



The influence of talent management on employee performance mediated by organizational culture

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ABSTRACT

This study aims to determine the effect of Talent Management on Employee Performance mediated by Organizational Culture at PT Astra Honda Motor Cikarang. Research object at PT Astra Honda Motor Cikarang. This research was conducted using quantitative methods with SEM Smart PLS software as the analysis. The number of samples obtained by random sampling technique using the slovin formula amounted to 77 respondents. Data collection is done using google form in filling out online surveys. The data analysis method used is the R-square test, Bootstrapping, Path Coefficient, and Specific indirect effects. The results of this study indicate that Organizational Culture has a positive and significant effect on Employee Performance, Talent Management has a positive and significant effect on Organizational Culture, Talent Management has a positive and significant effect on Employee Performance, Organizational Culture has a positive and significant effect in mediating Talent Management on Employee Performance. This research aims to uncover the influence of talent management on employee performance while examining the mediating role of organizational culture. By unraveling the underlying mechanisms, this study will contribute to both academia and practice, providing valuable insights to organizations seeking to enhance their talent management practices and foster a high-performance culture.

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INTRODUCTION

The development of human civilization today is very close to the existence of technology. Technology has a role in helping people in carrying out their daily activities. technology that is closely related to human life today is automotive technology. The automotive industry is a major industry in Indonesia. The development of the automotive industry is increasing from year to year and is growing very rapidly, the current situation of motorbikes or cars is no longer a luxury item, but a natural thing to have to support daily activities or become part of people's lifestyle (Sumilat et al., 2021). PT Astra Honda Motor (AHM) is a company engaged in the maintenance and sale of two-wheeled vehicles. The largest motorcycle manufacturer in Indonesia. The company was originally

established on June 11, 1971 under the name PT Federal Motor, with majority shares in PT Astra International. At the time of its establishment, the company was still importing motorcycle parts from Japan in CKD (completely disassembled) form. Given its important role, it is appropriate for the automotive industry to get attention. This industry is a technology-driven industry, so it is necessary to examine whether factors other than production systems and technology can determine organizational performance in this industry. The scale of the production system cannot be separated from the human resources (HR) that create, manage and operate the system, so in an increasingly competitive business world, human resource management is an important factor for any institution or organization. The role of HR is said to be important, because they determine the direction and goals of the company to be achieved (AKILAH, 2019). The search for talented human resources is the right choice to advance the company so that it can compete with other companies. Companies that have talented human resources in managing the company will become companies that grow and develop in the coming era. Management management starts from employee recruitment, employee placement, retaining and promoting positions for talented and well-performing employees. In finding talented human resources, good talent management is also needed. The role of talent management is also very decisive in managing the company, especially in helping to find and form competent human resources. Talent management is essential in managing the best talent that enables companies to build companies that continue to realize their vision. Talent management is a series of processes designed by the company to identify and develop the knowledge, skills and competencies of its employees so that they become qualified human resources. Retaining the best employees allows the company to optimize employee performance to achieve company goals (Masduki & Sopiyan, 2021). The balance between technology and competent human resources competence to run it, so it can be imagined if a company that has equipment and company that has sophisticated equipment and technology, but the competence of Human Resources is not competence of Human Resources is inadequate and incapable then it can will certainly have fatal consequences (A.Latief et al., 2019). An employee's talent can involve all kinds of elements, ranging from educational qualifications and skills, previous experience, known strengths and additional training that has been done, to their abilities, potential and motives, qualities and personality. Therefore, it is the obligation of every company to analyze and develop the talents possessed by each of its employees. The tight competition in the industrial world encourages companies to continue to improve their quality and performance in order to compete with their competitors. Quality resources will encourage the company to continue to progress and develop. Companies that have employees with quality talent management and according to company needs will make the company more competitive (Reis et al., 2021). Talent Management is an activity that regulates the course of an organization related to the process of employee recruitment, career development and employee retention by using an integrated strategy or system designed to improve the process of recruiting, developing, and retaining people with the skills and talents needed to meet current and future employee needs (Wolor et al., 2020). If a company wants to increase profits in the line of business that is being undertaken and continue to grow the existing company then the company must focus on finding, attracting and retaining the best employees. A good company is a company whose vision, mission and corporate values that have been set previously are carried out by a number of talented employees (Nafiudin & Nurputri, 2021).

