



沈阳建筑大学学报(自然科学版)

J o u r n a l o f S h e n y a n g J i a n z h u U n i v e r s i t y
(N a t u r a l S c i e n c e)

卷 : 40 期 : 01
Vol: 40 No. 01

doi: 10.11717/j.issn: 1671-2021.2024.15

**THE ROLE OF TALENT MANAGEMENT, PROFESSIONAL COMPETENCY,
TRANSFORMATIONAL LEADERSHIP ON EMPLOYEE PERFORMANCE MEDIATED BY
EMPLOYEE ENGAGEMENT**

Aryono Prakoso¹, Saparuddin², Kazan Gunawan³

^{1,2,3}State University of Jakarta, East Jakarta, Indonesia

Email: aryonoprakoso_9917917042@mhs.unj.a.id, saparuddin@unj.ac.id,
kazangunawan@ymail.com

Received: February 22, 2024

Accepted: March 16, 2024

Published: March 24, 2024

Abstract: This research is intended to analyze the influence of talent management, professional competence, and transformational leadership on employee performance mediated by employee engagement in BPK RI employees. The research method used is an explanatory survey which is a type of causality research that aims to obtain an explanation of the causal relationship between several concepts or variables. The objects of this research are aspects of talent management, professional competence, transformational leadership, employee engagement, and employee performance. The research subjects were 360 BPK RI employees. This research uses PLS-SEM because it aims to test the predictive relationship between constructs by seeing whether there is a relationship or influence between constructs. The research results show that talent management has a positive effect on employee performance, professional competence has a positive effect on employee performance, transformational leadership has a positive effect on employee performance, talent management has a positive effect on employee engagement, professional competence has a positive effect on employee engagement, transformational leadership has a positive effect on employees engagement, talent management influences employee performance through employee engagement, professional competence influences employee performance through employee engagement and transformational leadership influences employee performance through employee engagement.

Keywords: Talent management, professional competency, transformational leadership, employee performance

Introduction

The performance of ASN (State Civil Apparatus) is quite an interesting and important issue because it will be very useful for law enforcement which is also beneficial for the interests of individuals, society, nation, and state. For individuals, good ASN performance will guarantee the protection of civil services and law enforcement will run well. For the community, research on ASN performance will provide community enthusiasm to encourage the creation of laws and regulations that are implemented well. Apart from creating a clean and authoritative government, the influence of good ASN performance will create a safe and comfortable atmosphere because the law is truly made the commander in chief. After all, ASN is one of the State apparatuses. The performance of human resources (HR) has a dominant role in achieving production targets as well as innovation and product development as well as organizational goals. The development of the agency can be seen from the results of employee performance assessments. The results of the performance assessment show whether employees have met the targets set by the agency both in terms of quality and quantity (Rivai & Sagala, 2016). Many factors influence employee performance, including talent management, competency, and transformational leadership.

The concept of talent management emerged based on the results of the analysis that within the company there are several groups of employees, namely employees who have the potential to provide superior performance, employees who have the potential to provide performance that meets expectations, and employees who have the potential to provide performance below the company's expectations. Companies must be able to identify employees who are considered to have high potential and performance and manage them differently from other groups through talent management. Talent management is an integrated strategy designed to manage the abilities, competencies, and strengths of employees in an organization. Talent Management helps organizations utilize their human resources as best as possible for organizational goals and to ensure the maximum potential for talented employees (Lance Berger, Dorothy Berger, 2017: 8). Several studies show that talent management has an influence on employee performance, such as research from Sopiah (2020) which states that talent management has a positive effect on work engagement and employee performance. In line with this research, Mangusho (2015), Unachukwu (2018), Mohana (2021), and Yuwono (2021) stated the same thing that talent management has a positive effect on employee performance. Meanwhile, research conducted by Wang (2021) states that talent management does not affect employee performance.

The performance of ASN at the Financial Audit Agency is also influenced by competency. Competency is a combination of knowledge and skills that are relevant to the job. Competence is the capacity to handle a job or task based on a predetermined standard (Ainsworth et al. in Cohen, 1999). Employees who have good competence will have good performance, whereas employees who have poor competence will certainly have bad performance too. Competency is a collection of knowledge, skills, and attitudes that exist in a person to carry out activities effectively in a job or job function which is the standard expected by employees. The increasing demand for BPK millennial ASNs to have the professional competence to support their duties and work as ASNs. According to Spencer (2003), competence is a fundamental characteristic possessed by a person that directly influences or predicts excellent performance.

Competency here relates to aspects of employee knowledge, skills, attitudes, and behavior that must be improved. Increasing the competence of BPK ASNs in carrying out bureaucratic duties or positions through training is oriented towards job competency standards by the challenges of reform and globalization which of course is adjusted to the needs of its stakeholder's research on the relationship between competence and employee performance was carried out by Kolibacova (2014) which stated that competence has a positive influence on employee performance. In line with this research, Nurahaju (2020), Linda Taha (2020), Mangkunegara (2015), Rama (2022), Ida Ayu Oka Martini (2020), and Syahrir (2021) stated that competence influences employee performance. The results of Hidayat's (2021) research are different from the results of his research which proves that competency has no significant effect on employee performance. In line with the results of this research, Oktaviani (2022) concluded the results of his research which stated that competence does not affect employee performance. Transformational leadership is one of the determining factors for employee performance (Baskarada et al., 2017). If the leader applies a leadership style that can create a conducive atmosphere, employee performance will also be boosted.

The research results of Jiang et al. (2017) show that transformational leadership has a positive effect on employee sustainable performance. Research from Andriani et al. (2018) also shows that transformational leadership has a positive and significant effect on employee performance. The influence of transformational leadership is also supported by research from Strukan et al. (2017), which explains that transformational leadership has a positive effect on achieving high levels of company financial performance and new product development. On this side, it is clear that transformational leadership affects the extent of the performance of millennial ASNs at BPK RI. On the other hand, as an ASN, of course, you need to have employee engagement, where employee engagement is the extent to which employees are motivated to contribute to the success of the organization and are willing to exercise freedom in making decisions independently to complete important tasks for achieving organizational goals (Albrecht, 2010). Employees who work in private organizations or private companies have higher employee engagement and organizational commitment than employees who work in public organizations or state-owned companies (Anindita and Cahyadi, 2020).

Literature Review

1. Talent Management

According to Colling and Mellahi (2009), talent management is an effort to search for, develop, plan, and maintain the talent possessed by someone in an organization that is needed to develop the company's business and assets for the company that must be maintained. Talent management is a series of integrated human resource processes in identifying, managing, and developing a person's abilities based on their performance to get employees who remain in line with the work expected by the company. Talent management is a combination of initiatives carried out by companies to create business advantages by optimizing talented employees. The key is the process of identifying, developing, and retaining talented employees to continue creating business advantages for the company. Talent management is defined as "the planned recruitment, assessment, development, engagement, retention, and deployment of highly skilled employees who create significant value for the organization" (Tansley et al., 2006).

The dimensions of talent management consist of searching for talent, retaining talent, motivating talent, and developing talent (Armstrong and Taylor, 2014). According to Lance Berger, Dorothy Berger (2017: 8) argues: "Talent management is an integrated strategy designed to manage the capabilities, competencies and strengths of employees in an organization. This Talent Management assists organizations in making the best use of their human resources for the goals of the organization and to ensure the maximum out of these talented employees." Meanwhile, according to Carolina Machado (2018), "Talent management is a planned and structured corporate approach to recruiting, retaining, and developing talented people in an organization." This means that talent management is a planned and structured corporate approach to recruiting, retaining, and developing talented people in an organization.

Likewise, according to Canon and Mcgee (2016), "Talent management is a set of integrated organizational HR processes designed to develop, motivate and retain productive, engaged employees". This means that talent management is a series of integrated organizational HR processes designed to develop, motivate, and maintain the productivity of the employees involved. Talent management is defined as a systematic and dynamic process for finding, developing, and retaining talent (Isfahani and Boustani, 2020). Based on this understanding, researchers understand that talent management is an effort to find, develop, plan, and maintain the talent possessed by someone in an organization which is needed to develop the company's business and assets for the company that must be maintained.

