

THE EFFECT OF TALENT MANAGEMENT AND WORK MOTIVATION ON EMPLOYEE PERFORMANCE WITH EMPLOYEE RETENTION AS INTERVENING VARIABLES IN THE PUBLIC SECTOR

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Abstract: *The purpose of the study was to determine the effect of talent management and work motivation on employee performance with employee retention as an intervening variable at Badan Kepegawaian dan Pengembangan Sumber Daya Manusia (BKPSDM) Jombang Regency. The population and sample in this study were all 50 employees using a total sampling technique. Data collection techniques using a questionnaire. The data analysis method used is Partial Least Square (PLS). The results of this study conclude that talent management has a positive and significant effect on employee performance, work motivation has a positive and significant effect on employee performance, talent management has a positive and significant effect on employee retention, work motivation has a positive and significant effect on employee retention, employee retention has a positive effect and significantly on employee performance, employee retention is able to mediate positively and significantly the relationship of talent management variables to employee performance and employee retention is able to mediate positively and significantly the relationship of work motivation variables to employee performance.*

Keywords: *Employee performance, Talent management, Work motivation, Employee retention*

1. Introduction

Employee performance is something that cannot be abandoned because increasing employee performance will have an impact on the goals of a business that is being run. To achieve high performance takes a long time to build, requires trust, and demands careful attention from management. From the statement above, the company needs to find an understanding of anything that can affect employee performance, including talent management and work motivation. Work motivation is the result of a number of processes that are internal or external to an individual, which causes an attitude of enthusiasm and persistence in carrying out certain activities (Falah & Ayuningtias, 2020)

Talent management can be said as a series of human resource processes that are used to determine, manage, and develop employee capabilities based on their performance, so that employees can work in accordance with what is expected by the company. Talent Management according to Lewis and Heckman (2006:174), is an overall process from recruitment, placement, to development and planning for employee development in a better direction (Octavia, 2018).

In research (Rifki Suwaji & Rina Indra Sabella, 2019) suggests that motivation is one of the most important factors in influencing and improving employee performance. Motivated employees will feel more enthusiastic and enthusiastic, so they will do their jobs

better. Lack of employee motivation will also have a negative impact on the company, because it will reduce its performance. Employee morale must be maintained, because motivated employees will benefit the organization.

This employee retention is based on a decision to retain potential employees who have certain qualities and skills so that they can be retained in the company for as long as possible. Intellectual capital for companies is to have employees who have good potential that are intangible so that they can be invaluable for the company. In addition, a series of processes starting from recruitment, training, and development requires a lot of costs incurred by the company, and there is also a risk that business secrets can be leaked to other companies, such as competing companies. Therefore, employee retention must be carried out by a company for the sustainability and security of the company.

The Agency for Personnel and Human Resources Development (BKPSDM) is a government agency that is used to increase employees as well as human resources in an area. Seeing the importance of the tasks carried out by the Agency for Personnel and Human Resources Development, it is one of the government agencies or institutions that plays an important role in developing employees and human resources in an area. The main thing that needs to be optimized is the performance of employees at the BKPSDM Jombang Regency so that they are able to create qualified employees and human resources and can develop good quality human resources.

From the presentation of performance data for the period of 5 (five) years 2014-2018, it can be interpreted or concluded that the indicators targeted by BKPSDM have been met, but there are changes or fluctuations in performance indicators from year to year after an evaluation from the team SAKIP (Government Agency Performance Accountability System) Jombang Regency. Then when viewed from the presentation of budget absorption data for the period of 5 (five) years 2014-2018, it can be interpreted or concluded that the absorption that has been targeted by the Agency for Personnel and Human Resources Development has been quite good, with an average of around 80%.

In terms of the absence of all employees during the last 3 months, namely October, November, and December 2021, there are still some employees whose discipline level is still below 100%. This can be seen from the attendance record, most employees are late to come to the office. Therefore, it is necessary to conduct research related to human resource management with talent management and motivation with employee retention as an intervening variable on employee performance at the Personnel and Human Resources Development Agency in order to be able to improve performance, increase budget absorption above 80% and make employees loyal in work in order to achieve the maximum target.