Employee performance is an assessment that is carried out systematically to determine the results of employee work, organizational performance and determine appropriate job training. The performance of an employee has a personal thing because each employee has a different level of ability in doing his job. Apart from being an executor, employee duties are also an important resource for the company because they have the talent, energy and creativity that are needed by the company to achieve its goals. To get a good work result and in accordance with organizational goals, every leader of an organization can be sure to have rules and regulations that are outlined in the form of policies. This policy is made with the intention that each component of the organization

carries out its duties in accordance with the predetermined objectives and will certainly improve employee performance (Agustin et al., 2022). The success of a company can be seen from employee performance, employee performance is considered as any vitas performed by employees involved in fulfilling their obligations to achieve organizational goals and objectives. employee performance is defined as activities carried out to achieve the performance of the skills and abilities of each employee measured against accuracy standards and to improve employee performance in completing assigned tasks (Sunaryo et al., 2022). Work performance which is the result of the implementation of a work plan made by an institution carried out by leaders and employees (HR) who work in that institution, both government and companies (business) to achieve organizational goals. Optimal performance in the company can be measured by the results of the work it has done compared to the standards set by the company, because the success of an organization is influenced by employee performance (Rosvita & Setyowati, 2018). The success of a company can be seen from the performance of employees, performance is the maximum effort expended by workers in order to achieve a satisfactory work performance, because each employee has a different level of ability in carrying out their duties if a job can be completed with satisfactory results, it will have a positive impact on the personal workers and the environment where they work (Akbar, 2018).

Companies create effective and efficient employee performance to improve their organization. Organizational culture is needed as one of the work guidelines that become a reference when employees carry out organizational activities. virtual aspects that exist within a company affect how decisions are made, what is decided, the existence of structures, systems for designing and implementing business processes, and the attitudes and behavior of managers and employees. Organizational culture emphasizes values such as the way and attitude of employees at work, the personality that makes a person, and the strategic planning opportunities of an organization. Every organization has characteristics that distinguish it from other organizations, and these characteristics become the organization's identity. Organizations exist for different reasons and cause them to emerge and drive the birth of a culture that teaches how they should work, Organizations are formed because of a group of people and a group of activities. When a group of people performing those activities have different beliefs, norms, and values, then those beliefs, norms, and values cannot unite them. Therefore, it is necessary to identify the basic assumptions that can overcome external adaptation and internal integration, which are then taught to new members as the right way to see, think, and feel about the problem (Silla et al., 2017). the behavior that results when a group arrives at a set of generally unspoken and unwritten rules for working together, the culture or characteristics of an organization that becomes a reference in carrying out the main objectives of the organization and to solve the problems contained in an organization (Kuswati, 2020). Every organization has a characteristic that distinguishes it from other organizations, this characteristic becomes an identity for the organization. This characteristic is called organizational culture. Organizational culture refers to the unique relationship of norms, values, beliefs and ways of behaving that characterize how groups and individuals get things done. Organizational culture contains values that must be understood, imbued, and practiced together by all individuals/groups involved in it (Rosvita & Setyowati, 2018). Organizational culture is a value system that develops and propagates beliefs within an organization and guides the behavior of members within the organization. Organizational culture can be an important competitive advantage tool if it supports the organization's existing strategy and whether it can adequately and quickly address or respond to all environmental challenges, Organizational Culture has a major effect on organizational structure because it provides consistency, order and structure to activities, establishes communication patterns, and determines the nature of Organizational culture can help or thwart redesign activities Organizational culture is reflected in the habit of meeting predetermined targets, being enthusiastic and aggressive at work, and completing work according to standards, These positive habits will have a good impact on performance (Rafiq, 2019). optimal performance in the company can be measured by the results of the work it has done compared to the standards set by the company, because the success of an

organization is influenced by employee performance. Performance is the result of work achieved by employees in performing tasks in accordance with their responsibilities (Agustin et al., 2022).

While talent management practices have gained recognition as essential drivers of employee performance, little research has focused on the role of organizational culture as a mediating factor in this relationship. Understanding how talent management impacts employee performance through the lens of organizational culture is crucial for organizations aiming to optimize their human resource strategies and foster a high-performance work environment. Thus, the research problem revolves around investigating the influence of talent management on employee performance, with a particular focus on the mediating role of organizational culture.

