



The effect of talent management and organizational culture on employee performance with job satisfaction as a mediating variable

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ABSTRACT

One of the driving factors for good employee performance is Talent Management. Talent management is carried out in an effort to respond to quality company policies going forward, with talent management it is hoped that the company's performance will improve. The existence of a classification will make it easier for companies to find superior talents who will later be placed in their respective divisions. Thus this study aims to determine the effect of Talent Management and organizational culture on employee performance with job satisfaction as a mediating variable. This research was conducted at PT. Royal Family. The independent variables in this study are talent management and organizational culture and job satisfaction as mediating variables while employee performance is used as the dependent variable. Sampling technique used as many as 74 employees. The analytical method used is descriptive statistical analysis and inferential analysis using SmartPLS 4.0. The results of the study show that talent management has no effect on employee performance; organizational culture influences employee performance; job satisfaction affects employee performance; talent management affects job satisfaction; organizational culture affects job satisfaction; then job satisfaction as a mediating variable that does not affect talent management on employee performance; and job satisfaction as a mediating variable that influences organizational culture on employee performance.

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INTRODUCTION

An organization that will develop, whether it is a government organization or one engaged in the private sector, needs good human resource management. Good human resource management is characterized by the organization being able to utilize both material and non-material resources

efficiently and effectively. Of the several factors in achieving organizational goals, the human factor is the most important factor in managing an organization that needs attention.

The current competitive conditions are increasingly competitive. This requires companies or organizations to be able to improve employee performance in achieving increased productivity in quality and quantity, so that they can compete with other companies and even be able to be above other companies. Human resources or employees play an important role in achieving goals for a company or organization. PT. Famili Raya is a company engaged in the processing of raw rubber. Where the output produced by the company is in the form of semi-finished rubber which will then be re-imported to various countries such as Malaysia, Singapore, Europe, the United States

According to Lutfi et al., (2020) employee performance is the success of work by individuals within the organization by being responsible for their respective authorities to achieve the common goals of a corporate organization according to law, norms and ethics. Amrainy & Nawangsari, (2021) true employee performance depends on how individuals complete the work that has been given under actual circumstances without being influenced by any party. Every organization can assess the performance of its own employees in accordance with work results and predetermined standards in order to be able to achieve organizational goals effectively and efficiently. (Gery Dessler, 2020).

Based on the results of a preliminary survey at PT. Famili Raya found that several employees complained about delays in the manufacture of rubber production for export as well as rubber imported from abroad, this caused a decrease in performance. used as an overall work guideline as well as a system of division of labor that is not clear. They say that the pressure that is given continuously in carrying out work causes discomfort in doing work. Such as processing in producing a product that should be done within two months but the leadership demands that it be completed within one month, with the possibility of a very high risk, employees feel that it is this workload that causes a decrease in their level of performance Unequal division of labor results in jealousy between one employee and another and the placement of employees who are not in accordance with their areas of expertise so that the production process becomes hampered and mistakes tend to be hurled at other employees. Uncomfortable work environment resulting in an unfavorable atmosphere. The phenomenon that occurs is the cause of decreased employee performance, therefore PT. Famili Raya must conduct a thorough audit to improve employee performance and maintain the company's sustainability. In addition, the lack of supervision from managers and supervisors causes many errors in the manufacture of rubber production for export, causing many complaints to occur to employees of PT. Famili Raya. The development of skills provided by the company is carried out in a short time resulting in employees not really understanding the series of production processes so that in rubber production which can result in slow shipments of rubber abroad which leads to a decline.

Karina & Ardana, (2020) Talent Management is how companies place employees according to their abilities through identification, development, defense and placement of work positions so that every job done gets good results. In an era full of technology, leaders are often faced with higher risks to improve work competence and retain employees who are potential and have good talents. Talent management has a strong influence on the survival of an organization. According to Karina & Ardana, (2020) talent management is all stages of the process of providing training, developing skills, placing employees according to interests and talents in order to place employees in the best positions or positions in the present and the future.

Talent Management of employees owned by an organization and in accordance with the needs of the organization will make it more competitive Novitasari & Asbari, (2020). With the increasing awareness of companies about these talents, they compete to get highly talented employees, either by looking outside or through training and regeneration. A talent shortage can be serious for the future growth of an organization, thus recruiting and retaining people with talent

becomes a very important action Khairina et al., (2022). The large number of lost company talents has created a gap between the availability of labor and organizational demand. This discrepancy resulted in a talent crisis that would affect the future sustainability of the company in meeting the needs of successful people.

