



The Influence of Talent Management Practice, Training, Job Satisfaction on Employee Performance: The Mediating Role of Employee Engagement

Andi Muhammad Sabilillah Tahir
Bizani Human Capital Consulting

Corresponding Author: Andi Muhammad Sabilillah Tahir
andims77@yahoo.com

ARTICLE INFO

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

Received : 21, December

Revised : 22, January

Accepted: 18, February

©2023 Tahir: This is an open-access article distributed under the terms of the [Creative Commons Attribution 4.0 International](https://creativecommons.org/licenses/by/4.0/).



ABSTRACT

This study aims to find the factors that influence employee performance through employee engagement. This study used a qualitative literature review method. As a result of this study, several variables strongly support improving employee performance. No respondents were used in this study. Previous articles have been used and analyzed. Related to the research title. The results of this study show that there is a significance between the independent and dependent variables which are proven to be interconnected. The findings of this study are that the employee engagement variable plays a very important role in bridging the employee performance variables, supported by thirteen previous research literature reviews.

INTRODUCTION

Businesses need to monitor employee performance. Employees are assets and their performance contributes to company goals. Organizations that fail to maintain or manage employee performance can face compliance violations due to employee performance deviations that can impede the organization's progress toward achieving its goals. Employee performance is the result of individuals or groups within an organization performing their job duties and responsibilities. The outcome of this work is closely related to the achievement of corporate objectives. Any performance issues that exist for each employee can be dealt with immediately so as not to affect the development of the company. Potential issues related to employee performance that companies need to address include: Conflicts between employees and managers Poor communication patterns have the natural effect of creating conflicts between teams or departments. Conflicts between subordinates and superiors are no exception. A poor work environment automatically leads to poor employee performance, as this conflict can be caused not only by poor communication patterns, but also by disagreements. In this situation, the HR team, as the company's HR manager, must solve interpersonal issues within the company.

This is because if the conflict develops further, the credibility of the corporate image will decline. The decline in labor productivity, Another common problem in businesses is employee productivity. The number of work companies often delegate to their employees is a major contributor to labor productivity declines, and companies cannot assess whether this decline is due to employee laziness. In this case, the HR team further analyzes the causes of poor employee performance productivity so that the workload provided by the company corresponds to the skills and applicable regulations in order to improve employee performance. is needed. Poor company performance satisfaction. A final and equally important point is performance satisfaction with the company. Given that employees are an important asset to the company's operations, the company must ensure that employees are always satisfied with their performance at the company. Of course, any way to ensure this will always lead to an assessment of the performance of the company as well as the employee. similar from previous researchers revealed the above (Keke & Susanto, 2019); (Pulungan & Rivai, 2021); (McShane & Von Glinow, 2018); (Setyawati et al., 2022); (Susanto & Sawitri, 2023)

The various factors that affect employee performance and the challenges companies face are no small feat. Given the variety of employee behavior patterns and large numbers of employees, one of the challenges companies face is managing employee performance consistently. Setting goals and achieving them is at the core of any running business. To do that, you need a team that works well and effectively. His KPI is a way to measure employee performance. This is also because KPIs provide highly valuable analytical data. Team managers can also use KPIs to determine how many tasks the team should complete in a given period of time. This creates valuable quantitative and qualitative data for evaluation. With KPI, managers no longer have the ability to numerically monitor performance between company profit numbers and

employee payroll numbers. These he said evaluations based solely on two numbers are considered one-sided evaluations as they are inaccurate and do not take into account the employee's overall performance. similar from previous researchers revealed the above (Braglia et al., 2022); (Abu Oda et al., 2022); (Brown et al., 2019)

Employee performance has a significant impact on company quality in achieving all company goals. Obviously, good employees make it easier for companies to grow. If you find that your employees are not up to par, use these tips. Performance appraisal transparency. We offer a career of accepting for kindness and kindness. Present. We provide soft skills and hard skills training.

In this finding, the variable constructs are arranged correctly based on theory and previous journals, the novelty is that no one has examined the dependent variable through intervening employee engagement.