The concept of talent management from Colling and Mellahi (2009) means that the dimensions of talent management are identification of key positions, talent acquisition, talent development, and talent retention.

- a. Identify key positions. Identifying key positions is the first step in developing talent management. Determining key positions is seen from the potential output of the position or the potential role of the position to contribute to achieving company goals. Furthermore, employees placed in these positions are identified as talented employees (Colling and Mellahi, 2011; Vijayvargi, 2014; Goldsmith and Carter, 2014).
- b. Talent Acquisition. Talent acquisition aims to attract and select the talents needed to achieve company goals. There are two processes carried out, namely recruitment and selection. Strategically directed

recruitment and selection has the potential to make a significant contribution to organizational performance and enhance competitive advantage.

- c. **Talent Development.** According to Caplan (2013), talent development is a process or effort to adapt and anticipate changes in the business environment and technological developments through the learning process. Through this process, talented employees are prepared to quickly acquire, and modify, the knowledge, skills, and values needed for the company to win the competition through the talents of the employees.
- d. **Talent Retention.** One aspect that has received attention in the talent retention dimension is career management. A career is a series of positions or positions held in a job. Each employee's career usually consists of several different positions, positions, and experiences.

2. Competence

Coopersmith (2001) says that competence is a person's ability to successfully fulfill achievement demands, which is characterized by the individual's success in carrying out various tasks well. An important requirement for the effectiveness or success of leaders (leadership) and managers (management) in carrying out their respective roles, tasks, functions, or responsibilities is competence. The concept of competence was first popularized by Boyatzis (2001) who defined competence as "the ability possessed by a person which is visible in his attitude which is following work needs within the parameters of the organizational environment and provides the desired results".

Armstrong and Baron (2001) differentiate the meaning between competence and competency. Competence describes what a person needs to be able to carry out work well. This understanding of competence pays more attention to the consequences rather than efforts and to outputs rather than inputs. Meanwhile, competency refers to behavioral dimensions, so it is often also called behavioral competency. The definition of competency is intended to describe how people behave when they perform their roles well.

According to Rotwell (2007), competency is an area of knowledge or skill that is critical for the production of outputs. Rotwell further wrote that competency area internal capabilities that people bring to their job; capabilities which may be expressed in a broad, even infinite array of on-the-job behavior. Spencer (2003) argues that competence is "... an underlying characteristic of an individual that is causally related to criterion referenced effectiveness and/or superior performance in a job or situation". In line with this, Zwell (2000) argues "Competencies can be defined as the enduring traits and characteristics that determine performance. Examples of competencies are initiative, influence, teamwork, innovation, and strategic thinking". Some of the views above indicate that competence is a permanent individual characteristic or personality (traits) that can influence a person's performance. Apart from the traits of Spencer and Zwell, there are other competency characteristics, namely motives, self-concept, knowledge, and skills (Spencer, 2003)

About professional competence, professional comes from the word profession. The profession itself has the meaning of a job that requires skills obtained through special education or training. So the definition of professionalism is "a view that certain skills are needed in certain jobs where those skills can only be obtained through special education or special training". Another opinion states that professionalism is "an understanding that teaches that every job must be done by someone who teaches that every job must be done by a professional person. Based on the opinions above, the researcher can conclude that professionalism is an attitude of action that a person has in supporting his/her work realized by the understanding that teaches that carrying out a profession must be based on professional abilities which include knowledge, expertise, and skills that support the profession one is engaged in. Spencer and Spencer (2003) also provide five basic characteristics of competence, namely:

- a. A motive is something that someone continuously thinks about or wants that causes an action. This motive moves, directs, and determines behavior toward certain actions or goals.
- b. Traits, namely, physical characteristics and consistent responses to situations and information.
- c. Personal concept (self-concept), namely a person's behavior, values, and personal impressions.
- d. Knowledge, namely information about someone who has a certain substantive area.
- e. Skills are the ability to carry out certain physical and mental tasks.

3. Transformational leadership

Transformational leadership is an extension of transactional leadership which includes broader elements than transactional leadership (Bass, 2003). Robbins and Judge (2019) state that transformational

leaders are "Leaders who inspire followers to transcend their self-interests and who are capable of having a profound and extraordinary effect on followers." From the statement above, a transformational leader is a leader who inspires his followers to put aside their interests and can influence extraordinary ways. Baek (2012) suggests that "Transformational leaders can typically transform the organization by identifying the need for change, initiating vision, and mobilizing commitment to these visions". Transformational leaders can usually change an organization by identifying the need for change, initiating a vision, and mobilizing commitment to this vision.

Glinow (2015) suggests that transformational leadership is "A leadership perspective that explains how leaders change teams or organizations by creating, communicating and modeling a vision for the organization or work unit, and inspiring employees to strive for the vision." From the statement above, transformational leadership is a leadership perspective that explains how leaders change teams or organizations by creating, communicating, and modeling a vision of an organization or work unit and inspiring employees to fight for that vision. Transformational leadership is leadership characterized by leaders who use their charisma to change and strengthen their organization.

According to Luthan (2019), "transformational leadership is based more on leaders shifting the values, beliefs, and needs of their followers". In this transformational leadership, the leader shifts the value system, beliefs, and needs of his followers. Meanwhile, Ivancevich et al., (2017) stated that a transformational leader "Motivates followers to work for goals instead of short-term self-interest and for achievement and self-actualization instead of security; can express a clear vision and inspire others to strive to accomplish the vision". From the statement above, a transformational leader is a leader who motivates followers to work not only for their interests in the short term but for achievement and self-actualization, not security; able to express a clear vision and inspire others to strive to achieve that vision.

According to O'Leary (2001), transformational leadership is a leadership style used by a manager if he wants a group to expand boundaries and have performance beyond the status quo or achieve a completely new set of organizational goals. Transformational leadership in principle motivates subordinates to do better than what they can do, in other words, it can increase subordinates' trust or self-confidence which will affect improving performance. Regarding the dimensions of transformational leadership, Robbins and Judge (2019) state that the characteristics of transformational leaders are as follows:

- a. Idealized Influence (Charisma): provides a vision and mission, instills pride, and gains respect and trust.
- b. Inspirational Motivation: communicates high expectations, uses symbols to focus efforts, and states important goals simply.
- c. Intellectual Stimulation: increases intelligence, rationality, and careful problem-solving.
- d. Individualized Consideration: providing personal attention, treating each employee individually, and training and providing advice.

4. Employee Engagement

Employee engagement is a condition that shows the high level of employees' involving themselves in the work that must be completed. Someone who is engaged will show involvement, satisfaction, commitment, enthusiasm, and motivation to gain meaning when doing their work (Dubrin, 2019). According to Kinicki and Fugate (2016), engaged employees will surrender what they have to their work and be involved in four conditions, namely urgency, focus, intensity, and enthusiasm. According to Dessler (2019), employee engagement means being psychologically involved in, connected to, and committed to completing work. Meanwhile, Robbin and Judge stated that employee engagement is the involvement, satisfaction, and enthusiasm of employees for the work they are doing.

Employee engagement is an idea in organizational behavior that has gained traction in recent years. This attraction arises because employee engagement influences the company's overall performance. Most employee engagement is defined as an emotional and intellectual commitment to the organization (Baumruk, 2004; Richman, 2006; Shaw, 2005) or the amount of effort beyond job requirements that employees show in their work (Frank, et, al, 2004) as quoted by Saks (2006).

Employees who are attached to the company will be emotionally and intellectually committed to the company and will give their best effort beyond what is set as a target for a job. Employee engagement is "Positive personal character is a feeling of energy which is expressed through sustainable efforts in the workplace that are oriented towards achieving organizational goals" (Byrne, 2015). "The character of engagement is shown by a balance of character in the cognitive, emotional and body language sectors which focuses on achieving organizational goals" (Byrne, 2015) "Employees who have been engaged have the

character of always wanting to be involved, have high enthusiasm, and are highly committed to their work and who contribute to the organization where they work in positive behavior” (Gallup, 2013).