From this phenomenon and various explanations above based on previous research, the authors are interested in conducting a study entitled "The Influence of Talent Management and Work Motivation on Employee Performance With Employee Retention as an Intervening Variable at the Agency for Personnel and Human Resources Development (BKPSDM) Jombang regency.

2. Research Method

This research was conducted at the Agency for Personnel and Human Resources Development located in Jombang Regency. The type of research used in this research is explanatory research. The population of this study consisted of all employees of BKPSDM Jombang regency as many as 50 employees. The sample used in this study is total sampling. Sampling in which the entire population of 50 employees was used in this study. Data

collection techniques used in this study directly by using a questionnaire. The data analysis technique used is SEM or Structural Equation Modeling with Smart PLS 3 (Partial Least Square) analysis tool. The measurement of variables in this study uses a 5-point Likert scale.

3. Results and Discussion

3.1. Results

The study was conducted to determine the effect of talent management and work motivation on employee performance with employee retention as an intervening variable. Testing is done using smartPLS software.

Table 1. Mean Results of Each Variable

No.	Variables	Mean
1.	Talent Management	3,31
2.	Motivation	3,36
3.	Job employee	3,25
4.	Employee Retention	3,24

Table 1 can be seen that the talent management variable can be interpreted that the respondent gives a sufficient value, this can be seen from the mean talent management variable of 3.31. In this case, talent management at BKPSDM Jombang regency is going pretty well. The variable of work motivation can be interpreted that the respondent gives sufficient value, this can be seen from the mean of the variable of work motivation of 3.36. In this case the work motivation in BKPSDM Jombang regency high. Employee performance variable can be interpreted that the respondent gives sufficient value, this can be seen from the mean employee performance variable of 3.25. In this case, the performance of employees at PT. Brawijaya Lestari is high. Employee retention variable can be interpreted that the respondent gives sufficient value, this can be seen from the mean employee retention of 3.24. In this case, employee retention at BKPSDM Jombang regency high

1. Construct Validity and Reliability Testing

The use of PLS analysis tools requires testing the validity and reliability of the constructs, as testing the Goodness of Fit on the outer model. There are three measurements, namely (1) convergent validity, (2) discriminant validity, and (3) composite reliability.

b. Convergent Validity

Table 2. Convergen Validity Test Results

Variables	Indicator	Outer	Description
Talent Management (X1)	TL11	0.948	Valid
	TL12	0.926	Valid
	TL13	0.916	Valid
	TL21	0.944	Valid
	TL22	0.940	Valid
	TL31	0.930	Valid
	TL32	0.920	Valid
	TL33	0.912	Valid
	TL34	0.937	Valid
	TL41	0.903	Valid
	TL42	0.932	Valid

	TL43	0.826	Valid
	TL44	0.873	Valid
Motivation (X2)	MK11	0.901	Valid
	MK12	0.887	Valid
	MK21	0.864	Valid
	MK22	0.897	Valid
	MK23	0.875	Valid
	MK31	0.848	Valid
	MK32	0.855	Valid
	MK33	0.820	Valid
	MK41	0.868	Valid
	MK42	0.836	Valid
	MK51	0.829	Valid
	MK52	0.852	Valid
Employee Retention (Z)	ER11	0.912	Valid
	ER12	0.864	Valid
	ER21	0.903	Valid
	ER22	0.944	Valid
	ER31	0.822	Valid
	ER32	0.914	Valid
	ER41	0.888	Valid
	ER42	0.907	Valid
Employee performance (Y)	ER51	0.884	Valid
	KK11	0.918	Valid
	KK12	0.899	Valid
	KK21	0.901	Valid
	KK22	0.905	Valid
	KK31	0.865	Valid
	KK32	0.901	Valid
	KK41	0.898	Valid
	KK42	0.871	Valid
	KK51	0.923	Valid
KK52	0.924	Valid	

Source: Primary data processed, 2022

From the table above, it can be seen that all of the outer loadings in the measurement of each research variable having an outer loading above 0.5 have been fulfilled, thus all indicators as constructs of the five research variables have converged validity.