THEORETICAL REVIEW

(Qalati et al., 2022). Performance can provide smooth company operations and company productivity (Alqudah et al., 2022). Employee appraisals at the end of the year can be a barometer to determine whether employee performance is declining or increasing. (Asadullah et al., 2021). Employees must be given incentives and rewards so that employees are motivated to give their best performance. (Asadullah et al., 2021). Employees can improve their performance by being given training to improve their competence. (Ángeles López-Cabarcos et al., 2022). The company will lose if employee performance decreases because the company's profits will decrease and work targets are never achieved (Bisht & Mahajan, 2021). The company can improve employee performance by having programmes held by management such as competency improvement programmes. (Bisht & Mahajan, 2021). Loyal employees will give their best performance for the company's progress (Li & Zhang, 2021). The coaching programme can make employees independent to solve existing tasks and problems (Stirpe et al., 2022a). talent management can serve to improve employee performance (Kour et al., 2019) Company employees will feel engaged when given a training that has an impact on improving employee performance. (Khtatbeh et al., 2020). Performance evaluation using key performance indicators is mandatory to see the performance of employees who will be rewarded.

Table 1. Previous Research References

No	Article Title	Publisher & Year	Authors
1	Model Evaluasi Penerapan Talent Management Pada Perusahaan Armada Trucking	Jurnal Transportasi, Logistik, dan Aviarsi, 2022	(Parmenas et al., 2021)
2	The impact of digital transformation on talent management	Technological Forecasting and Social Change, 2023	(Montero Guerra et al., 2023)

3	Talent management and the relevance of context: Towards a pluralistic approach	Human Resource Management Review	(Thunnissen et al., 2013)
4	Talent management and the HR function in cross-cultural mergers and acquisitions: The role and impact of bi-cultural identity	Human Resource Management Review	(Liu et al., 2021)
5	Determinant Job Satisfaction and Performance Employee: Analysis Competence, Training, Job Experience	International Journal of Artificial Intelligence Research	(Thamrin AR et al., 2022)
6	Coaching , Mentoring , Leadership Transformation and Employee Engagement : A Review of the Literature	Dinasti International Journal of Digital Business Management, 2023	(Susanto & Sawitri, 2023)
7	Job satisfaction behind motivation: An empirical study in public health workers	Heliyon, 2021	(Kitsios & Kamariotou, 2021)
8	Satisfaction with HR practices and employee performance: A moderated mediation model of engagement and health	European Management Journal, 2022	(Stirpe et al., 2022b)
9	Motivation, satisfaction, and future career intentions of pharmacy students: A cross-sectional preliminary analysis	Currents in Pharmacy Teaching and Learning, 2022	(Younes et al., 2022)
10	Employee Engagement Strategy : Analysis Of Organizational Commitment , Compensation , Career Development	International Conference Of Humanities And Social Science (ICHSS), 2022	(Susanto, 2022)
11	Employee engagement: what's your strategy?	Strategic HR Review, 2018	(Matthews, 2018)
12	Employee Engagement: A Quantitative Review and Its Relationship with Job Satisfaction and Employee Performance	Atlantantis Press, 2021	(Sani Supriyanto et al., 2021)
13	Loading And Unloading Labor Performance As A Mediation Of Variables Of Work Motivation , Work Competence And Work Behavior That Impacts Well- Being Loading And Unloading Labor	Journal of Economics, Management, Entrepreneur, and Business, 2022	(Setyawati et al., 2022)

