposed:

H5: Job satisfaction contributes to employee retention.

#### **The relationship of talent management to employee retention mediated by job satisfaction**

Shahid's research (2013) proves that the contribution of job satisfaction as a mediating variable is able to mediate the relationship between talent management variables and employee retention. In Satria's research (2019) also proves the same thing that job satisfaction as a mediating variable is able to mediate the relationship between talent management and employee retention. Employees will stay in the company if employees feel job satisfaction from well-implemented talent management practices. This means that the better the talent management strategy implemented by the company in recruiting, developing and retaining high-performing employees, the more job satisfaction employees will have. This high job satisfaction will then encourage employee retention because employees feel inspired to stay in the company. Therefore, the following hypothesis can be proposed:

H6: Job satisfaction contributes to mediating the relationship between talent management and employee retention.

#### **The relationship of employee engagement to employee retention mediated by job satisfaction**

Ashraf & Siddiqui Research (2020) proves that job satisfaction as a mediating variable is able to contribute to mediating the relationship between employee engagement variables and employee retention. Ibrahim's research (2023) also proves the same thing

that job satisfaction as a mediating variable has a contribution in mediating the relationship between employee engagement and employee retention. Employees will stay in the company if employees feel attached to the company through feelings of satisfaction with their work to always give their best in achieving company goals. This means that the higher the employee engagement, which is characterized by employees' dedication to their work, the more job satisfaction the employee will have. High job satisfaction will then retain employees in the long term because they feel inspired to continue to be dedicated to the company. Therefore, the following hypothesis can be proposed:

H7: Job satisfaction contributes to mediating the relationship between employee engagement and employee retention.

**RESEARCH METHODS**

The sample of this study was taken from electronic companies in the EJIP Cikarang Industrial Estate as many as 90 employees by saturated sample. An online survey with google form was used as a data collection tool. Data measurement uses a Likert scale. This research method is quantitative, with the help of Smart PLS 3 as an analysis tool. The purpose is to determine the effect of talent management on employee retention, the effect of employee engagement on employee retention, the effect of talent management on job satisfaction, the effect of employee engagement on job satisfaction, the effect of job satisfaction on employee retention, the mediating role of job satisfaction on the relationship between talent management and employee retention, and the mediating role of job satisfaction on the relationship between employee engagement and employee retention.

**RESEARCH RESULTS AND DISCUSSION**

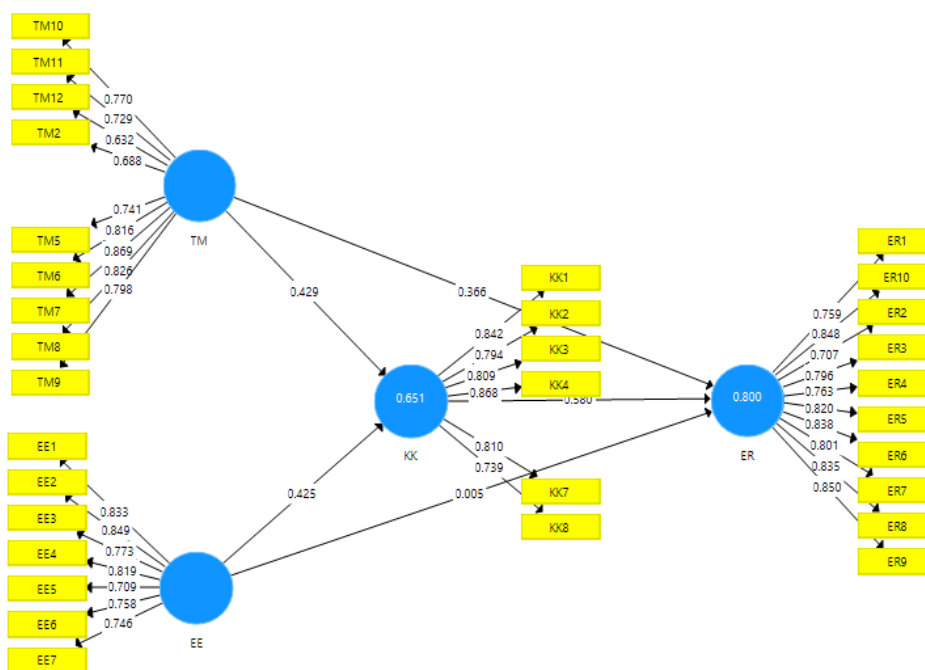
**Research Results**

**Table 1. R Square Test Results**

	<b>R Square</b>	<b>Adjusted R Square</b>
<b>ER</b>	0.783	0.776
<b>KK</b>	0.693	0.686