The newest and most widely used concept in research and business practice related to employee engagement is a positive state of mind and attitude regarding work which is characterized by vigor, dedication, and absorption (Ongel, 2014; Otieno, 2015; Schaufeli, 2013). Furthermore, employee engagement is described as organizational commitment, especially affective commitment (emotional attachment to the organization) and sustainability commitment (willingness to remain in the organization). Schaufeli & Bakker (2003) explain that employee involvement is a form of positive thinking, namely thoughts that arise related to completing the workload they have, and can be characterized by vigor (enthusiasm, energy at work), dedication (playing an active role in advancing the organization or company), absorption (preoccupation and enjoyment one has in doing one's work). The aspects used for employee work involvement variables, namely from Schaufeli & Bakker (2003), have three characteristics of employee work involvement, including:

- a. Vigor (Strength) is characterized by the level of enthusiasm, energy, and toughness or mental strength in work. And the desire to give the best effort at work and when facing difficulties.
- b. Dedication: Characterized by feelings of enthusiasm, wanting to be fully involved, and having pride in the work one has.
- c. Absorption (Preoccupation) is characterized by the ability to concentrate fully and the ability to enjoy the work one has. So it feels like time at work passes so quickly.

5. Employee Performance

Employee performance is the value provided to the organization resulting from several employee behaviors that both directly and indirectly contribute to achieving company goals (Julia, et. Al, 2008; Samnani, 2013; Steffen, 2014). Employee performance is certain behavior that can be observed and measured related to the skills and abilities possessed by employees (Shaheen, 2013; Vosloban, 2012; Zhang, 2016). Borman, W.C & Motowidlo, (2014); and Pulakos, et. al (2000) revealed that employee performance is the total value expected for the organization as a result of a series of behaviors carried out by individuals in a certain period. Work performance includes (task performance, contextual performance, and adaptive performance (Cunningham, 2011; Kahn, 2015; Risher, 2002). Then Motowidlo and Kell (2013) define employee performance, namely the total value of behavior displayed by an employee as determined by the organization during a certain period. Employee performance is behavior, not results, only involving behavior that is by organizational goals and is multidimensional (Koopmans, et.al. 2011).

Stoner, Freeman, and Gilbert Jr. (2016:4) Performance "Management performance is the measure of how efficient and effective a manager is and how well he or she determines and achieves appropriate objectives". That is, management performance is a measure of how efficient and effective a manager is, namely how well he determines and achieves appropriate goals. According to Edison et al, (2016), "Performance is the result of a process that is referenced and measured over a certain period based on the terms and agreements that have been predetermined". This means that performance is the result of a process that is referred to and measured over a certain period based on predetermined conditions and agreements. Dessler (2015) states that performance is as follows: "The willingness of a person or group of people to carry out activities and refine them completely with their responsibilities with the expected results". This means the willingness of a person or group of people to carry out activities and complete them completely by their responsibilities with the expected results. Borman, W.C & Motowidlo, (2014); Pulakos, et. al (2000) employee performance measurement can be done through three dimensions, namely as follows:

- a. Task Performance relates to employee skills in carrying out work that is their duty and responsibility.
- b. Contextual performance relates to employee behavior that supports the organizational, social, and psychological environment in which the work is carried out
- c. Adaptive Performance relates to employee skills to adapt to changes that occur in work or the work environment (Javad, 2015; Seung Hoon, 2013)

Methods

The research method used is the descriptive verification method. Descriptive methods are used to describe the main variables and characteristics of respondents. Meanwhile, the verification method is used to test the hypotheses proposed in the research. The sample used was 360 lecturers obtained from a purposive sampling technique. The data analysis technique used for data processing is SEM PLS analysis.

Results

1. Validity and Reliability

Based on the PLS method, a Full Model Structural path diagram is obtained as seen in Figure 1. In Figure 1, it can be seen that the yellow boxes indicate each indicator and the blue circles indicate the latent variables. An indicator is said to be valid if it has a factor weight greater than 0.50.

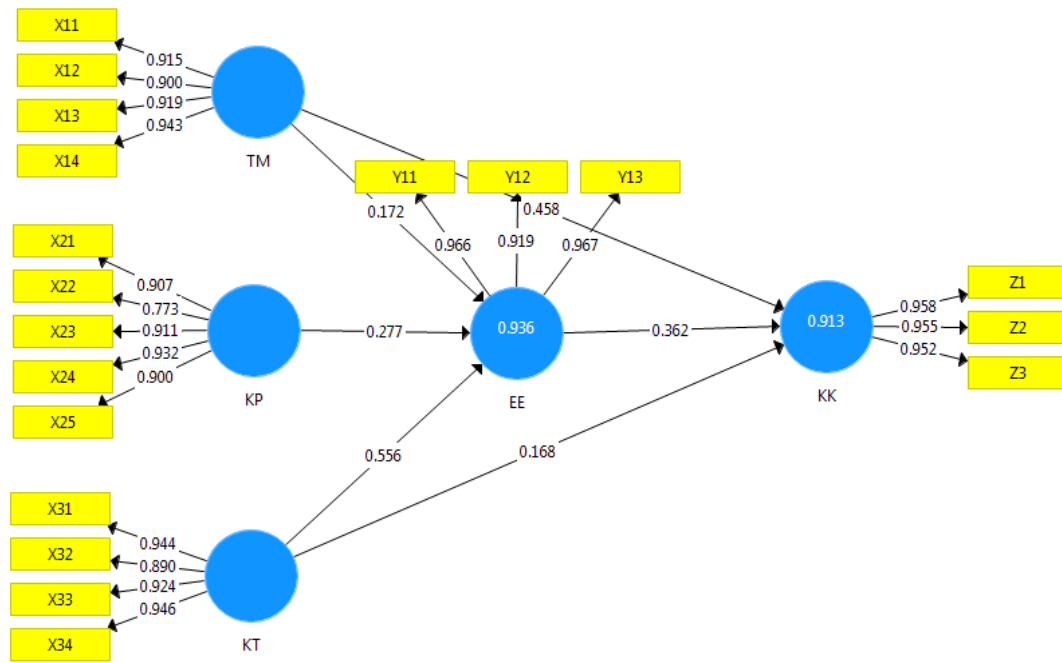


Figure 1 Full Structural Model (PLS Algorithm)

From the picture above, the loading factor value of the variable dimensions of talent management, professional competence, transformational leadership, and employee performance is > 0.5 so all dimensions of the variables of talent management, professional competence, transformational leadership, and employee performance are declared valid.

Table 1: Loading Factor, Composite Reliability, and Average Variance Extracted

| tent Variable | mension | ading Factor | CR | AVE |
|-------------------------------|---------|--------------|-------|-------|
| alent Management(X1) | X11 | 15 | 0,955 | 0,846 |
| | X12 | 10 | | |
| | X13 | 19 | | |
| | X14 | 13 | | |
| ofessional Competency (X2) | X21 | 17 | 0,954 | 0,786 |
| | X22 | 13 | | |
| | X23 | 11 | | |
| | X24 | 12 | | |
| | X25 | 0,900 | | |
| ansformational Leadership (Y) | X31 | 14 | 162 | 0,858 |
| | X32 | 10 | | |
| | X33 | 14 | | |
| | X34 | 16 | | |
| mployee Engagement (Y) | Y1 | 16 | 165 | 0,904 |
| | Y2 | 19 | | |
| | Y3 | 17 | | |

| | | | | |
|---------------------------------|----|-----|-----|-------|
| Employee Performance (Z) | Z1 | .58 | | |
| | Z2 | .55 | .66 | 0,913 |
| | Z3 | .52 | | |

From the data above, the loading factor value of the variable dimensions of talent management, professional competence, transformational leadership, and employee performance is > 0.5 so all dimensions of the variables of talent management, professional competence, transformational leadership, and employee performance are declared valid. Then the AVE value of the five latent variable constructs has good validity because the AVE value is > 0.5 , which means that the information contained in each latent variable can be reflected in the manifest variable. Meanwhile, the Composite Reliability value is declared reliable where all variables have a value of > 0.7 . Thus, the measurement model has good reliability.