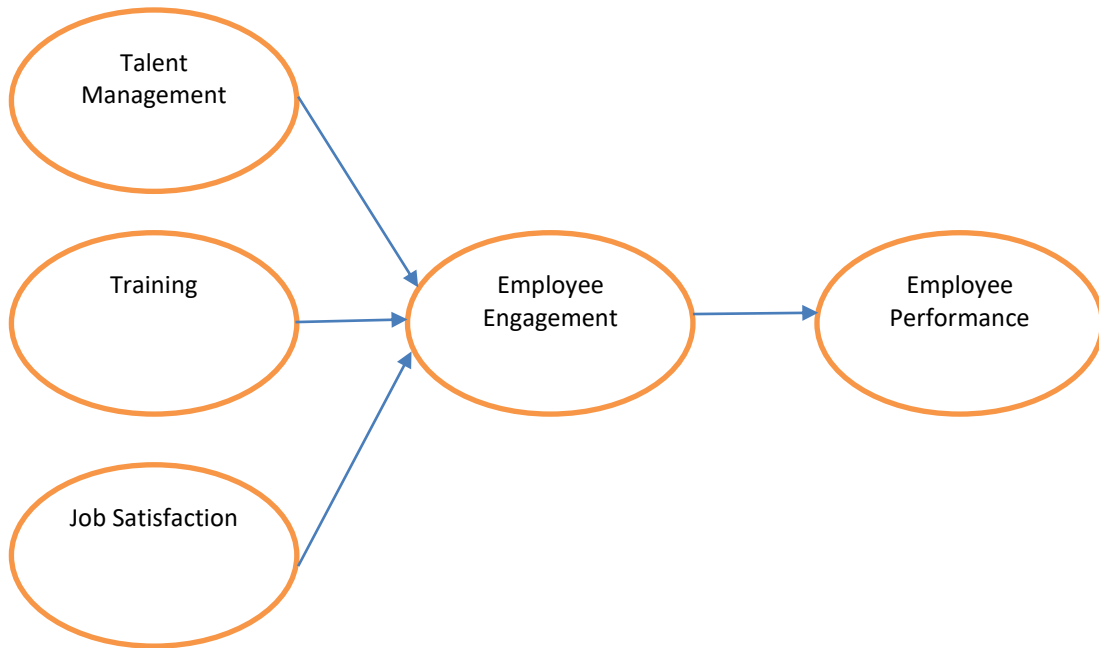


Figure 1. Conceptual Framework Research

Information Based Variable:

X1: Independent variable (Talent Management)

X2: Independent variable (Training)

X3: Independent variable (Job Satisfaction)

Y: Intervening variable (Employee Engagement)

Z: Dependent variable (Employee Performance)

METHODOLOGY

Literature research is used to research and understand company documents, theoretical underpinnings, and information relevant to the issue under investigation to obtain material that serves as the theoretical basis for compiling this research. This study was conducted by collecting data from textbooks, international journals, Internet sources, and other studies relevant to this study. The data collected are prepared, analyzed, and further processed using developed rationales so that conclusions can be drawn from the data. Data gathered from the reading outcomes are then assessed by choosing the relevant materials or ones that are still relevant to the investigation. Based on the findings of further data analysis, a conclusion from the topic under study has been summarized and reached.

RESULTS

Employee performance covers a wide range of employee activities and plays a direct role in the company's development. As we have already mentioned, whether your employees are productive can have a significant impact on the development of your company. Therefore, companies need to be

able to continuously monitor the performance of each employee and see if their level of productivity in completing tasks is meeting expectations. Any activity carried out to improve the company's business development Achievement depends on a combination of acquired skills, effort and opportunity. This means that performance is the result of the employee's work over time and the focus is on the employee's work over time. This achievement comes from the word work performance or actual performance. This means that someone performed some kind of work performance or actual performance. Performance means the qualitative and quantitative work an employee does in carrying out their duties according to their assigned responsibilities

The primary purpose of performance measurement is to motivate employees to achieve organizational goals and adhere to specified standards of behavior to achieve desired outcomes and behaviors. Performance measures can be used to curb inappropriate behaviors and stimulate and implement desired behaviors through timely feedback on both intrinsic and extrinsic outcomes and performance rewards. The benefits of measuring employee performance are: Maximize employee motivation and manage organizational processes effectively and efficiently. Support employee-related decisions such as promotions, transfers, and terminations. Identify employee training and development needs and define selection and evaluation criteria for employee training programs. Provide employees with feedback on how their managers evaluate them. Provides the basis for award or prize distribution.

Individual factors Psychologically, a normal individual is one who maintains a high degree of alignment between their psychological (spiritual) and physical (physical) functioning. Due to the high integrity of psychological and physical functioning, individuals have good self-results. These positive outcomes are the primary assets of individual human beings who are able to optimally manage and use their potential in carrying out activities and daily work activities in order to achieve organizational goals. Organizational environmental factors, Organizational work environment factors are very helpful in helping individuals achieve job performance. Organizational environment factors mentioned include clear job descriptions, appropriate authority, challenging work goals, effective work communication patterns, harmonious work relationships, respectful and dynamic It includes work environment, career opportunities, and relatively suitable work environment.

DISCUSSION

Talent management aims to find, guide, develop and retain the best talent who are ready to become future leaders in order to help the organization achieve its vision, mission, and strategy in the long term. and human resource management. Human resource management is performed by selecting potential candidates from a talent pool and preparing candidates to fill the required positions to attract candidates to fill positions in organizational units of the company. Those selected as candidates are ultimately responsible for ensuring that the organization is prepared for the challenges of the future. Candidates are carefully selected and then undergo training and development to provide

them with the skills and competencies they will need in the corporate environment of the future.