Source: processed research data (2024)

The R square test results show that the talent management and employee engagement variables are able to explain 78.3% of employee retention and the remaining 21.7% is explained by other factors outside the model. The adjusted R square value is close to R square, which means that the regression model is correct. The R square test results also show that the talent management and employee engagement variables are able to explain 69.3% of the variation in job satisfaction. The remaining 30.7% is explained by other factors. The adjusted R square value is close to R square, so the regression model is feasible and appropriate.



Source: processed research data (2024)

**Figure 4. Bootstrapping Output**

The bootstrapping test shows the results of the T Statistic value which is above 1.96 and the P Values value is below 0.05. This means that talent management and employee engagement contribute to job satisfaction. The mediating variable of job satisfaction is also proven to have a contribution to the dependent variable employee retention as shown in the T Statistic value which is above 1.96 and P Values below 0.05.

**Table 2. Path Coefficient Original test results**

Original Sample (O)	Sample Average (M)	Standard Deviation (STDEV)	T Statistic ( O/STDEV  )	P Values
---------------------	--------------------	----------------------------	--------------------------	----------

EE -> ER	0.013	0.028	0.134	0.097	0.923
EE -> KK	0.462	0.464	0.092	5.021	0.000
KK -> ER	0.530	0.520	0.111	4.761	0.000
TM -> ER	0.394	0.394	0.111	3.561	0.000
TM -> KK	0.417	0.421	0.093	4.482	0.000

Source: processed research data (2024)

The path coefficient test shows the results that only the talent management variable has a contribution to employee retention. Evidenced by the T Statistic value of 3.561 above 1.96 and P Values of 0.000 below 0.05. Meanwhile, employee engagement does not contribute to employee retention because the T Statistic value is 0.097 below 1.96 and the P Values are 0.923 above 0.05.

**Table 3. Specific Indirect Effects**

	Original Sample (O)	Sample Average (M)	Standard Deviation (STDEV)	T Statistic ( O/STDEV )	P Values
EE -> KK -> ER	0.245	0.242	0.074	3.322	<b>0.001</b>
TM -> KK -> ER	0.221	0.218	0.067	3.284	<b>0.001</b>

Source: processed research data (2024)

The mediation test shows that job satisfaction is proven to mediate the effect of talent management and employee engagement on employee retention. Evidenced by the T Statistic value which is above 1.96 and the P Values value which is below 0.05. This means that although employee engagement does not directly affect employee retention, through the mediating variable of job satisfaction employee engagement is able to increase employee retention.

**Discussion**

The talent management variable is able to contribute to employee retention. This means that if the company can improve talent management, employee retention will increase. Based on the results of the research conducted, improving talent management in employees of electronic companies in the EJIP Cikarang Industry can increase employee retention. Hassan's research (2022) in line with this research, which states that there is a contribution of talent management to employee retention. Likewise with Azan's research (2022) shows that talent management is able to contribute to employee retention.

---

However, the statement in Ekhsan & Taopik's research (2020) is not in line with this study, which states that talent management has no contribution to employee retention.

The employee engagement variable is not able to contribute to the employee retention variable. This means that increasing employee engagement is not able to contribute to increasing employee retention. Based on the results of the research conducted, increasing employee engagement in employees of electronic companies in the EJIP Cikarang Industry cannot increase employee retention. Hido's research (2021) also states the same thing, namely that there is no contribution between employee engagement and employee retention. However, in Prasetyo's research (2023) does not state the same thing, his research states that there is a contribution of employee engagement to employee retention. Likewise, Ashraf & Siddiqui's research (2020) states that employee engagement has a contribution to employee retention.

The talent management variable is able to contribute to job satisfaction. This means that increased job satisfaction can be caused by the contribution of increased talent management. Based on the results of the research conducted, increasing talent management in employees of electronic companies in the EJIP Cikarang Industry can increase job satisfaction. Research conducted by Alparslan (2020) in line with this research, which shows the contribution of talent management to job satisfaction. Likewise, Rafliani's research (2023) said that talent management contributes to job satisfaction. However, in research conducted by Yulian (2023) shows that talent management has no contribution to job satisfaction, this is not in line with this study.