This study extends previous research and increases the external validity of the findings by investigating the relationship between talent management, organizational culture, and job satisfaction, on employee performance. This research is one of the few studies that describes how talent management in a manufacturing company. this helps in increasing our understanding of how important talent management is to improve effectiveness in an organization. To retain employees who have good potential, the company must play a role in how employees must be loyal to their jobs. The aim is that employees who have high loyalty are expected to be able to survive in the company for a long time. Employees must pay proper attention to career development by managers through the implementation of good Talent Management, otherwise morale, discipline, loyalty and performance will decrease. Sukoco & Fadillah, (2016) see that the development of talent management in today's modern organizations is very important because of advances in digital technology, advances in the modern economy, and business needs are increasingly complex. In addition, the millennial generation is increasingly entering an era that requires more competitive human resources. So that talent management must be carried out in the latest methods in managing human resources that are far better.

In a company, organizational culture is very much needed, because organizational culture is the values, beliefs or norms contained in it that have been mutually agreed upon and will be followed by all members of the organization as a guideline for behavior and a solution to organizational problems, so that organizational culture has an important role in maintaining the course of the company in accordance with what you want to achieve. Organizations or companies need to form a culture that will become the hallmark of the company as well reference for behavior Zeindra & Lukito, (2020). According to Widhy et al., (2021) Organizational culture plays the role of providing cultural forms that are able to build member attachment to the organization. Meanwhile, according to Widhy et al., (2021) explains what is meant by cultural forms include symbols, language, narratives, and activities that highlight the values and norms that members believe in, and give meaning to daily activities carried out together in an organization. Jufrizen & Rahmadhani, (2020) Organizational culture that is not going well can be a cause of decreased job satisfaction and employee performance, basically organizational culture within a company is a tool to unite individuals who carry out joint activities, organizational culture can also be a social glue Banuari et al., (2021).

PT. Famili Raya actually has an organizational culture that has developed and grown well which will create a good working environment and atmosphere. With the existence of an organizational culture it is hoped that this will be able to improve employee performance at PT. Famili Raya. However, based on observations that have been made directly to tcompany with many employees who have different characteristics. There are employees who complete work with full discipline and responsibility and in accordance with job descriptions (job decs), there are also employees who do not work on time, do not complete work properly, and even spill the work on other colleagues. Lack of company effort in creating an open environment where employees find it difficult to share ideas and participate in decision making and help each other. This is an important concern for increasing productivity in order to achieve company goals as expected.

Job satisfaction is a factor that is considered important and needs to be considered by every organization. Job satisfaction will often affect a person's performance. The better the level of job satisfaction, the better the resulting performance Nurhasanah et al., (2022). Usually decreased performance due to dissatisfaction at work often occurs due to complaints and high demands. Hendri, (2019) explained that job satisfaction is an employee's perception of how they complete the job and achieve the targets that have been set. job satisfaction is all aspects related to employee

feelings related to their condition. Aspects of job satisfaction include salary, work structure, work environment and superior support as well as training conducted to improve employee skills

According to Mahfud, (2021) Job satisfaction is an emotional attitude that likes and loves his job. This attitude is reflected by work morale, discipline, and work performance. Job satisfaction is enjoyed in work, outside work, and in and out of work combinations.

RESEARCH METHOD

In accordance with the research objectives and the problems studied and formulated, the author's research can be classified as quantitative research. According to Sekaran & Bougie, (2016) Quantitative research is a type of research that produces new findings that can be achieved using statistical procedures or other means of measurement. Sekaran & Bougie, (2016) Defining quantitative research is a type of research that explains phenomena by collecting numerical data which is analyzed using the main statistical math-based methods. In this study the authors used a research design that was in accordance with the research objectives and the problems to be studied and formulated, so the research could be classified as descriptive and causal research. The variables that will be discussed in this study are the dependent variable (y) employee performance, the independent variable (x1) talent management, (x2) organizational culture, and the mediating variable (Z) job satisfaction

The population is all objects/subjects that are interesting or have certain characteristics which are usually used by researchers then to draw conclusions. Cookson & Stirk, (2019) The population used in this study is the number of employees of PT. Famili Raya, which totals 74 employees.