RESEARCH METHOD

This research uses quantitative methods. Quantitative research is a systematic research method on parts and phenomena and their cause and effect relationships. The purpose of quantitative research is to develop and use mathematical models, theories and or hypotheses related to phenomena and issues. In this study, the population used was employees of PT Astra Honda Motor Cikarang in the production section of the Engine Assy Line, totaling 170 employees. The sample is the area and population under study, where if the object is less than 100 people it is better to take it all so that the research is population research, and if the subject is large then it can be taken between 10-15%. to determine the number, this study conducted sampling with the Slovin formula. The research sample is employees of PT Astra Honda Motor Cikarang who are male and female who are taken by the Slovin formula with a margin of error of 10% and the total respondents obtained through the application via google form are targeted as many as 77 respondents Data sources of primary data obtained directly from the object of research by distributing questionnaires containing statements regarding the Effect of Talent Management on Employee Performance Mediated by Organizational Culture at PT Astra Honda Motor Cikarang. This study will explain the relationship between influencing and being influenced by the variables to be studied. In this study, researchers wanted to see the effect of Talent Management on Employee Performance mediated by Organizational Culture at PT Astra Honda Motor Cikarang. The data analysis method uses the SmartPLS 3.0 program.

RESULTS AND DISCUSSIONS

R-square Value Test

Table 1. R-Square value

	R Square	R Square Adjusted
Organizational Culture	0,651	0,647
Employee Performance	0,712	0,704

Source: PLS (2023)

Based on table 1, it shows that the resulting R-square for the Talent Management variable with a value of 0.651 or 65.1% and the Employee Performance variable with a value of 0.712 or 71.2% identifies that the contribution in the study is strong.

Structural Model Test

Structural Model Test is obtained using SmartPLS 3.0 by testing Bootstrapping. The confidence level used is 95% with an inaccuracy limit of $(\alpha) = 5\%$ where the t-statistic value used is 1.96. The following are the results of the Structural Model Test research:

1. If the T-Statistic value > 1.96 then H_0 is rejected H_a is accepted
2. If the T-Statistic value < 1.96 then H_0 accepted H_a rejected

Table 2. Path coefficient

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Organizational Culture -> Employee Performance	0,578	0,557	0,146	3,964	0,000
Talent Management -> Organizational Culture	0,807	0,817	0,044	18,163	0,000
Talent Management -> Employee Performance	0,305	0,329	0,142	2,150	0,032

Source : PLS (2023)

The results of the path coefficients test on the organizational culture variable have a t value of 3.964. when compared to the t table (1.96), the t value is greater than the t table so it can be concluded that Organizational Culture has a significant effect on Employee Performance. The p values on the Organizational Culture variable have a value of 0.000, so the variable has a significant influence on Employee Performance. To check for a positive or negative effect, it is necessary to check the value of the original sample on that variable. The Organizational Culture variable has an original sample value of 0.578, which means that the estimated path from the Talent Management variable to Organizational Culture has a positive path with a value of 0.578. So it can be concluded that the Organizational Culture variable has a significant positive effect on Employee Performance. on employees of PT Astra Honda Motor Cikarang, so the first hypothesis (H1) is accepted.

The results of the path coefficients test on the Talent Management variable have a t value of 18,163. When compared with the t table (1.96), the t value is greater than the t table so it can be concluded that Talent Management has a significant influence on Organizational Culture. The p values on the Talent Management variable have a value of 0.000, so the variable has a significant influence on Organizational Culture. To check the positive or negative effect, it is necessary to check the value of the original sample on the variable. The Talent Management variable has an original sample value of 0.807, which means that the estimated path from the Talent Management variable to Organizational Culture has a positive path with a value of 0.807. So it can be concluded that the Talent Management variable has a significant positive effect on Organizational Culture. on employees of PT Astra Honda Motor Cikarang, so the second hypothesis (H2) is accepted.

The results of the path coefficients test on the Talent Management variable have a t value of 2.150. When compared to the t table (1.96), the t value is greater than the t table so it can be concluded that Talent Management has a significant effect on Employee Performance. The p values on the Talent Management variable have a value of 0.032, so the variable has a significant influence on Employee Performance. To check the positive or negative effect, it is necessary to check the value of the original sample on the variable. Talent Management has an original sample value of 0.305, which means that the estimated path from the Talent Management variable to Employee Performance has a positive path with a value of 0.305. So it can be concluded that Talent Management has a significant positive effect on Employee Performance. on employees of PT Astra Honda Motor Cikarang, so the third hypothesis (H3) is accepted.

Tabel 3. Spesific inderect effect

	Original Sample (O)	Sample Mean (M)	Standard Deviation (SIDEV)	T Statistics (O/STDEV)	P Values
Talent Management -> Organizational Culture -> Employee Performance	0,467	0,457	0,130	3,593	0,000

Source : PLS (2023)

The results of the path coefficients test on the Organizational Culture variable as a mediating variable have a t value of 3.593. When compared to the t table (1.96), the t value is greater than the t table so it can be concluded that Organizational Culture has a significant influence in mediating Talent Management on Employee Performance. The p value on the Organizational Culture variable has a value of 0.000, so the variable has a significant influence in mediating Talent Management on Employee Performance. To check for a positive or negative effect, it is necessary to check the value of the original sample on that variable. The Organizational Culture variable has an original sample value of 0.467, which means that the path estimate of the Organizational Culture variable in mediating Talent Management on Employee Performance has a positive path with a value of 0.467. It can be concluded that the Organizational Culture variable has a significant positive effect in mediating Talent Management on Employee Performance. on employees of PT Astra Honda Motor Cikarang, so the fourth hypothesis (H4) is accepted.