Talent management is an ongoing process Contents: (1) Create a human resource needs plan. (2) Deploy the image An image that attracts the best talent in the talent market. (3) Allow new talent to enter the organization quickly and reach productive levels. (4) implement A program to keep top talent. (5) Facilitate a continuous flow of talent (5) Facilitate the continuous flow of talent with the greatest impact to Units, Locations, Divisions, and her SBUs (Sub Division Units) within the organization; Organizations with the greatest impact on organizational excellence organization.

Factors that influence the talent management process. Labor value is the chance to find a labor balance between work life and life outside of work. Demographics Global demographics are impacting talent pools and how companies adapt to a diverse workforce. Organizations are adapting to a diverse workforce's cultural background. In addition, the change of officers Identify Super Keeper appearances as soon as possible, Involve them in the talent pool early in their career, and Develop them to express leadership careers faster her leadership career. The changing role of HR personnel In this age of globalization, the changing role of HR personnel is inevitable. Unavoidable. The roles are much broader and start with: Simple roles of providing services to employees, including: Training, coaching, and advice leading up to the procedure Sequential implementation of innovative work-life programs Attract and retain some key employees. Key Responsibilities in the Changing Role of HR Professionals The changing role of HR professionals is in the real of talent management.

Employee training is the process of instilling specific knowledge, skills and attitudes in employees so that they become more proficient and perform their duties better according to standards. in a further definition. the importance of training and education. Education provides knowledge on a specific subject, but is more general in nature and structured over a much longer period of time. The main objectives of training can be divided into her five areas: Upskill your workforce as technology changes. Reduce learning time for new employees to become proficient. For support of operational issues. Prepare for employee promotion. Provide orientation to employees to get to know the organization better.

A successful exercise program depends on five factors: Training or development goals, Training should have clear goals that can be broken down into observable and measurable behaviors so that the effectiveness of the training itself can be seen. Trainer (The trainer must be able to deliver the training material in a specific manner so that the participants acquire the necessary knowledge, skills and attitudes according to the goals set. Practice material: Training materials should be based on given training objectives. Exercise method (including aids): Once you have decided on your exercise routine, the next step is to develop a suitable training regimen. Participants (trainees). Participants are a very important part, as the success of any training program depends on them.

Factors that influence employee job satisfaction. Based on the definition of job satisfaction above, we also know that satisfaction actually depends on each employee's personality, or is subjective. However, there are some common factors that have a significant impact on employee satisfaction.

Opportunity for advancement. In this case, is there an opportunity to gain experience and improve skills while working, job security. This factor is called supportive job satisfaction for both employees. A safe environment has a huge impact on how employees feel at work. salary wages. High salaries lead to dissatisfaction, and very few people are satisfied with their jobs for the amount of money they earn. company and management. A good company and leader is one that can provide stable working conditions and conditions. These factors determine employee job satisfaction. Supervisor and supervisor. Poor supervision can lead to absenteeism and turnover. The actual factor of work. The traits that exist in the job require certain skills. Satisfaction may increase or decrease depending on the difficulty of work, ease of doing it, and pride.

Working conditions. These include the condition of facilities, ventilation, broadcasting, canteens and parking lots. social aspects of work. It's a difficult attitude to explain, but it's seen as a contributing factor to job satisfaction, dissatisfaction, and dissatisfaction. smooth communication. Unhindered communication between employees and management is often used as a reason to prefer their position. In this case, managers' willingness to listen, understand, and recognize employees' views and achievements plays a very important role in creating job satisfaction. Adequate facilities. Hospital facilities, vacations, retirement plans, housing, etc. are the norms of the job, and satisfying these is satisfying.

Employee engagement is an employee's emotional commitment to an organization and its goals. This emotional commitment means that employees genuinely care about their work and their company. Work for organizational goals, not just for a salary or promotion Employee engagement is the state, positive attitude, or behavior toward work of an employee, characterized by feelings of enthusiasm (vital force), commitment (commitment), and engagement (absorption) in achieving organizational goals and success. organization that can be attached. Employee engagement was first introduced by Gallup's research group in his 2004. The survey results show that employee engagement has a significant impact on a company's business success. Dedicated employees are proven to be absent less often, have fewer workplace accidents, and be more productive. they can generate big profits for the company

CONCLUSIONS AND RECOMMENDATIONS

This research can be a reference for further research literature review and can be a starting point for researchers to look for some of the variables that affect employee performance, the limitation of this research is without using tabulated data from questionnaires so it is not biased. to find the validity between variables and see the positive and negative effects between variables. The recommendations from this mini review for further research are that it is hoped

that there will be a moderator variable so that the significance between variables is more visible, this research has been completed and it is intended that companies that will improve their performance can make this article a reference for optimal performance and create employee engagement so that Turn over at the company very low

FURTHER STUDY

Future research can use SPSS or SEM AMOS data processing to find out significantly the effect between variables in detail and valid.