The employee engagement variable is able to provide a contribution to job satisfaction. This means that if employee engagement is increased, job satisfaction will also increase. Based on the results obtained, increasing employee engagement in employees of electronic companies in the EJIP Cikarang Industry can increase job satisfaction. Research conducted by Setiawan (2018) also stated the same thing as this study, namely, the contribution of employee engagement to job satisfaction. In Simanjuntan's research (2021) also states that employee engagement contributes to job satisfaction. However, in Wahyu Arista's research (2019) does not show that employee engagement does not contribute to job satisfaction, which means it is not in line with this research.

---

Job satisfaction variables are able to contribute to employee retention. This means that if the level of employee job satisfaction is increased, employee retention will also increase. Based on the results obtained, increasing job satisfaction in employees of electronic companies in the EJIP Cikarang Industry can increase employee retention. In Biason's research (2020) also stated the same thing as this study, which shows the contribution of job satisfaction to employee retention. Likewise with Nadila Damayanti's research (2021) said that job satisfaction is able to contribute to employee retention. However, this research is not in line with Millena's research (2022) which shows that job satisfaction has no contribution to employee retention.

The mediation test results show that job satisfaction contributes to mediating talent management on employee retention. This means that the relationship between talent management and employee retention can be mediated by job satisfaction. This research is in line with research conducted by Satria (2019) shows that job satisfaction as a mediating variable is able to contribute to the relationship between talent management and employee retention. Likewise with Shahed's research (2013) which shows that the mediating variable of job satisfaction has a contribution to the relationship between talent management and employee retention. However, this study is not in line with Thunnissen's research (2013) which shows that job satisfaction mediation is unable to contribute to the relationship between talent management and employee retention.

The mediating variable of job satisfaction can also contribute to mediating employee engagement on employee retention. This means that the relationship between employee engagement and employee retention can be mediated by job satisfaction. This research is in line with research conducted by Ashraf & Siddiqui (2020) which shows that job satisfaction as a mediating variable can contribute to the relationship between employee engagement and employee retention. Likewise Ibrahim's research (2023) which shows that the mediating variable of job satisfaction has a contribution to the relationship between employee engagement and employee retention. However, in Linda Mora's research (2022) does not show the same results as this study, which shows that job satisfaction as a mediating variable is unable to contribute to the relationship between employee engagement and employee retention.

---

## CONCLUSION

Based on the research results, it is concluded that talent management contributes to employee retention. The better the implementation of talent management practices in electronic companies in the EJIP Cikarang Industrial Estate, the more able to retain employees to continue working in the company. Employee engagement does not contribute to employee retention. Although the level of employee engagement is high in electronic companies in the EJIP Cikarang Industrial Estate, this is not able to make employees stay longer in the company. Talent management contributes to job satisfaction. The better the implementation of talent management practices in electronics companies in the EJIP Cikarang Industrial Estate, the more job satisfaction of employees towards work and the company as a whole increases.

Employee engagement contributes to job satisfaction. The higher the level of employee engagement in electronics companies in the EJIP Cikarang Industrial Estate, the more employee job satisfaction increases. Job satisfaction contributes to employee retention. The higher the level of employee job satisfaction in electronic companies in the EJIP Cikarang Industrial Estate, the more employees tend to stay longer in their workplace. Job satisfaction as a mediating variable can contribute to mediating the relationship between talent management and employee retention, the implementation of good talent management makes employees of electronic companies in the EJIP Cikarang Industrial Estate tend to stay longer in their workplace by increasing their job satisfaction.

Job satisfaction can also contribute to mediating the relationship between employee engagement and employee retention. Although the level of employee engagement in electronic companies in the EJIP Cikarang Industrial Estate is not able to increase employee retention, a high sense of employee engagement can make employees tend to stay longer in the company by increasing employee job satisfaction. For future researchers, it is hoped that they can expand the research to include long-term aspects of employee retention and examine more about the effects of talent management, employee engagement, and job satisfaction will have a consistent effect or change over time.