2. Hypothesis test

The hypothesis is tested using the findings of the inner model test (structural model), which consists of R-square output, parameter coefficients, and t-statistics. To find out whether a hypothesis is accepted or rejected by testing the significance value between constructs, t-statistics, and p-value. The rule of thumb applied in this research is that a t-statistic of more than 1.96 with a p-value of less than 0.05 is acceptable.

Table 2: Results of Path Coefficients and Specific Indirect Effects

| | Original Sample (O) | T Statistics (O/STDEV) | P Values | Result |
|-------------|---------------------|--------------------------|----------|----------|
| X1 -> Z | 0,458 | 10,628 | 0,000 | Accepted |
| X2 -> Z | 0,100 | 40,931 | 0,000 | Accepted |
| X3 -> Z | 0,168 | 3,243 | 0,000 | Accepted |
| X1 -> Y | 0,172 | 4,464 | 0,000 | Accepted |
| X2 -> Y | 0,277 | 8,021 | 0,000 | Accepted |
| X3 -> Y | 0,556 | 18,397 | 0,000 | Accepted |
| X1 -> Y-> Z | 0,062 | 40,931 | 0,000 | Accepted |
| X2 -> Y-> Z | 0,100 | 93,880 | 0,000 | Accepted |
| X3 -> Y-> Z | 0,201 | 3,388 | 0,000 | Accepted |

The results of hypothesis testing, especially on direct effects, show that talent management has a positive influence on employee performance (t-stat = 10.628 $p < 0.05$ (0.000)) and also has a positive influence on employee engagement (t-stat = 4.464, $p > 0.05$ (0.00)). Professional competence has a positive influence on employee performance (t-stat = 40.931, $p < 0.05$ (0.000)) and employee engagement (t-stat = 8.021, $p < 0.05$ (0.000)). Transformational leadership has an influence positive influence on employee performance (t-stat = 3.243 $p < 0.05$ (0.000)) and also has a positive influence on employee engagement (t-stat = 18.397, $p > 0.05$ (0.00)). Employee engagement has a positive influence on employee performance (t-stat = 5.130, $p < 0.05$ (0.000)). Employee engagement mediates the influence of talent management on employee performance (t-stat = 40.931, $p < 0.05$ (0.000)), and also employee engagement mediates the influence of professional competence on employee performance (t-stat = 93.880, $p < 0.05$ (0.000)). Furthermore, employee engagement mediates the influence of transformational leadership on employee performance (t-stat = 3.388, $p < 0.05$ (0.000)).

Discussion

The results of hypothesis testing regarding the influence of talent management on employee performance are positive. Thus, the better talent management, the more employee performance will increase. The results of hypothesis testing show that the t-value of 10.628 is greater than 1.96. This value shows that at a confidence level of 95%, it can be concluded that the hypothesis is accepted, meaning that talent management has a positive and significant influence on the performance of BPK RI employees. In other words, talent management can now significantly improve employee performance. Talent management is one of the factors that can influence employee performance (Dixit & Arrawatia, 2018). This statement is

strengthened by research by Tash, et al. (2017) which shows that there is a significant positive relationship between talent management and employee performance. Meanwhile, research conducted by Prasetya, et al (2016) showed the opposite results. The results of this research are research conducted by Maya and Thamilselvan (2013) showing a significant positive relationship between talent management and employee performance and organizational efficiency.

Employee performance is influenced by talent management, reinforced by the findings of Mkamburi (2017) showing that there is a positive relationship between talent management variables on employee performance, namely that talent management has a partially insignificant effect on employee performance. Several studies show that talent management has an influence on employee performance, such as research from Sopiah (2020) which states that talent management has a positive effect on work engagement and employee performance. In line with this research, Mangusho (2015), Unachukwu (2018), Mohana (2021), and Yuwono (2021) stated the same thing that talent management has a positive effect on employee performance. Thus, talent management influences employee performance.

Professional competence influences employee performance. Thus, the better the professional competence, the more employee performance will increase. The results of hypothesis testing show that the t-value of 40.931 is greater than 1.96. This value shows that at a confidence level of 95%, it can be concluded that the hypothesis is accepted, meaning that professional competence has a positive and significant influence on the performance of BPK RI employees. Several research results support that professional competence influences employee performance. Research from Basalamah (2017) states that motivation, competence, and individual characteristics influence organizational performance. This is in line with what was stated by Abdullah (2017) who stated that leadership competency influences improving organizational performance. Research from John Osei (2015) states the same thing that employee competence influences improving organizational performance. Then Jabouri (2014) stated that employee competency has an impact and influence on improving organizational performance. The competencies possessed by employees are very determining in improving employee performance. With the competencies possessed by employees in their field, employees will have the performance expected by the organization. The relationship between competency and employee performance was revealed by Kolibacova (2014) who stated that competency has a positive influence on employee performance. In line with this research, Nurahaju (2020), Linda Taha (2020), Mangkunegara (2015), Rama (2022), Ida Ayu Oka Martini (2020), and Syahrir (2021) stated that competence influences employee performance.

Transformational leadership has a positive effect on employee performance. Thus, the better the transformational leadership, the more employee performance will increase. The results of hypothesis testing show that the t-value of 3.243 is greater than 1.96. This value shows that at a confidence level of 95%, it can be concluded that the hypothesis is accepted, meaning that transformational leadership has a positive and significant influence on the performance of BPK RI employees.

Several research results show that transformational leadership has a positive and significant influence on employee performance, such as research results from Mondiani (2012) concluding the results of his research, that transformational leadership and compensation influence employee performance. The relationship between transformational leadership and employee performance is shown by the results of research from Hira Khan (2020) which states that transformational leadership has a positive influence on employee performance. Similar results were also stated from the research results of Hariadi (2022), Magasi (2021), Hasib (2020), Rafia (2020), and Cemil Top (2020) which stated that transformational leadership has a positive influence on employee performance.

Furthermore, the results of hypothesis testing regarding the influence of talent management on employee engagement are positive. Thus, the better talent management, the more employee engagement will increase. The results of hypothesis testing show that the t-value of 4.464 is greater than 1.96. This value shows that at a confidence level of 95%, it can be concluded that the hypothesis is accepted, meaning that talent management has a positive and significant influence on employee engagement. Maintaining competitive resources requires support from loyal employees. One effort to get loyal employees suggested by Pandita and Ray (2018) is to implement talent management to create engaged employees, which is called employee engagement.

The research results of Nurul et al. (2014) show that talent management has a positive correlation with employee engagement. The results of hierarchical regression analysis indicate a positive relationship between talent management practices (developing employee potential) and employee engagement. Alert al.'s research results. (2014) shows that talent management practices have become an important part of modern

organizations due to the emergence of modern economic actors, new generations of competitive employee candidates, and the need for companies to become more strategic and competitive, which means using new ways of managing resources and capital. The research results of Irmawaty & Mailani (2016) show that there is a significant relationship between talent management and employee engagement. Mohamed (2014) proves that talent management has a positive correlation and has a significant effect on employee engagement. Thakur (2015) proves in his research that talent management has a positive and significant impact on employee engagement.

Research by Ratnawati & Subudi (2018) states that companies should practice talent management by paying more attention to talented people in the company and providing appreciation to produce engaged employees because talent management has a positive and significant effect on employee engagement. Supported by research results from Hariyanto & Ferdian (2019) that talent management has a significant effect on employee engagement. The need for talent management practices in Generation Y to be engaged or engaged is increasing along with changes in the way employees work due to the global pandemic, namely working from home. Then Octavia, et al (2018) stated that talent management has a positive and significant influence on employee performance.