According to Cookson & Stirk, (2019) the sample is the part or number and characteristics of the population. Determination of the sample in this study was carried out with the type of probability sampling. Probability Sampling is a sampling technique that provides equal opportunities for each element (member) of the population to be selected as a member of the sample. The probability sampling technique chosen is Simple Random Sampling. Taking sample members from the population is done randomly without regard to the existing strata in the population. The number of samples is 74 employees.

In accordance with the formal hypothesis, in this study the survey measured statistically the data analysis which concluded that the measurement model (external model), model structure (internal model), and the SmartPLS software began with hypothesis testing (Egenius et al., 2020) (Sekaran & Bougie, 2016). Based on (Sekaran & Bougie, 2016) PLS is an alternative approach to the Structural Model (SEM) approach. Covariance based SEM is generally a test of causality/theory and PLS is a memory model. PLS is a very powerful analytical method that must meet the requirements for obtaining data formats and do not require large sample sizes. To evaluate the measurement model, it is carried out through convergent validity testing which is assessed based on the outside loading or loading factors and the average difference extracted (AVE). Usually in research a loading factor limit of 0.70 is used . An indicator can be declared to meet convergent validity and have a high level of validity when the outside loading value is > 0.70 . When the Convergent Validity Tests the way the A set of indicators represents a hidden variable and it

underlying latent variable . This representation can be shown through unidimensional which can be expressed using the average value of the extracted variance (Average Variance Extracted / AVE). The minimum AVE value is 0.5 . This value describes adequate convergent validity, which means that one latent variable is able to explain more than half of the variance of the indicator on average (Hair et al., 2014). This test was conducted to see how large the differences were among the variables. The next condition that must also be met is the square root of the AVE for each variable. It is definitely larger than the correlation value with other variables.

Discriminant validity is carried out to ensure that each concept of each latent model is different from other variables. The validity test is carried out to find out how precisely a measuring

instrument performs its function measurement (Nurhasanah et al., 2022). In SMART-PLS, discriminatory validity of testing can be assessed based on the Fornell-Larcker criteria and cross loading. In the Fornell-Larcker criterion test, discriminatory validity can be said to be good if the root of the AVE in the construct is higher than the construct's correlation with other latent variables, whereas on the crossed loading test it must show a higher A indicator value than each construct is compared to indicators in other constructs (Now and Lilin, 2016). When testing discriminatory validity with the Heterotrait-Monotrait Ratio (HTMT) table it can be seen from the numbers contained in the table which cannot exceed 0.85 (Anisah, 2020).

The confidence test in PLS can use two methods, namely Cronbach's alpha and combined reliability. Cronbach's alpha measures the lower bound of the reliability value of the construct while the combined reliability measurement is actually the value of the reliability of the A building. Joint reliability is considered better in estimating the internal consistency of the A construct. The rule of thumb is used for the Joint Reliability value is greater than 0.7 and the Cronbach's alpha value is greater than 0.7 (Yanti & Mursidi, 2022). Reliability relates to the precision and accuracy of measurements. The reliability test was carried out to test whether the data obtained from the research instrument showed adequate internal consistency.

Analysis using structural equation modeling (SEM). This allows you to perform path analysis with hard-to-observe hidden variables. SEM analysis uses the smartPLS 3.0 program to use the A variance-based approach, also known as partial least squares (pls). The structural model consists of observable and theoretically related structures. This test involves estimating the path coefficients that identify the strength of the relationship between the independent and dependent variables. When you test this structural model, bootstrap functions are used to generate important values for the path relationships among the hidden variables. The PLS structural model was evaluated using the R-squared of the dependent structure, path coefficient values, or the T values of each path to examine the importance between structures in the structural model. The value of the coefficient of determination is A goodness-of-fit model test (Khairina et al., 2022).

The next test is to confirm the significance of the influence between variables by examining the variable meaning values of the parameter coefficient values and the t-statistical values. The factor path value indicates the significance level of the hypothesis test. The path coefficient value given by the statistical value must be greater than 1.96 for a two-tailed hypothesis and greater than 1.64 for one-sided hypotheses Bagia & Cipta, (2019).

The process of testing the hypothesis is done by looking at the magnitude of the t-statistic value using the A meaning level of 95% ($\alpha = 0.05$). The t-table value with an A meaning level of 95% is 1.96. As a barrier to rejecting and accepting the proposed hypothesis refers to the value of 1.96, where if the t-table value is in the range of -1.96 and 1.96, then the hypothesis will be rejected.