ACKNOWLEDGMENT

The collaboration of four authors of a research lecturer first thanked their respective educational institutions for supporting this research activity, second for previous researchers who have been used as references for literature reviews, third for article reviewers, fourth for editors and fifth for the Formosa Journal of Science and Technology (FJST)

REFERENCES

- Abu Oda, M. M. A., Tayeh, B. A., Alhammadi, S. A., & Abu Aisheh, Y. I. (2022). Key indicators for evaluating the performance of construction companies from the perspective of owners and consultants. *Results in Engineering*, 15(August), 100596. <https://doi.org/10.1016/j.rineng.2022.100596>
- Alqudah, I. H. A., Carballo-Penela, A., & Ruzo-Sanmartín, E. (2022). High-performance human resource management practices and readiness for change: An integrative model including affective commitment, employees' performance, and the moderating role of hierarchy culture. *European Research on Management and Business Economics*, 28(1). <https://doi.org/10.1016/j.iedeen.2021.100177>
- Ángeles López-Cabarcos, M., Vázquez-Rodríguez, P., & Quiñoá-Piñeiro, L. M. (2022). An approach to employees' job performance through work environmental variables and leadership behaviours. *Journal of Business Research*, 140, 361–369. <https://doi.org/10.1016/j.jbusres.2021.11.006>
- Asadullah, M. A., Ul Haq, M. Z., Wahba, K., Hashmi, S., Kim, H. (Markham), & Hwang, J. (2021). Gender differences and employee performance: Evidence from the restaurant industry. *Journal of Hospitality and Tourism Management*, 48(November 2020), 248–255. <https://doi.org/10.1016/j.jhtm.2021.06.015>
- Bisht, N. S., & Mahajan, A. (2021). Shared stressors and core self-evaluations: A trait activation perspective on employee performance. *Journal of Business Research*, 131(March), 103–111. <https://doi.org/10.1016/j.jbusres.2021.03.053>
- Braglia, M., Gabbrielli, R., Marrazzini, L., & Padellini, L. (2022). Key

- Performance Indicators and Industry 4.0 - A structured approach for monitoring the implementation of digital technologies. *Procedia Computer Science*, 200(2019), 1626–1635. <https://doi.org/10.1016/j.procs.2022.01.363>
- Brown, A., Sieben, N., & Gordon, Z. (2019). Interest in teaching, coaching, and careers in education: A survey of university student-athletes. *Teaching and Teacher Education*, 83, 168–177. <https://doi.org/10.1016/j.tate.2019.03.003>
- Keke, Y., & Susanto, P. C. (2019). Kinerja Ground Handling Mendukung Operasional Bandar Udara. *Jurnal Ilmiah Kedirgantaraan*, 16(2).
- Khtatbeh, M. M., Mahomed, A. S. B., Rahman, S. bin A., & Mohamed, R. (2020). The mediating role of procedural justice on the relationship between job analysis and employee performance in Jordan Industrial Estates. *Heliyon*, 6(10). <https://doi.org/10.1016/j.heliyon.2020.e04973>
- Kitsios, F., & Kamariotou, M. (2021). Job satisfaction behind motivation: An empirical study in public health workers. *Heliyon*, 7(4), e06857. <https://doi.org/10.1016/j.heliyon.2021.e06857>
- Kour, J., El-Den, J., & Sriratanaviriyakul, N. (2019). The role of positive psychology in improving employees' performance and organizational productivity: An experimental study. *Procedia Computer Science*, 161, 226–232. <https://doi.org/10.1016/j.procs.2019.11.118>
- Li, Q., & Zhang, H. (2021). The causal effect of option ownership on employee performance: Empirical evidence from personnel data. *Labour Economics*, 69(January). <https://doi.org/10.1016/j.labeco.2021.101966>
- Liu, Y., Vrontis, D., Visser, M., Stokes, P., Smith, S., Moore, N., Thrassou, A., & Ashta, A. (2021). Talent management and the HR function in cross-cultural mergers and acquisitions: The role and impact of bi-cultural identity. *Human Resource Management Review*, 31(3), 100744. <https://doi.org/10.1016/j.hrmr.2020.100744>
- Matthews, G. (2018). Employee engagement: what's your strategy? *Strategic HR Review*, 17(3), 150–154. <https://doi.org/10.1108/shr-03-2018-0025>
- McShane, S. L., & Von Glinow, M. A. Y. (2018). *Organizational Behavior: Emerging Knowledge. Global Reality* (8th Edition). In *McGraw-Hill*.
- Montero Guerra, J. M., Danvila-del-Valle, I., & Méndez Suárez, M. (2023). The impact of digital transformation on talent management. *Technological Forecasting and Social Change*, 188(December 2022). <https://doi.org/10.1016/j.techfore.2022.122291>
- Parmenas, N. H., Susanto, P. C., & Perwitasari, E. P. (2021). Model Evaluasi Penerapan Talent Management Pada Perusahaan Armada Trucking. *Jurnal Transportasi, Logistik, Dan Aviasi*, 1(1), 74–81. <https://doi.org/10.52909/jtla.v1i1.40>