Discussion

Organizational Culture on Employee Performance

The success of an organization in implementing aspects of its organizational culture or values can motivate the organization to grow and develop sustainably. With a good culture within the company, it can have a positive effect in improving its performance. This research is in line with (Muis & Fahmi, 2018) proving that partially there is a positive and significant influence of organizational culture on the performance of employees of PT Pegadaian (Persero) Regional Office I Medan. This research is also supported by (Dunggio, 2020) indicating that Organizational Culture has a positive and significant relationship to Employee Performance. According to (ARFATI, 2018) suggests that organizational culture has a positive effect / impact on organizational performance. Competitive advantage / competitive advantage of an organization that is sustainable is obtained from the characteristics of valuable, imperfect, rare, and non-imitable resources substituted, organizational culture will be a source of competitive advantage / competitive advantage if it produces attributes by combining elements of knowledge, specificity, tacit, and social interconnection. The claim that organizational culture is related to performance is founded on the perceived role that culture plays in generating competitive advantage. This research is in line with (Sari et al., 2021) proving that there is a positive and significant influence of organizational culture on employee performance where a good organizational culture will result in higher performance.

Talent Management on Organizational Culture

Every company has rules that apply, one of which is in terms of employee recruitment, companies that have a long culture of always looking for talented employees, the company can achieve its goals. This research is in line with (Sundar & Sapkal, 2019) which states that there is a significant influence of Talent Management on Organizational Culture. This research is also supported by (Srihandayani & Kusnendi, 2020) stating that Talent Management has a positive influence on Organizational Culture. That with superior Talent can create a good Culture that can benefit an organization or company.

Talent Management on Employee Performance

The success of a company can be seen by achievement, with good Talent Management, the company will be able to achieve its goals. This research is supported by (Djien, 2020) which states that talent management development has a positive influence in improving employee performance. This research is also strengthened by (Nafiudin & Nurputri, 2021) indicating that Talent Management has a positive influence on Employee Performance. This research is also supported by (Kaleem, 2019) has the same understanding that talent management will positively and significantly improve employee performance in the company. The results of (Sopiah et al., 2020) research confirm that talent management has an effect on employee performance, Talent Management Policies can

influence employee engagement and improve Performance, a series of processes that organizations follow to identify, develop, retain and place the right people in the right positions. Talent Management policies can impact employee engagement and improve Performance. This research is supported by (Hermawati et al., 2021) which states that talent management development has a positive influence in improving employee performance

Talent Management on Employee Performance mediated by Organizational Culture

The results of the mediation test of the relationship between Employee Performance and Talent Management mediated by Organizational Culture have a positive effect. This means that the positive relationship between Employee Performance and Management Talent can be mediated by Organizational Culture. This research is in line with previous research, (Saleh & Atan, 2021) The results of this study indicate that there is a positive and significant effect of Talent Management on employee performance mediated by Organizational Culture. Every company has a culture or can be called characteristics, a company with a good Organizational Culture will create quality talent, with quality talent, every company can improve performance to realize its goals. This research is supported by (Yuwono et al., 2021) concluded that companies that have a culture to create good employee development in terms of training and education will be able to improve employee performance because the better the work culture, the better the performance of their employees and with the amount of Talent Management in the company increasing, employee performance will increase. strengthened by states that Talent Management has a positive influence on Organizational Culture

CONCLUSION

Based on the data obtained in research on the Effect of Talent Management on Employee Performance Mediated by Organizational Culture at PT Astra Honda Motor Cikarang. This research that has been analyzed can be concluded as follows: Organizational Culture has a positive and significant influence on Employee Performance, Talent Management has a positive and significant influence on Organizational Culture, Talent Management has a positive and significant influence on Employee Performance, Organizational Culture has a positive and significant influence in mediating Talent Management on Employee Performance. PT Astra Honda Motor cikarang with good organizational characteristics or culture can encourage the creation of talented human resources in order to improve employee performance. The findings of this study may be limited in terms of generalizability due to the specific industries, organizational settings, and sample characteristics involved. Future research should aim to replicate the study across diverse sectors and populations to enhance the generalizability of the findings.

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