Then to test the hypothesis regarding the mediating variable used the Sobel Test. The Sobel test is carried out by testing the strength of the indirect influence of the independent variable (X) on the dependent variable (Y) through the mediating variable (Z). The indirect effect from X on Y via Z is calculated by multiplying the path $X \rightarrow Z$ (a) by the path $Z \rightarrow Y$ (b) or ab. So the coefficient $ab = (c - c')$, where c is the effect of X on Y without adjusting Z, while c' is the coefficient of the influence of X on Y after controlling for Z. To test the meaning of it does not directly affect,

We need to calculate the T value of the coefficient ab with the formula $T = \frac{ab}{\text{sat}}$, to test this hypothesis Can be done with the criterion if the calculated T value is compared to T table which is 1.96 for A significant 5%. If the calculated T value is greater than the table T value, he can conclude that there is an A mediating influence Wickramaaratchi & Perera, (2020).

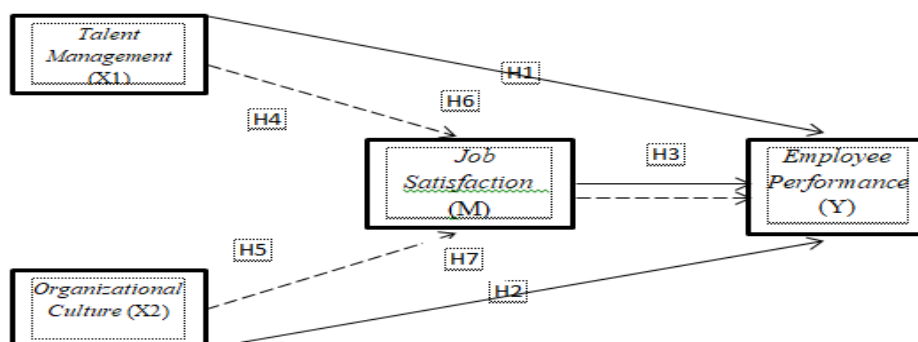


Figure 1. Conceptual Framework

From the picture above, the hypothesis is obtained as follows:

H1: talent management affects employee performance at PT Famili Raya.

H2: organizational culture affects employee performance at PT. Famili Raya.

H3: job satisfaction affects employee performance at PT. Famili Raya.

H4: talent management has an effect on job satisfaction at PT. Famili Raya..

H5: organizational culture influences job satisfaction at PT. Famili Raya.

H6: talent management affects employee performance with job satisfaction as a mediating variable at PT. Famili Raya.

H7: organizational culture influences employee performance with job satisfaction as a mediating variable at PT. Famili Raya.

RESULTS AND DISCUSSIONS

This research was conducted on employees at PT. Royal Family . Researchers used quantitative research methods where the sample was determined using a purposive sampling technique. Questionnaires were distributed to 74 samples (Cookson & Stirk, 2019). Respondents can then be broken down based on gender, age, last education, and length of work. This aspect has an important role in knowing how the effects of Talent Management and Organizational Culture on Employee Performance mediated by job satisfaction at PT. Famili Raya.

The majority of the respondents in the analysis of the characteristics of the respondents based on gender, previously dominated by male respondents totaling 48 people or 65% of the total respondents. At that time, at least the respondents were women, amounting to 26 or 35% of the total respondents. This shows that doing work is influenced by men. With that the majority of respondents are in the age group of 26-30 years, namely as many as 35 people or 47%. Then followed by 14 people aged <25 years or 19%, 13 respondents aged 31-40, 8 respondents 41-50 and the percentage at least > 51 was 4 people. Based on the latest educational background, it can be seen in the dominance of the respondents who filled out the questionnaire the most, namely employees who graduated with a bachelor's degree totaling 35 people or 47%. Based on table 4.4, it can be seen that the most respondents who filled out the questionnaire were employees who had worked for 3-5 years totaling 28 people or 38% .

Based on the research methods described in Chapter 3, this study used the SEM-PLS method of measurement by analyzing the external models used to test the validity and reliability and the inner analytical models used for hypothesis testing. The validity of the test was carried out using statistical software which was presented with three kinds of tests, namely convergent validity, where there were two types of tests namely external loading and average difference extracted (AVE), and discriminative validity which was divided into three types of tests namely

cross load, Fornell Larker and Heterotrait-Monotrait Ratio (HTMT). The following is the calculation result of the SEM-PLS model after removing invalid indicators.