b. Discriminant Validity

One way to measure construct validity is discriminant validity. Discriminant validity aims to correctly test one construct by measuring the construct being measured and not the other. The construction is said to be valid by comparing the root value of AVE (Fornell-Larcker criteria) with the correlation value between latent variables. The AVE root value must be greater than the correlation between latent variables. Discriminant validity was assessed by the Fornell Larcker Criterion, a traditional method that has been used for more than 30 years which compares the square root value of the average variance extraction (AVE) for each construct with the correlations between other constructs in the model (Henseler et al., 2015). A model is said to have a good discriminant validity if the square root value of the AVE for each construct is greater than the correlation between the construct and other constructs in the model (Fornell and Larcker, 1981 in Wong, 2013). The Fornell-Larcker Criterion values based on the results in the Partial Least Square (PLS) Tutorial are as follows:

Table 3. Discriminant Validity Test Results

Variables	Fornell-Larcker Criterion				Description
	Employee	Perform	Motivat	Talent	
Emplo	0,89				Vali
Perfor	0,86	0,901			Vali
Motiva	0,73	0,765	0,861		Vali
Talent	0,77	0,822	0,646	0,916	Vali

Source: Primary data processed, 2022

Based on the table above, it can be concluded that all the roots of the AVE (Fornell-Larcker Criterion) correlation of each construct is greater than the correlation of other variables. Therefore, the discriminant validity conditions of this model can be fulfilled.

c. Composite Reliability

One measure of construct reliability is composite reliability. The tools used to assess this are composite reliability and Cronbach's alpha. The composite reliability value of 0.6 - 0.7 is considered to have good reliability (Sarstedt et al., 2017), and the expected Cronbach's alpha value is above 0.7 (Ghozali and Latan, 2015). Following are the results of the reliability measurement:

Table 4. Composite Reliability Test Results

Variables	Composite	Cronbach's	Description
Employee Retention	0.973	0.968	Reliabel
Perform	0.977	0.974	Reliabel
Motivation	0.972	0.968	Reliabel
Talent Management	0.986	0.984	Reliabel

Source: Primary data processed, 2022

From the table above, the test results show that all composite reliability and cronbach's alpha values show a value greater than 0.7 then composite reliability and cronbach's alpha are met, so it can be concluded that all indicators are indeed measuring the constructs of their respective variables.

2. PLS Analysis Results

In this PLS analysis there are several tests carried out, the first is the examination of the Goodness of Fit model, then the outer model and the last is the inner model. In PLS. there are several tests. The first is the inspection, the second the results of the outer model, and the third the results of the inner model as follows:

a. Goodness of Fit Model

Examination of the goodness of fit model in PLS can be seen from the predictive-relevance (Q2) value. The Q2 value is calculated based on the R2 value of each endogenous variable as follows:

1. Measurement of the endogenous variable Employee Retention (Z) obtained R2 of 0.692 or 69.2%. This indicates that 69.2% of Employee Retention (Z) is influenced by Talent Management (X1) and Work Motivation (X2).

2. Measurement of the endogenous variable Employee Performance (Y) obtained R2 of 0.831 or 83.1%. This indicates that 83.1% of Employee Performance (Y) is influenced by Talent Management (X1), Work Motivation (X2), and Employee Retention (Z).

Thus, the predictive relevance (Q2) is obtained as follows:

$$Q2 = 1 - (1 - R12)(1 - R22)$$

$$Q2 = 1 - (1 - 0.692)(1 - 0.831)$$

$$Q2 = 0.948$$

Calculations show that the predictive correlation value of 0.948 or 94.80% is very high and the model can be said to have a relevant predictive value. The predictive correlation value of 94.80% indicates that the diversity of the data that can be explained by the PLS model that has been determined is 94.80%, namely the information contained in the data is 94.80% which can be explained by the model. The remaining 5.20% is explained by other variables (not included in the model) and errors.

a. Outer Model Results

The outer model is an indicator-based variable measure. The value of outer loading or outer weight shows the weight of each indicator as a measure of the latent variable. The indicator with the largest outer loading or outer weight shows the indicator as the strongest (dominant) variable measure. The outer loading value is stated to be significant in measuring the latent variable. If the T-statistic value is greater than 1.96 and the P value is less than 0.05.