Professional competence in employee engagement is positive. Thus, the better professional competence, the more employee engagement will increase. The results of hypothesis testing show that the t-value of 8.021 is greater than 1.96. This value shows that at a confidence level of 95%, it can be concluded that the hypothesis is accepted, meaning that professional competence has a positive and significant influence on employee engagement. The results of this research prove that there is a positive influence between the Employee Competency variable on Employee Engagement. This means that good competence, which is indicated by achievement, initiative, self-control, self-confidence, commitment to the organization, organizational awareness, and teamwork, will increase employee engagement because of the high level of responsibility for the work they are assigned. The results of this research are in line with research by Unnikrishnan, and Seema, Effective organizations anticipate leadership and talent needs to succeed in the future.

Based on research conducted by Herawaty and Cahyadi (2020), competency has a positive effect on employee engagement. Another factor that can influence employee engagement is providing rewards or awards to employees as a form of appreciation for employees for achieving work targets. Urtasun & Nunez (2012) say that competence is a collection of work dimensions including individual knowledge, attitudes and behavior, skills, team collectiveness, as well as the processes and abilities of an organization related to achieving optimal performance to provide competitive and sustainable advantages for the organization.

The results of further hypothesis testing regarding the influence of transformational leadership on employee engagement are positive. Thus, the better the transformational leadership, the more employee engagement will increase. The results of hypothesis testing show that the t-count value of 18.397 is greater than 1.96. This value shows that at a confidence level of 95%, it can be concluded that the hypothesis is accepted, meaning that transformational leadership has a positive and significant influence on employee engagement. Leadership with a transformational style can be the key to achieving good employee performance amidst the heat of the COVID-19 pandemic phenomenon which is currently a problem for the continuity of the company.

Transformational leadership can also influence work engagement among members of the organization. Transformational leadership is a leadership style that can increase the level of employee engagement in the workplace. According to Hockey and Ley (2008), leadership is one of the factors that forms employee engagement apart from other factors such as organizational culture and climate, training and education, job factors, and feelings of being appreciated and involved. Employees will respond positively and produce better performance when they have an emotional attachment to their leader. To create employee engagement, both emotional and cognitive, a leader, apart from paying attention to the work environment, the effectiveness of managerial activities will encourage the creation of employee engagement (Luthan & Peterson, Mc Bain, 2007). Asmaluddin & Ketut (2021) also explained that change leadership has a significant influence on work engagement. The better the change leadership felt by AirNav Indonesia Denpasar branch employees, the higher the employee's work engagement.

Then the influence of talent management on employee performance through employee engagement is positive. Thus, the better talent management, the more employee performance will increase, which is strengthened by good employee engagement. The results of hypothesis testing show that the t-value of 22.779 is greater than 1.96. This value shows that at a confidence level of 95%, it can be concluded that the

hypothesis is accepted, meaning that talent management has a positive and significant influence on employee performance through employee engagement. Having talented employees will increase employee engagement within the organization and will then have an impact on increasing employee performance. Alias (2017) stated that talent management practices (managerial support, employee career development, organizational awards, and recognition) have a positive influence on employee engagement.

According to Mangusho (2015) through talent management practices such as job rotation, organizations can increase employee competency which influences the achievement of high employee performance. Research conducted by Payambapour & Hooi (2015), Irtamieh et. al (2016), Alias et. al (2017), Al-Hussaini (2019), Abdullahi (2020), stated that employee engagement can influence talent management variables on employee performance variables when employees have high employee engagement, they will tend to be more productive, creative and diligent. in work. The relationship between employees and their work will also be related to the concept of employee engagement. Bakker, et al (2013) define employee engagement as a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption. Companies can increase employee engagement through talent management. Employees who have higher engagement in work will bring out their best potential to produce high performance (Sehgal, 2013; Hughes & Rog, 2008). Sehgal (2013) further stated that when employees can carry out work and assess that the work has value for the company, motivation, self-confidence and a desire to put in more effort will emerge so that they become engaged employees.

The results of hypothesis testing regarding the influence of professional competence on employee performance through employee engagement are positive. Thus, the better the professional competence, the more employee performance will increase, which is strengthened by good employee engagement. The results of hypothesis testing show that the t-value of 40.931 is greater than 1.96. This value shows that at a confidence level of 95%, it can be concluded that the hypothesis is accepted, meaning that professional competence has a positive and significant influence on employee performance through employee engagement. Several research results show that competence has a significant effect on performance (Abraham, 2004; Karami et al., 2017; McEvoy et al., 2005; Moon et al., 2014; Renyut et al., 2017; Segon & Booth, 2015). Furnham (1990) in Sedarmayanti, (2010) states that competence is the basic ability and quality of performance needed to do a job well. Basic abilities that do not match the abilities needed to complete the job will not produce good performance.

Meanwhile, employee engagement is a state of employees who are psychologically involved with their work. Employees are involved physically, cognitively, and emotionally while showing their performance at work (Albrecht, 2010). The results of research conducted by Aktar, (2016) show that Employee Engagement has a positive and significant effect on employee performance. Organizations can improve employee performance on an ongoing basis by ensuring employee engagement levels are at a high level. Likewise the results of research conducted by (Aktar, 2016; Dajani, 2015; He et al., 2014; Kutcher, and Roof, 2015; Wingerden & Stoep, 2018).

Finally, the influence of transformational leadership on employee performance through employee engagement is positive. Thus, the better the transformational leadership, the more employee performance will increase, which will be strengthened by good employee engagement. The results of hypothesis testing show that the t-value of 40.931 is greater than 1.96. This value shows that at a confidence level of 95%, it can be concluded that the hypothesis is accepted, meaning that transformational leadership has a positive and significant influence on employee performance through employee engagement. The results of this research follow the suggestion put forward by Lomanjaya (2014) to add outcomes to mediate the relationship between transformational leadership and employee performance. Employee engagement can influence the relationship between transformational leadership and employee performance. Employee performance will increase when the employee is proud to be part of the company. Several studies use this model, research by Hee et.al (2018), using objects on employees of organizations or companies in Malaysia. The research results show that work engagement fully mediates the relationship between transformational leadership and employee performance. Salu (2018), provides empirical evidence that work engagement can mediate the influence of transformational leadership on employee performance. In other words, transformational leadership will influence employee performance through work engagement.

Conclusion

Based on the results of data analysis and the discussions that have been carried out, the author provides several conclusions as follows;

1. Talent management has a positive effect on employee performance, where the results show that the better talent management, the better employee performance
2. Professional competence has a positive effect on employee performance where the results show that the better the professional competence, the better the employee's performance
3. Transformational leadership has a positive effect on employee performance where the results show that the better the transformational leadership, the greater the employee performance
4. Talent management has a positive effect on employee engagement where the results show that better talent management will increase employee engagement
5. Professional competence has a positive effect on employee engagement where the results show that the better the professional competence, the greater the employee engagement
6. Transformational leadership has a positive effect on employee engagement where the results show that the better the transformational leadership, the more employee engagement will increase
7. Talent management influences employee performance through employee engagement where the results show that the influence of talent management on employee performance will increase if it is mediated by employee engagement.
8. Professional competence influences employee performance through employee engagement, where the results show that the influence of professional competence on employee performance will increase if mediated by employee engagement.
9. Transformational leadership influences employee performance through employee engagement, where the results show that the influence of transformational leadership on employee performance will increase if mediated by employee engagement.