- Pulungan, P. I. S., & Rivai, H. A. (2021). Pengaruh Locus of Control Dan Efikasi Diri Terhadap Kinerja Karyawan Dengan Keterikatan Karyawan Sebagai Variabel Intervening Pada Pt Semen Padang. *Jurnal Menara Ekonomi : Penelitian Dan Kajian Ilmiah Bidang Ekonomi*, 7(1), 54-65. <https://doi.org/10.31869/me.v7i1.2539>
- Qalati, S. A., Zafar, Z., Fan, M., Sánchez Limón, M. L., & Khaskheli, M. B. (2022). Employee performance under transformational leadership and organizational citizenship behavior: A mediated model. *Heliyon*, 8(11), e11374. <https://doi.org/10.1016/j.heliyon.2022.e11374>
- Sani Supriyanto, A., Maharani Ekowati, V., & Tirta Pujianto, Z. (2021). *Employee Engagement: A Quantitative Review and Its Relationship with Job Satisfaction and Employee Performance*.
- Setyawati, A., Pahala, Y., & Susanto, P. C. (2022). Loading And Unloading Labor Performance As A Mediation Of Variables Of Work Motivation , Work Competence And Work Behavior That Impacts Well- Being Loading And Unloading Labor. *Journal of Economics, Management, Entrepreneur, and Business*, 2(2), 146-161.
- Stirpe, L., Profili, S., & Sammarra, A. (2022a). Satisfaction with HR practices and employee performance: A moderated mediation model of engagement and health. *European Management Journal*, 40(2), 295-305. <https://doi.org/10.1016/j.emj.2021.06.003>
- Stirpe, L., Profili, S., & Sammarra, A. (2022b). Satisfaction with HR practices and employee performance: A moderated mediation model of engagement and health. *European Management Journal*, 40(2), 295-305. <https://doi.org/10.1016/j.emj.2021.06.003>
- Susanto, P. C. (2022). Employee Engagement Strategy : Analysis Of Organizational Commitment , Compensation , Career Development. *International Conference Of Humanities And Social Science (ICHSS)*, 1(1), 96-103.
- Susanto, P. C., & Sawitri, N. N. (2023). Coaching , Mentoring , Leadership Transformation and Employee Engagement : A Review of the Literature. *Dinasti International Journal Of Education Management And Social Science*, 4(2), 297-308.
- Thamrin AR, M., Saribanon, E., Rahmawati, A., D Sucipto, Y., & Susanto, P. C. (2022). Determinant Job Satisfaction and Performance Employee: Analysis Competence, Training, Job Experince. *International Journal Of Artificial Intelligence Research*, 6(1.2). <https://doi.org/https://doi.org/10.29099/ijair.v6i1.2.641>
- Thunnissen, M., Boselie, P., & Fruytier, B. (2013). Talent management and the relevance of context: Towards a pluralistic approach. *Human Resource*

Management Review, 23(4), 326–336.
<https://doi.org/10.1016/j.hrmr.2013.05.004>

Younes, S., Hammoudi Halat, D., Rahal, M., Hendaus, M., & Mourad, N. (2022). Motivation, satisfaction, and future career intentions of pharmacy students: A cross-sectional preliminary analysis. *Currents in Pharmacy Teaching and Learning*, *xxxx*. <https://doi.org/10.1016/j.cptl.2022.09.026>