1) Outer Talent Management Variable Model (X1)

The first variable is Talent Management (X1). This variable was measured using 13 items. The following are the results of the Talent Management (X1) variable outer model.

Table 5. Outer Talent Management Variable Model Results (X1)

Indicator	Outer Loading	T-statistik	P-value	Description
TL11	0.948	60.155	0.000	significan
TL12	0.926	39.713	0.000	significan
TL13	0.916	31.382	0.000	significan
TL21	0.944	53.517	0.000	significan
TL22	0.940	49.287	0.000	significan
TL31	0.930	38.920	0.000	significan
TL32	0.920	25.017	0.000	significan
TL33	0.912	36.058	0.000	significan
TL34	0.937	42.799	0.000	significan
TL41	0.903	27.395	0.000	significan
TL42	0.932	39.102	0.000	significan
TL43	0.826	13.620	0.000	significan
TL44	0.873	28.353	0.000	significan

Source: Primary data processed, 2022

In table 5 above, it can be seen that Talent Management (X1) is reflected by 13 items. From the 13 items, it can be seen that the t-statistic value is greater than 1.96 and the P-value is smaller than 0.05, meaning that the outer loading value significantly measures the latent variable.

1) Outer Work Motivation Variable Model (X2)

The second variable is Work Motivation (X2). This variable was measured using 12 items. The following are the results of the outer model of the Work Motivation variable (X2).

Table 6. Results of the Outer Model of Work Motivation Variables (X2)

Indicator	Outer Loading	T-statistik	P-value	Description
MK11	0.901	43.475	0.000	Significan
MK12	0.887	31.184	0.000	Significan
MK21	0.864	22.411	0.000	Significan
MK22	0.897	30.854	0.000	Significan
MK23	0.875	25.933	0.000	Significan
MK31	0.848	21.013	0.000	Significan
MK32	0.855	23.094	0.000	Significan

MK33	0,820	16,502	0,000	Significan
MK41	0,868	20,782	0,000	Significan
MK42	0,836	16,271	0,000	Significan
MK51	0,829	20,810	0,000	Significan
MK52	0,852	22,095	0,000	Significan

Source: Primary data processed, 2022

In table 6 above, it can be seen that Talent Management (X1) is reflected by 12 items. From the 12 items, it can be seen that the t-statistic value is greater than 1.96 and the P-value is smaller than 0.05, meaning that the outer loading value significantly measures the latent variable.

1) Outer Employee Retention Variable Model (Z)

The third variable is Employee Retention (Z). This variable is measured using 9 indicators. In the following, the results of the outer model of the Employee Retention (Z) variable are presented.

Table 7. Results of the Outer Employee Retention Variable Model (Z)

Indicator	Outer Loading	T-statistic	P-value	Description
ER11	0,912	31,897	0,000	significan
ER12	0,864	24,792	0,000	significan
ER21	0,903	34,013	0,000	significan
ER22	0,944	54,749	0,000	significan
ER31	0,822	18,252	0,000	significan
ER32	0,914	34,958	0,000	significan
ER41	0,888	23,164	0,000	significan
ER42	0,907	33,969	0,000	significan
ER51	0,884	28,025	0,000	significan

Source: Primary data processed, 2022

In table 7 above, it can be seen that Talent Management (X1) is reflected by 9 items. From the 9 items, it can be seen that the t-statistic value is greater than 1.96 and the P-value is smaller than 0.05, meaning that the outer loading value significantly measures the latent variable.

2) Outer Employee Performance Variable Model (Y)

The third variable is Employee Performance (Y). This variable is measured using 10 indicators. The results of the outer model of the Employee Performance variable (Y) are presented below.