---

**LITERATURE**

- Alkasim, M. A., & Prahara, S. A. (2019). Perceived Organizational Support with Employee Engagement in Employees. *Psychoislamedia Journal of Psychology*, 4(2), 185-194.
- Alparslan, A., & Saner, T. (2020). The influence of sustainable talent management on job satisfaction and organizational commitment: Moderating role of in-service training. *Revista de Cercetare Si Interventie Sociala*, 69(June), 96-121. <https://doi.org/10.33788/rcis.69.6>
- Ashraf, T., & Siddiqui, D. A. (2020). The Impact of Employee Engagement on Employee Retention: The Role of Psychological Capital, Control at Work, General Well-Being and Job Satisfaction. *Human Resource Research*, 4(1), 67. <https://doi.org/10.5296/hrr.v4i1.16477>
- Azan, P. G., Hendriani, S., & Aulia, A. F. (2022). The Effect of Talent Management on Employee Retention Through Employee Attachment as a Mediating Variable at Bpjs Health Deputy for the Sumbagteng Jambi Region. *Journal of Competitiveness*, 8(1), 90-97. <https://doi.org/10.35446/dayasaing.v8i1.867>
- Baharin, N., & Hanafi, W. (2018). Effects of Talent Management on Employee Retention: A Case Study of Hospitality Industry. *Global Business and Management Research: An International Journal*, 10(3), 697-708.
- Biason, R. (2020). The effect of job satisfaction on employee retention. *International Journal of Economics, Commerce and Management*, 8(3), 405-413. <http://ijecm.co.uk/>
- Dorothy, G. P., & Meilani, Y. C. F. P. (2023). The Effect of Job Satisfaction, Compensation, and Work Environment on Employee Retention in Pt Xyz Employees. *Journal of Human Resource Management, Administration and Public Services University*, 10, 986-1000.
- Ekhsan, M., & Taopik, M. (2020). The Role of Employee Engagement Mediation on the Effect of Talent Management on Employee Retention. *Journal of Entrepreneurial Development*, 22(03), 163-176.
- Gst Ayu Wirati Adriati, I., Ayu Oka Martini, I., Sutrisni, E., & Egie Tresna Wismawan, M. (2023). Employee Retention as Mediation on the Effect of Talent Management on Employee Performance and Organizational Commitment. *Jmm Unram - Master of Management Journal*, 12(1), 1-10. <https://doi.org/10.29303/jmm.v12i1.748>
- Hafez, E., AbouelNeel, R., & Elsaid, E. (2017). An Exploratory Study on How Talent Management Affects Employee Retention and Job Satisfaction for Personnel Administration in Ain Shams University Egypt. *Journal of Management and Strategy*, 8(4), 1. <https://doi.org/10.5430/jms.v8n4p1>
- Hassan, A., Donianto, C., Kiolol, T., & Abdullah, T. (2022). The Effect of Talent Management and Work Life Balance on Employee Retention with Mediating Organizational Support. *Modus*, 34(2), 158-183. <https://doi.org/10.24002/modus.v34i2.5966>
- Hido, E. C., G, W. F., & Saerang, R. T. (2021). The Impact Of Job Satisfaction And Employee Engagement On Employee Retention At Pt. Megah Prima Supra Makmur Manado. 9(1), 299-306.
- Ibrahim, I., Ali, K., Alzoubi, I. A., Alzubi, M. M., AL-Tahitah, A., & Kadhim, K. G. (2023). Impact of Employee's Engagement and Task Identity on Employee's Retention Strategy Mediated by Job Satisfaction. *Lecture Notes in Networks and Systems*, 487(January), 559-573. [https://doi.org/10.1007/978-3-031-08084-5\\_40](https://doi.org/10.1007/978-3-031-08084-5_40)