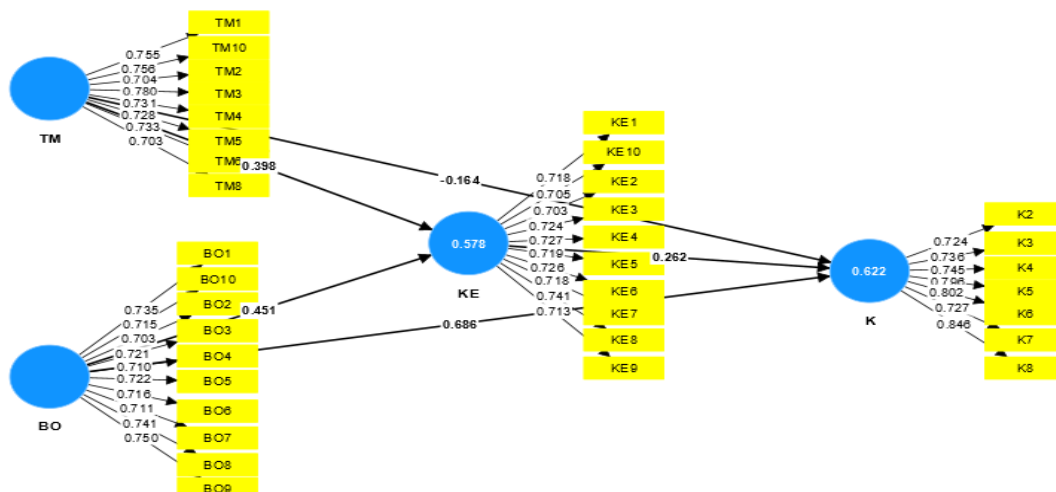


Figure 2 Outer Loading Result

The value of the R-square is how much the dependent variable is influenced by other variables. According to (Hair et al. 2017), if the R-square value > 0.75 is in the strong category; for the value of R-square > 0.50 including the moderate category and R-square > 0.25 including the weak category.

shows that the R-square value is in the range of 0.605 to 0.578. Based on this, the results of the calculation of moderate R2 are 0.622 and 0.605, and 0.578 and 0.566. Table 4.19 shows that the effect of all independent variables on the dependent variable with R2 Employee Performance is 0.605. This shows that 60.5 % of employee performance is explained by the variables Talent Management, Organizational Culture and Job Satisfaction. While the remaining 39.5 % is influenced by other variables not explained in this study. While on Job Satisfaction it can be seen that the R Square value is 0.578 where it can be seen that 57.8% of this study is strongly influenced by the Job Satisfaction variable. Where only about 42.2 % is influenced by other variables not explained in this study. If the value of the R-square number is getting bigger, this can show that the independent variable can explain the dependent variable so that the structural equation is getting better.

Evaluation of discriminatory validity can be carried out using the Average Difference Extracted Method (AVE). for latent variables. AVE values describe the various variables that can be owned by latent constructs. The minimum AVE value of 0.5 indicates a good measure of convergent validity. That is, the latent variable can account for on average more than half of the difference from the indicator.

Table 1. Average Variances Extracted (AVE) Result

Variable	Average Variance Extracted (AVE)
Organizational culture	0.522
Employee performance	0.592
Job satisfaction	0.518
Talent Management	0.543

Based on the table above, the average variance extract (AVE) value for transformational leadership, affective commitment, employee performance and organizational member behavior is

more than 0.5 . This proves that all the constructs used in this study have a good validity value. when Cronbach's alpha values for all variable indicators have A values greater than 0.6.

Discriminant validity is seen by observing the value of cross-loading, Fornell Larcker and Heterotrait-Monotrait Comparison (HTMT). The cross load value aims to assess the adequate level of differential validity within each construct, that is by comparison of the correlations between constructs. This is accomplished by seeing that the latent construct predicts the size of their block better than the size of the other blocks . The following is an overview showing the results of the discriminant validity of the cross load values between the indicators and each construct.