Some research recommendations are as follows;

1. In the talent management variable, the aspect that still needs to be improved is the dimension of talent development, especially the indicators for agencies implementing talent development programs to meet current and future agency needs, where BPK RI needs to be more effective in organizing talent development programs and also Talent development needs to be further improved.
2. In the professional competency variable, the aspect that needs to be improved is the personal concept dimension, especially the indicator of being able to think well analytically, where BPK RI needs to provide education and training to BPK RI employees on an ongoing basis and provide follow-up after carrying out education and training.
3. In the transformational leadership variable, the aspect that needs to be improved is the Individualized Consideration dimension where leaders are required to further assist employees in developing themselves to have better work performance to improve company performance. Through employee self-development, company performance will be in line with expectations. Apart from that, leaders must have a wise attitude and not differentiate between one employee and another by considering the individuality of each employee.
4. In the employee engagement variable, the aspect that needs to be improved is the Absorption dimension, especially the indicator of time at work, where the BPK RI needs to provide rewards and punishments for employees who work on time and for employees who cannot complete work on time. Apart from that, agencies can hold activities with all employees to get to know each other outside their departments, such as adding gathering/outing activities that can be done inside or outside the agency environment.
5. In the employee performance variable, the aspect that needs to be improved is the task performance dimension, especially the indicator of being able to do the job well with little time and effort, where the BPK RI can provide guidance and direction or training to employees on an ongoing basis, providing guidance and supervision. to employees to complete work according to the target amount, giving employees rewards in the form of rewards according to the results of their work. Apart from that, leaders must provide stricter work supervision to employees, so that employees work well and do not delay work time and leaders must also provide warnings and sanctions to employees who do not complete tasks and work on time.

References

- Abdullah, H. (2017). Peranan Manajemen Sumberdaya Manusia Dalam Organisasi. *Warta Dharmawangsa*, 51(1), 1-11.

- Abdullahi, Raman, Solarin. (2020). Talent Management Practices on employee performance among academic staff of Malaysian private Universities: Employee engagement as a mediator. *Journal of applied research in Higher education*, 2050-7003.
- Abraham, R. (2004). Emotional Competence as Antecedent to Performance : A Contingency Framework. *Genetic, Social, and General Psychology Monographs*, 130(2), 117–143.
- Akhtar, A. (2016). Employee Engagement: Does it Matter for Employee Performance? *The Cost and Management*, 44(4), 27–35.
- Al Husaini, Turi, Altamimi, Khan, Ahmad. (2019). Impact of talent management strategies on employee performance behavior with the mediating role of talent management output. *Archives of Bussines Research*, 7 (3)
- Albrecht, Simon. (2010). *Handbook of Employee Engagement: Perspectives, Issues, Research and Practice*. UK: Edward Elgar Publishing.
- Alias, Nurul Ezaili., Norzanah Mohd Noor., Roshidi Hassan. (2014). Examining the Mediating Effect of Employee Engagement on the Relationship between Talent Management Practices and Employee Retention in Information and Technology (IT) Organizations in Malaysia. *Journal of Human Resources Management and Labor Studies*. 2(2): h: 227-242.
- Andriani, S., Kesumawati, N., & Kristiawan, M. (2018). The influence of transformational leadership and work motivation on teachers' performance. *International Journal of Scientific and Technology Research*, 7(7), 19–29
- Anindita, R., & Cahyadi, L. (2020). Aplikasi Model Rasch dalam Mengukur. Komitmen Dosen. *JMSP (Jurnal Manajemen dan Supervisi Pendidikan)*, 4(3),. 220
- Armstrong & Taylor. (2014). *Armstrong's Handbook of Human Resource. Management Practice*. London: Kogan Page Limited
- Armstrong, Michael and Baron, Angela., (2003), *Performance Management*. London. IPD
- Asmaluddin, & Ketut, S. D. (2021). The Effect Of Transformational Leadership On Work Engagement Mediated By Meaningful Work And Personal Resources: A Study On Employees Of Airnav Indonesia Denpasar Branch.
- Bakker, A. B. & Demerouti, E. (2017). Strategic and proactive approaches to work engagement. *The Journal crossover of work*.
- Basalamah. (2017). The effect of competence and compensation on employee performance in the Transportation Department Provincial of South Sulawesi. *Information management and business review Vol. 9 No. 4 PP. 66-11*
- Baskarada, Sasa, (2017). Balancing Transactional and Transformational Leadership. *International Journal of Organizational Analysis. Vol. 25 No. 3, pp. 506-515*.
- Bass, B. M. (2003). *Leadership and Performance Beyond Expectations*. New York: The Pree Press.
- Baumruk, R. (2004). The missing link: The role of employee engagement in business success. *Workspan*, 47, 48-52
- Berger Lance, Berger Dorothy. (2017). *The Talent Management*. Third Edition. London: Kogan Page.
- Borman, W.C. & Motowidlo, S.J. (2013). Expanding The Criterion Domain to Include Elements of Extra-role Performance, dalam Schmitt, N. & Borman, W.C (editors). *Personnel Selection in Organizations*. San Francisco: Jossey-Bass.
- Boyatzis, Richard, (2001), *The Competent Manager: A Model for Effective Performance*, New York: John Willey and Sons.
- Byrne, Z. S. (2014). *Understanding employee engagement: Theory, research, and practice*. New York, NY: Psychology Press.
- Canon, J. A. & R. Mcgee. (2007). *Talent Management and Succession Planning*. London: The Chartered Institute of Personel and Development
- Caplan, Janice. (2013). *Strategic Talent Development: Develop and Engage All Your People for Business Success*. KoganPage
- Carolina, Machado Dias, Ramalho Luz, Sílvia Luiz de Paula, Lúcia Maria Barbosa de Oliveira., (2018). Organizational commitment, job satisfaction and their possible influences on intent to turnover *Revista de Gestão*.
- Cemil Top. (2020). Transformational Leadership Impact on Employees Performance. *Eurasian Journal of Management & Social Sciences*
- Cohen M, John and Peterson B, Stephen. (1999). *Administrative Decentralization (Strategies for Developing*

- Countries*), Kumarian Press: USA
- Collings, D. G., & Mellahi, K. (2009). Strategic talent management: A review and research agenda. *Human Resource Management Review*, 19(4), 304–313.
- Coopersmith, Stanley, 2001, *The Antecedents of Self Esteem*. San Fransisco: Freeman and Company.
- Cunningham, J. B. (2011). Promoting Organizational Fit in Strategic HRM: Applying the HR Scorecard in Public Service Organizations. *Public Personnel Management*. 10(2)
- Dajani, M. A. Z. (2015). The Impact of Employee Engagement on Job Performance and Organisational Commitment in the Egyptian Banking Sector. *Journal of Business and Management Sciences*, 3(5), 138–147
- Dessler, Gary. (2013). *Human Resources Management Thirteenth Edition*. New Jersey: Pearson Education
- Dixit, S., & Arrawatia, M. A. (2018). The Impact of Talent Management on Job Satisfaction and Employee Performance in Public Sector Banks of Rajasthan. *International Journal of Creative Research Thoughts (IJCRT)*
- Dubrin Andrew J., (2019). *Leadership (Terjemahan)*, Edisi Kedua, Prenada Media. Jakarta.
- Edison, Emron., et al. (2016). *Manajemen Sumber Daya Manusia*. Alfabeta. Bandung
- Frank, F.D., Finnegan, R.P., & Taylor, C.R. (2004). The Race for Talent: Retaining and Engaging Workers in The 21st Century. *Human Resource Planning*, Vol. 27 (3), 12-25
- Gabriela Kolibacova. (2014). The relationship between Competency and performance, *Acta Universitatis Agriculturae Et Silviculturae Mendelianae Brunensis*
- Gallup, G. (2016). Gallup study: Engaged employees inspire company innovation. (*The Gallup Management Journal*).
- Glinow, McShane. (2015). *Organizational Behavior Fifth Edition*. New York: McGraw Hill International Edition
- Goldsmith, Marshall & Carter Louis. (2004). Best Practices in Talent Management: How the World's Leading Corporations Manage, Develop, and Retain Top Talent. 14 (3). *CWL Publishing Entreprises*
- Hariadi Ahmad Rizky. (2022). The effect of transformational leadership on employee performance mediated by readiness to change & work motivation: A survey of PT. Karsa Utama Lestari employees. *International Journal Of Research In Business And Social Science* 11(6)(2022) 252-263
- Hariyanto, R. P. F., & Ferdian, A. (2019). Pengaruh Talent Management Terhadap Employee Engagment. *Jurnal Mitra Manajemen*, 3(3), 273–285
- Hasib. (2020). The Effect of Transformational Leadership on Employee Performance Mediated by Leader-Member Exchange (LMX). *Systematic Reviews in Pharmacy*, Vol 11, Issue 11, Nov-Dec 2020
- He, H., Zhu, W., & Zheng, X. (2014). Procedural Justice and Employee Engagement: Roles of Organizational Identification and Moral Identity Centrality. *Journal Business of Ethics*, 122, 681–695
- Hee, O. C., & Jing, K. R. (2018). The Influence of Human Resource Management Practices on Employee Performance in the Manufacturing Sector in Malaysia. *International Journal of Human Resource Studies*, 8(2), 129.
- Herawaty, M., & Cahyadi, C. (2020). Pengaruh penilaian kinerja dan kompetensi terhadap employee engagement pt smart solution bekasi. *Inspirasi Ekonomi*
- Hidayat, R. (2021). Pengaruh Motivasi, Kompetensi dan Disiplin Kerja Terhadap Kinerja. *Jurnal Sekretari dan Manajemen*, Vol. 5, No.1, Hlmn: 16-23. ISSN: 2550-0791
- Hira Khan. (2020). Impact of transformational leadership on work performance, burnout, and social loafing: a mediation model. *Futur Bus J* 2020, 6(1):40
- Hockey & Ley (2008). *Work Environments and Performance*. In N. Chmiel (Ed.), *Work and Organizational Psychology: A European Perspective (pp.206-230)*. Oxford, UK: Basil Blackwell.
- Hughes, G., & Fill, C. (2003). *Marketing Communications*. Oxford: Elsevier.
- Ida Ayu Oka Martini. (2020). The dimensions of competency on worker performance mediated by work commitment, *Cogent Business & Management* (2020), 7: 1794677
- Ilham Ananto Yuwono. (2021). The Effect Of Talent Management On Employee Performance With Corporate Culture As A Mediating Variable, *Jurnal Aplikasi Manajemen dan Bisnis*, Vol. 7 No. 1, Januari 2021
- Irmawaty & Mailani H. (2016) Pengaruh talent management terhadap pengembangan karir pegawai di universitas terbuka. *Jurnal Organisasi dan manajemen*, 3, (5), 1-15.