- Indah Lestari, M. T., & Triani, M. (2020). The Effect of Organizational Climate and Work Motivation on Employee Job Satisfaction at the Office of the Ministry of Religion of Lebak Regency. *Journal of Management*, 7(3), 165-174.
- Isfahani, A. C., & Boustani, H. (2014). Effects of Talent Management on Employees Retention: The Mediate Effect of Organizational Trust. *International Journal of Academic Research in Economics and Management Sciences*, 3(5), 114-128. <https://doi.org/10.6007/ijarems/v3-i5/1196>
- Ismawarni, D. (2019). The Effect of Transformational Leadership, Talent Management Implementation and Employee Engagement on Job Satisfaction and Its Implications for Employee Performance of All Bank Bjb Branch Offices. [http://repository.unpas.ac.id/43954/%0Ahttp://repository.unpas.ac.id/43954/1/Artikel Dian Ismawarni - Copy.docx](http://repository.unpas.ac.id/43954/%0Ahttp://repository.unpas.ac.id/43954/1/Artikel%20Dian%20Ismawarni%20-%20Copy.docx)
- Linda Mora, Arif Rahman Hakim, & Marhisar Simatupang. (2022). The Effect of Compensation, Employee Engagement on Turnover Intention with Employee Job Satisfaction as an Intervening Variable. *Psychopedia Journal of Psychology*, University of Buana Perjuangan Karawang, 7(2), 27-36. <https://doi.org/10.36805/psychopedia.v7i2.3424>
- Masrifan, L. E., & Mardalis, A. (2022). The Effect of Talent Management, Employee Engagement and Compensation on Employee Retention (Case study of MSMEs in Solo Raya). 1-11.
- Millena, R., & Donal Mon, M. (2022). Analysis of the Effect of Compensation Training and Development on Employee Retention with Job Satisfaction as Mediation for Manufacturing Employees of Tunas Bizpark Batam City. *Jwm (Journal of Management Insights)*, 10(3), 157-166. <https://doi.org/10.20527/jwm.v10i3.220>
- Nadila Damayanti, & Fajar Ariyanti. (2021). Relationship between Job Satisfaction and Retention of Hospital Staff in West Sulawesi Province in 2017 (Analysis of Risnakes 2017 Data). *Health Care: Journal of Health*, 10(1), 35-43. <https://doi.org/10.36763/healthcare.v10i1.107>
- Noercahyo, U. S., Maarif, M. S., & Sumertajaya, I. M. (2021). The Role Of Employee Engagement On Job Satisfaction And Its Effect On Organizational Performance. *Journal of Applied Management (JAM)*, 19(2), 1-14. <https://doi.org/10.25255/jss.2019.8.1.7.23>
- Pradipta, P. S. A., & Suwandana, I. G. M. (2019). The Effect of Compensation, Job Satisfaction and Career Development on Employee Retention. *E-Journal of Management*, 8(4), 2409-2437. <https://doi.org/https://doi.org/10.24843/EJMUNUD.2019.v8.i4.p19>
- Prasetyo, W. J., Agusdin, A., & Sakti, D. P. B. (2023). The Effect of Career Pattern System and Talent Management System, Employee Engagement on Employee Retention. *Scientific Journal of Mandala Education*, 9(1), 124-131. <https://doi.org/10.58258/jime.v9i1.4268>
- Pulungan, P. I. S., & Rivai, H. A. (2021). The Effect of Locus of Control and Self-Efficacy on Employee Performance with Employee Attachment as an Intervening Variable at Pt Semen Padang. *Journal of Menara Ekonomi: Scientific Research and Studies in Economics*, 7 (1), 54-65. <https://doi.org/10.31869/me.v7i1.2539>
- Rafliani, F. (2023). The Effect of Talent Management on Turnover Intention through Employee Job Satisfaction at Grand Zuri Pekanbaru Hotel. *Journal on Education*, 05(04), 15261-15278.
- Ratnawati, D. P. D., & Subudi, M. (2018). The Effect of Talent Management on