Table 2. Cross Loading Results

	Organizational culture	Performance	Job satisfaction	Talent Management
BO1	0.735	0.586	0.534	0.528
BO10	0.715	0.520	0.411	0.501
BO2	0.703	0.458	0.524	0.518
BO3	0.721	0.541	0.471	0.385
BO4	0.710	0.480	0.535	0.423
BO5	0.722	0.585	0.522	0.410
BO6	0.716	0.526	0.404	0.408
BO7	0.711	0.598	0.474	0.334
BO8	0.741	0.636	0.485	0.426
BO9	0.750	0.593	0.603	0.433
K2	0.575	0.724	0.510	0.364
K3	0.507	0.736	0.422	0.169
K4	0.576	0.745	0.476	0.427
K5	0.617	0.796	0.451	0.303
K6	0.580	0.802	0.439	0.347
K7	0.646	0.727	0.529	0.273
K8	0.614	0.846	0.527	0.401
KE1	0.469	0.604	0.718	0.383
KE10	0.510	0.343	0.705	0.644
KE2	0.478	0.374	0.703	0.426
KE3	0.476	0.480	0.724	0.441
KE4	0.425	0.346	0.727	0.449
KE5	0.449	0.395	0.719	0.525
KE6	0.512	0.431	0.726	0.434
KE7	0.480	0.528	0.718	0.422
KE8	0.568	0.424	0.741	0.675
KE9	0.575	0.539	0.713	0.399
TM1	0.446	0.384	0.577	0.755
TM10	0.453	0.338	0.533	0.756
TM2	0.332	0.208	0.408	0.704
TM3	0.473	0.346	0.408	0.780
TM4	0.514	0.286	0.463	0.731
TM5	0.426	0.324	0.505	0.728
TM6	0.449	0.302	0.546	0.733
TM8	0.447	0.281	0.457	0.703

It can be seen in the table above that the correlation value of constructs with indicators is greater than that of correlation values with other constructs. So he could conclude that all these constructs show good discriminatory validity because they can predict other blocking indicators. Moreover, discriminatory validity can be seen by assessing the Fornell-Larcker criteria. This assessment is to compare the Square Root of the AVE value with the pent-up correlation variable. Here you can see the Fornell-Larcker results in table 3 especially the Fornell-Larcker results, the

square root of each AVE construct must be larger than the highest correlation of the other constructs.

Table 3. Fornell-larcker criterions results

	Organizational culture	Performance	Job satisfaction	Talent Management
Organizational culture	0.722			
Performance	0.768	0.769		
Job satisfaction	0.691	0.626	0.720	
Talent Management	0.603	0.425	0.670	0.737

From Table 4 it can be seen that all variables are not more than 0.85 from the Heterotrait-Monotrait Ratio (HTMT) test. So it can be concluded that the results of the Heterotrait-Monotrait Ratio (HTMT) test are said to be valid.

Table 4. Heterotrait-monotrait ratio (htmt) result

Variable	Organizational culture	Performance	Job satisfaction	Talent Management
Organizational culture				
Performance	0.854			
Job satisfaction	0.760	0.694		
Talent Management	0.677	0.474	0.741	

It can be seen that all variables are not more than 0.85 from the Heterotrait-Monotrait Ratio (HTMT) with the highest score, namely the influence of organizational culture on performance with a value of 0.854 and the lowest score, namely Talent Management which affects performance of 0.474. So it can be concluded that the results of the Heterotrait-Monotrait Comparison (HTMT) test are said to be valid. After that, the extent to which the measuring instrument is reliable or trusted. The reliability test in this study used the coefficient measurement technique of Cronbach Alfa. The highest reliability of the cronbach alpha value is in Transformational Leadership with A cronbach alpha value of 0.968. Thus these results indicate that all the variables in the study have good reliability. Reliability test with composite reliability can be strengthened by using the Cronbach alpha value. A variable is declared reliable if it has A Cronbach alpha value > 0.6 .

Table 5. Cronbach's alpha result

VARIABLE	CRONBACH'S ALPHA	INFORMATION
Organizational culture	0.898	RELIABLE
Performance	0.884	RELIABLE
Job satisfaction	0.897	RELIABLE
Talent Management	0.880	RELIABLE

From the table above, it was found that for all indicator variables it had an A value greater than 0.6 . The reliability of Cronbach's alpha is the highest in Transformational Leadership with Cronbach's alpha value of 0.968. Thus these results show that all the variables in the study have good reliability.

The known output is related to the variable and the indicator is if the coefficient or direction of the relationship variable (as seen from the original sample value) is in line with the hypothesis, if the t-statistic value is > 1.96 and the p-value is <0 , 05 Then the indicator is again dominant in the measuring variable or this indicator has a direct influence among the variables. So he can conclude as in table 6 below.