- Irtamieh, Al-Azzam & Khaddam. (2016). Exploring the Impact of talent management strategies and service quality on beneficiaries satisfaction in Jordan Healthcare Sector: Provider Point of The View. *Journal of Entrepreneurship & Organization Management*, 5 (3)
- Javad, S. (2015). It's Time to Bring Performance Appraisal Into the Twenty-First Century: The Lessons From Companies Like Cisco, Google and Infosys. *Human Resource Management International Digest*. 11 (4).
- Jiang, W., Zhao, X., & Ni, J. (2017). The impact of transformational leadership on employee sustainable performance: The mediating role of organizational citizenship behavior. *Sustainability*, 9(9).
- Julia, Christensen Hughes & Evelina Rog. (2008). Talent Management A Strategy for Improving Employee Recruitment, Retention and Engagement Within Hospitality Organizations. *International Journal of Contemporary Hospitality Management*, 20 (7).
- Kahn. To be Fully There: Psychological Presence at Work, *Human Relations Journal*, 45 (4).
- Karami, A., Farokhzadian, J., & Foroughameri, G. (2017). Nurses ' Professional Competency and Organizational Commitment : Is it important for human resource management ? PLoS ONE, 1–16.
- Kinicki, Angelo., dan Fugate. (2013). *Organizational Behavior: Key Concepts,. Skills and Best Practices*. 5 th. Edition. New York: McGraw-Hill
- Koopmans, L. (2013). Measuring Individual Work Performance - Identifying and Selecting Indicators. *Journal of Prevention, Assessment & Rehabilitation*. 4 (4).
- Kutcher, Eugene, J. (2013). Employee Engagement : A Workplace Issue for Dental Assistants. *Biological Science Database*, 82(3), 34.
- Lomanjaya, J., M. Laudi, D.C.Widjaja, dan E.W. Kartika. 2014. Analisis Pengaruh Gaya Kepemimpinan Transformasional dan Transaksional Terhadap Kinerja Karyawan PT. Iss Indonesia Cabang Surabaya di Rumah Sakit Katolik St. Vincentius A. Paulo. *Jurnal Hospitality dan Manajemen Jasa* 2(1):1-12
- Luthan, Fred. (2019). *Organizational Behavior*, 13th Edition. NewYork: McGraw-Hill International Edition.
- Luthans, F. and Peterson, S. (2002). Employee engagement and manager self-efficacy: implications for managerial effectiveness. *The Journal of Management Development*, Vol. 21 Nos 5/6, pp. 376-87.
- Magasi, Chaca. (2021). The role of transformational leadership on employee performance. A perspective of employee empowerment. *European Journal of Business and Management Research* Vol. 6 Issue 6
- Mangkunegara, A.An Anwar Prabu. (2005). *Managemen Sumber daya manusia*. Bandung: PT. Remaja Rosdakarya.
- Mangusho. (2015). Evaluation of Talent Management on Employees Performance in Beverage Industry: A Case of Delmonte Kenya Limited. *International Journal of Humanities and Social Science* Vol. 5, No. 8; August 2015
- Maya, M., & Thamilselvan, R. (2013). Impact of talent management on employee performance and organizational efficiency in it's- concerning Chennai city. *International Journal of Economic Research*, 10, 453–461.
- McBain, R. (2007). The practice of engagement. *Strategic HR Review*, Vol. 6 No. 6, pp. 16-19
- McEvoy, G. M., Hayton, J. C., WARNICK, aLAN p, Mumford, T. V, Hanks, S. H., & Blahna, M. J. (2005). A Competency-Based Model For Developing Human Resource Professionals. *Journal of Management Education*, 29(3), 383–402
- Mkamburi, Mary dan Mary Kamaara. (2017). Influence of Talent Management on Employee Performance at The United Nations: A Case of World Food Programme. *The Strategic Journal of Business and Change Management*,
- Mohana. (2021). Impact Of Talent Management On Employee Job Performance In Information Technology (It) Sector: An Empirical Study Of Chennai City, *PJAE*, 18 (4) (2021)
- Mondiani, T. (2012). Pengaruh Kepemimpinan Transformasional dan Kompensasi. Terhadap Kinerja Karyawan PT. PLN (PERSERO) UPJ Semarang. *Administrasi Bisnis*, 1(September), 2012
- Moon, K. K., Tam, F., Lau, M., & Chang, J. M. T. (2014). Production Outsourcing : Perspectives from Small and Medium-sized Enterprises. *RJTA*, 18(2), 65–84.
- Muhammed. 2014. The impact of talent management on employee engagement, retention, and value addition in achieving organizational performance. *International Journal of core engineering & management (IJCEM)*, 1 (12): 142-152
- Octavia, H. V., & Susilo, H. (2018). Pengaruh manajemen talenta terhadap kinerja karyawan. *Jurnal*