- Employee Retention with Employee Engagement as a Mediating Variable Faculty of Economics and Business, Udayana University, Bali, Indonesia Business competition in the current millennium era is characterized by changes in the business climate. *E-Journal of Management Unud*, 7(11), 6299-6325. <https://pdfs.semanticscholar.org/d59d/1eadb840938e934807aa211038023a2a5c7f.pdf>
- Satria, D., & Nawangsari, L. C. (2019). The Mediating Effect of Job Satisfaction to Predict the Role of Talent Management Strategy in Improving Employee Retention. *International Journal of Innovative Science and Research Technology*, 4(4), 58-64.
- Schaufeli, W. B. (2013). What is engagement? Employee Engagement in Theory and Practice, 15-35. <https://doi.org/10.4324/9780203076965-10>
- Setiawan, O. D., & Widjaja, D. C. (2018). Analysis of the Effect of Employee Engagement on Employee Performance with Job Satisfaction as an Intervening Variable at Shangri-La Hotel Surabaya. *Journal of Management*, 6(2), 120-134.
- Shahid, A., & Azhar, S. M. (2013). Gaining Employee Commitment: Linking to Organizational Effectiveness. *Journal of Management Research*, 5(1), 250. <https://doi.org/10.5296/jmr.v5i1.2319>
- Simanjuntan, T., & Sitio, V. S. S. (2021). The Effect of Knowledge Sharing and Employee Engagement on Employee Job Satisfaction of Narma Toserba, Narogong Bogor. *Innovative Journal of Management Students*, 2(1), 42-54.
- Sinaga, O., & Sijabat, R. (2022). Analysis of the Effect of Employee Motivation, Employee Empowerment, Work Life Balance on Employee Retention with Job Satisfaction as a Mediating Variable at PT XYZ. *Journal of Business Administration (JAB)*, 12(1), 87-95.
- Srimulyani, V. A. (2020). Talent Management and its Consequences on Employee Engagement and Employee Retention. *INOBIIS: Indonesian Journal of Business Innovation and Management*, 3(4), 538-552. <https://doi.org/10.31842/jurnalinobis.v3i4.157>
- Sucahyowati, H., & Hendrawan, A. (2020). The Effect of Employee Engagement on Employee Performance at PT MK Semarang. *Journal of Maritime Transportation Technology Science*, 2(2), 9-15.
- Sukmadewi, A. W., & Dewi, A. . S. K. (2020). Job Satisfaction Mediates the Relationship between Compensation and Employee Retention. *E-Journal of Management*, 9(3), 1089-1108. <https://doi.org/https://doi.org/10.24843/EJMUNUD.2020.v09.i03.p14>
- Sulistiono, D., Hermawan, A., & Sukmawati, A. (2019). The Effect Of Empowerment And Employee Engagement On Job Satisfaction, Organizational Commitment And Its Impact On Performance Of Ptpn V. *Journal of Management and Agribusiness*, 16(3), 142-152. <https://doi.org/10.17358/jma.16.3.142>
- Thunnissen, M., Boselie, P., & Fruytier, B. (2013). A review of talent management: "infancy or adolescence?" *International Journal of Human Resource Management*, 24(9), 1744-1761. <https://doi.org/10.1080/09585192.2013.777543>
- Tri Saputra, R., Ratnasari, S. L., & Tanjung, R. (2020). The Effect of Talent Management, HR Planning, and HR Audit on Employee Performance. *Trias Politika Journal*, 4(1), 90-99. <https://doi.org/10.33373/jtp.v4i1.2446>
- Urbani, W. P., Gunawan, A. W., & Mahardika, S. P. (2023). The Effect of Training and Development on Employee Retention Mediated by Job Satisfaction in Banking Employees. *Trisakti Economic Journal*, 3(2), 2185-2194. <https://doi.org/10.25105/jet.v3i2.16873>

- 
- Vorina, A., Simonič, M., & Vlasova, M. (2017). An Analysis of the Relationship Between Job Satisfaction and Employee Engagement. *Economic Themes*, 55(2), 243-262. <https://doi.org/10.1515/ethemes-2017-0014>
- Wahyu Arista, D., & Kurnia, M. (2019). The Effect of Motivation, Employee Engagement and Job Stress on Employee Performance with Job Satisfaction as a Moderating Variable. *Proceedings of the 2nd Business and Economic Conference in Utilizing of Modern Technology*, 518-528.
- Wirayudha, C. A., & Adnyani, I. G. A. D. (2020). Compensation and Career Development Affect Job Satisfaction and Employee Retention of Bpr Lestari. *E-Journal of Management, Udayana University*, 9(5), 1676-1695. <https://doi.org/10.24843/ejmunud.2020.v09.i05.p02>
- Yuli Angliawati, R., & Fatimah Maulyan, F. (2020). The Role of Talent Management in the Development of Excellent Human Resources. *Journal of Management Science*, 2(2), 28-40. <https://ejurnal.ars.ac.id/index.php/jsm/article/view/321>
- Yulian, H. D., & Ekhsan, M. (2023). The Effect of Talent Management on Workforce Agility Mediated by Job Satisfaction. *Dynamic Management Journal*, 7(3), 465-479. <http://dx.doi.org/10.31000/dmj.v7i3>
- Yusof, Z., Misiran, M., & Harun, N. H. (2014). Job Satisfaction among Employees in a Manufacturing Company in North Malaysia. *Asian Journal of Applied Sciences*, 02(01), 79-87.