Table 6. Path Coefficient (T-Values, P-Values)

Variable	Original Sample (O)	Sample Means (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Organizational Culture -> Performance	0.686	0.679	0.113	6,088	0.000
Organizational Culture -> Job Satisfaction	0.451	0.430	0.121	3,712	0.000
Job Satisfaction -> Performance	0.262	0.250	0.123	2.133	0.033
Talent Management -> Performance	-0.164	-0.174	0.110	1,491	0.136
Talent Management -> Job Satisfaction	0.398	0.410	0.110	3,612	0.000
Talent Management -> Job Satisfaction -> Performance	0.104	0.106	0.066	1,588	0.112
Organizational Culture -> Job Satisfaction -> Performance	0.118	0.105	0.056	2095	0.036

Based on the table above, the calculations to see that it directly affects between variables and variables with size, it can be seen that there are two hypotheses that are rejected, namely H1 "The Influence of Talent Management on Employee Performance" because it has a P-value 0.136 is greater than the significance level of 0.05 and the T-statistic value of 1.491 is smaller than the T-table of 1.962 and H6 "The Effect of Talent Management on Employee Performance with job satisfaction as mediation" Because he has an A P-value of 0.112 greater than that meaning level of 0.05 and the A T-statistical value of 1.588 is smaller than that of the T-table of 1.962.

. So the following result is obtained :

H1: talent management does not affect employee performance at PT Famili Raya.

H2: organizational culture affects employee performance at PT. Famili Raya.

H3: job satisfaction affects employee performance at PT. Famili Raya.

H4: talent management has an effect on job satisfaction at PT. Famili Raya..

H5: organizational culture influences job satisfaction at PT. Famili Raya.

H6: talent management does not affect employee performance with job satisfaction as a mediating variable at PT. Famili Raya.

H7: organizational culture influences employee performance with job satisfaction as a mediating variable at PT. Famili Raya.

CONCLUSION

Based on the results of this study, it can be concluded that: 1. Talent Management has no positive and significant effect on employee performance at PT. Famili Raya. This means that recruiting talent does not guarantee that the organization will implement talent management, this is what causes employee performance benchmarks to not be determined from Talent Management at PT. Famili Raya. 2. Organizational Culture has a positive and significant effect on employee performance at PT. Famili Raya. This means that if the organizational culture is carried out well, the employee's performance will also increase. Every work that is done needs to have standards and be able to measure the performance of oneself or subordinates, compare performance with standards in accordance with existing regulations, so that later it will improve employee performance. 3. Job satisfaction has a positive and significant effect on employee performance at PT. Famili Raya. This means that job satisfaction in a company is needed to boost employee performance at PT. Famili Raya. 4. Talent Management has a positive and significant effect on Job

Satisfaction at PT. Famili Raya. This means that good Talent Management will increase the job satisfaction of PT. Famili Raya. 5. Organizational culture has a positive and significant effect on job satisfaction at PT. Famili Raya. This means that the conformity of rules or personal values of employees with the organization will increase job satisfaction for employees of PT. Famili Raya. 6. Talent Management has no positive and significant effect on employee performance with job satisfaction as a mediating variable at PT. Famili Raya. This means that the development of employee skills, training etc. has not been able to fully improve employee performance and job satisfaction at PT. Famili Raya. 7. Organizational Culture influences Employee performance with Job Satisfaction as a mediating variable at PT. Famili Raya. This means that the better the organizational culture, the better employee performance will be and supported by increasing employee job satisfaction.

Study findings show that Talent Management has no significant effect on Employee Performance. This proves that Talent Management has not been able to improve employee performance. It is advisable to improve the talent management of PT. Famili Raya must facilitate employees by providing technical/non-technical training to increase employee competence and improve the abilities possessed by employees at PT. Famili Raya so that the target and actual performance in the future can be achieved. Such as: Continuing education to the next level, holding technical training related to the main tasks and quality of production results.

Based on research experience while conducting this research, the researcher realizes that the results of this study are not perfect and have many limitations that affect the expected results. Therefore, it is hoped that these limitations will be given more attention for future studies. Some of the limitations in this study include: 1. This research is limited to using Talent Management, Organizational Culture, Employee Performance and Job Satisfaction variables at PT. Famili Raya. 2. This research is only related to the variables studied, while many other factors influence the problems that exist at PT. Famili Raya. 3. This research only focuses on the performance of employees at PT. Famili Raya.

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