- Administrasi Bisnis*, 60 (2),. 186, 191.
- Oktaviani. (2022). Pengaruh Kompetensi Pegawai dan Motivasi Kerja Terhadap Kinerja Pegawai Pada Dinas Kependudukan dan Pencatatan Sipil Kota Bima. *Jurnal Disrupsi Bisnis*, Vol. 5, No.5, September 2022
- O'Leary, Elizabeth. (2001). Kepemimpinan. Edisi Pertama. Yogyakarta: Andi.
- Angel, E. (2014). The Relationship Between Employee Engagement and Organizational Performance: Implementations of Organizations. *The International Journal of Social Sciences*. 14 (3).
- Osei, A. J. (2015). Employee's Competency and Organizational Performance in The Pharmaceutical Industry: An Empirical Study of Pharmaceutical Firms in Ghana. *International Journal of Economics, Commerce and Management*. III(3), pp: 1-9.
- Otieno, Brenda Beryl Achieng. dkk. (2015). Effect of Employee Engagement on Organization Performance in Kenya's Horticultural Sector. *International Journal of Business Administration*, 6 (2)
- Payambarpour, Hooi LW. (2015). The impact of talent management and employee engagement on organizational performance. *Journal Management Practice*, 8 (4): 311-335
- Prasetya, A. (2016). Pengaruh Kepemimpinan Transformasional dan Transaksional terhadap Kepuasan Kerja dan Kinerja Karyawan. *Jurnal Administrasi Bisnis*, 35(2)
- Pulakos. (Eds.), (2000). The changing nature of performance: Implications for staffing, motivation, and development(pp. 325-365). San Francisco: Jossey-Bass.
- Rafia, Retno. (2020). the effect of transformational leadership on employee performance mediated by job satisfaction and employee engagement. *International Journal of Business, Economics and Law*, Vol. 21, Issue 5
- Rama L. (2022). A correlation study in mapping competencies and employee performance in the information technology sector, *Journal of Xi'an Shiyou University, Natural Sciences Edition Vol: 65 Issue 06 / 2022*
- Ratna Linda Taha. (2020). The influence of competency and leadership on employee performance in the bureau of financial and public administration of Gorontalo State University, *Public Policy Journal• Vol 1 No 2, Agustus 2020*
- Ratnawati, D. P. D., & Subudi, M. (2018). Pengaruh talent management terhadap employee retention dengan employee engagement sebagai variabel mediasi. *E-Jurnal Manajemen Unud*, 7, (11), 6299-6325
- Renyut, B. C., Modding, H. B., Bima, J., & Sukmawati, S. (2017). The effect of organizational commitment, and competence on Job satisfaction and employee performance in Maluku Governor's Office. *IOSR Journal of Business and Management*, 19(11), 18–29
- Richman, A. (2006). Everyone wants an engaged workforce how can you create it?, *Workspan*, 49, 36-39. doi: 10.1016/j.sbspro.2012.03.182
- Rini Nurahaju. (2020). Effect of Competencies and Personality on Employee Performance, *Research on Humanities and Social Sciences Vol.10, No.24, 2020*. DOI: 10.7176/RHSS/10-24-07
- Risher. (2010). Don't overlook the frontline supervisor. *Journal Public Manager*, 39 (3).
- Rivai dan Ella Sagala. (2016). Manajemen Sumber Daya Manusia untuk Perusahaan. Jakarta : Rajawali Pers.
- Robbins, Stephen dan Judge, Timothy. (2009). Organizational Behavior 13th edition. New York: Pearson International Edition.
- Roof, R. A. (2015). The Association of Individual Spirituality on Employee Engagement : The Spirit at Work. *Journal of Business Ethics*, 130, 585–599. DOI: 10.1007/s10551-014-2246-0
- Rotwell, William J.& H.C. Kaznaz, (2007), Planning & Managing Human Resources; Strategic Planning for Personnel Management 2nd Edition, Mumbai: Jaico Publishing House.
- Saks, A.M. (2006), "Antecedents and consequences of employee engagement", *Journal of Managerial Psychology*, Vol. 21 No. 7, pp. 600-619. <https://doi.org/10.1108/02683940610690169>
- Salu, Oudrey Jefany R, (2018), Analisis Pengaruh Work Engagement Sebagai Mediator Antara Job Resources dan Kepemimpinan Tranformasional Terhadap Organizational Commitment dan Job Performance Di Lembaga Pendidikan Indonesia Amerika, *Jurnal Bisnis Manajemen dan Informatika Vol. 14 No. 3 Februari 2018*. <https://doi.org/10.26487/jbmi.v14i3.2075>
- Schaufeli, W. B., & Bakker, A. B. (2014). Job demands, job resources, and their relationship with burnout and engagement: A multi-sample study. *Journal of Organizational Behavior J. Organiz. Behav.* 25, 293–315 (2004) Published online in Wiley InterScience (www.interscience.wiley.com). DOI: 10.1002/job.248

- Sedarmayanti. (2010). *Manajemen Sumber Daya Manusia*. Bandung: Refika Aditama.
- Segon, M., & Booth, C. (2015). Virtue : The Missing Ethics Element in Emotional Intelligence. *Journal of Business Ethics*, 789–802. <https://doi.org/10.1007/s10551-013-2029-z>
- Sehgal, K., dan Malati, N. (2013). *The Employer Brand*. Surrey, United Kingdom: Gower Publishing
- Seung, Hoon Jang. (2013). The Offensive Framework of Resource Based View (RBV): Inhibiting Others from Pursuing Their Values. *Journal of Management and Strategy*, 4 (1). <https://doi.org/10.5430/jms.v4n1p62>
- Shaheen, A. (2013). Employees Training and Organizational Performance: Mediation by Employees Performance. *Interdisciplinary Journal of Contemporary Research In Business*, 13 (3).
- Shaw, K. (2005). An engagement strategy process for communicators. *Strategic Communication Management*, 9 (3), 26-29
- Sopiah. (2018). *Perilaku Organisasi*. Yogyakarta: CV. Andi Offset.
- Spencer, M.Lely & Signe. (2003). *Competence At Work, Models for Superior Performance*, John Wiley & Sons Inc.
- Steffens, N. K. (2014). Organizational Tenure and Employee Performance: A Multilevel Analysis. *Group & Organization Management*, 13 (3). <https://doi.org/10.1177/1059601114553512>
- Stoner, J.A.F., Freeman, R.E., dan Gilbert, D.R. (2005). *Management Edisi ke-13*. New Jersey: Prentice Hall.
- Strukan Edin, Nikolić Milan dan Senad Sefić. (2017). Impact Of Transformational Leadership On Business Performance, *Tehnički vjesnik* 24, Suppl. 2, pp 435- 444. <https://doi.org/10.17559/TV-20150624082830>
- Syahrir. (2021). Effect of Compensation and Competence on Employee Performance through Employee Development. *Proceedings of the International Conference on Industrial Engineering and Operations Management Sao Paulo, Brazil*, April 5 - 8, 2021
- Tansley et. al. (2010). *Talent Management Understanding The. Dimensions*. Chartered Institute of Personnel and Development
- Tash, M. S., Nowrouzi, E., Ali, C., & Ahmadzadeh, M. (2016). The Effects of Talent Management on Employees Performance in Oil Jam Petrochemical Complex (Oil JPC): *The Mediating Role of Job Satisfaction*, 8(6), 226–230. DOI:10.5539/ijef.v8n6p226
- Thakur, M. (2015). *Impact of Talent Management Practices on Employee Engagement and Employee Retention Study at Bokaro Steel Plant*.
- Unachukwu. (2020). Talent management and employee performance in Manufacturing industries in Anambra state, *Global Journal Of Management & Social Sciences*
- Urtasun, Ainhoa., Imanol, Nunez. (2012). Work-based competencies and careers prospect a study of Spanish employees. *Gestion de empresas*, Universidad Publica de Navarra, Pamplona, Spain.
- Vijayvargy, Lokesh and Agarwal, Gopal, Empirical Investigation of Green Supply Chain Management Practices and Their Impact on Organizational Performance (August 4, 2015). *The IUP Journal of Supply Chain Management*, Vol. XI, No. 4, December 2014, pp. 25-42, Available at SSRN: <https://ssrn.com/abstract=2639538>
- Voslobana, R. I. (2012). The Influence of the Employee's Performance on the Company's Growth - A Managerial Perspective. *Procedia Economics and Finance* 3:660–665. Doi: 10.1016/s2212-5671(12)00211-0
- Wang, Kevin. (2021). Pengaruh Talent Management Dan Employee Engagement Terhadap Kinerja Karyawan Akademis. *Jurnal Ekonomi & Ekonomi Syariah*. Vol 7 No 1, Januari 2024E-ISSN : 2599-3410 | P-ISSN : 2614-3259DOI : <https://doi.org/10.36778/jesya.v7i1.1525>
- Wingerden, J. Van, & Stoep, J. Van Der. (2018). The motivational potential of meaningful work: Relationships with strengths use, work engagement, and performance. *PLoS ONE*, 1–12. <https://doi.org/10.1371/journal.pone.0197599>