Table 8. Results of the Outer Model of Employee Performance Variables (Y)

Indicator	Outer Loading	T-statistic	P-value	Description
KK11	0,918	34,545	0,000	significan
KK12	0,899	31,963	0,000	significan
KK21	0,901	31,310	0,000	significan
KK22	0,905	29,805	0,000	signifian
KK31	0,865	20,064	0,000	significan
KK32	0,901	31,129	0,000	significan
KK41	0,898	34,325	0,000	significan
KK42	0,871	24,360	0,000	significan
KK51	0,923	39,580	0,000	significan
KK52	0,924	40,448	0,000	significan

Source: Primary data processed, 2022

In table 8 above, it can be seen that Talent Management (X1) is reflected by 10 items. From the 10 items, it can be seen that the t-statistic value is greater than 1.96 and the P-value is smaller than 0.05, meaning that the outer loading value significantly measures the latent variable.

a. Inner Model Results

Testing the inner model or structural model here is testing the relationship between variables in a study. Hypothesis testing will be carried out with the T-statistic and P-value on each influence path partially. In PLS there are two kinds of influence, namely direct and indirect effects.

1) Direct effects

Direct effect is the effect that is directly measured from one variable to another. There are five direct effects that will be tested in this study are as follows:

Table 9. Results of Testing Direct Effects in the Inner Model

Direct effects	Inner Weight	T-statistik	P-value	Description
Employee Retention -> Performance	0,450	3,28	0,	significan
Job motivation -> Employee Retention	0,404	3,19	0,	significan
Job motivation -> Performance	0,219	2,09	0,	significan
Talent Management -> Employee	0,512	4,63	0,	significan
Talent Management -> Performance	0,332	2,23	0,	significan

Source: Primary data processed, 2022

Graphically, the following results from the inner model test are presented in full in the image below:

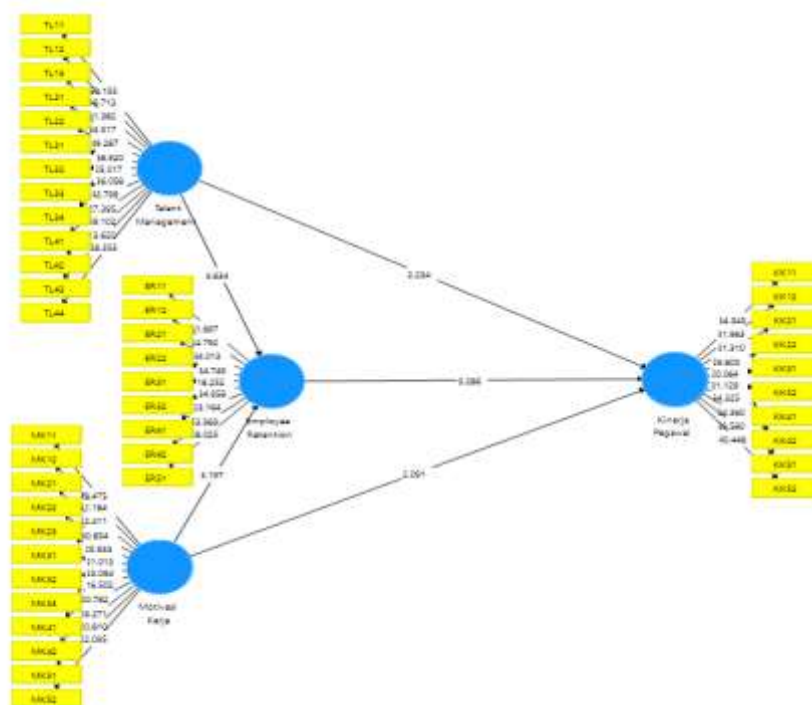


Figure 4.1 Results of the Inner Direct Effect Testing Model

Indirect Influence

Indirect effect is an indirect measure of the effect of one variable on another variable through intervening. The mediation hypothesis test can be tested using a procedure developed by Sobel called the Sobel test. The indirect effect is not significant if the P-value > 0.05, and significant if the P-value < 0.05.

There are two indirect effects tested in this study. The complete Sobel test calculation is presented in Appendix 3 and a summary of the Sobel test calculation is as follows:

Table 12. Indirect Effect Test Results in the Inner Model

Indirect effects	Coefisien		P	Result
Talent Management (X1) -> Employee Retention (Z)	0,512*0,450	=	0	Significan
Job motivation (X2) -> Employee Retention (Z)	0,404*0,450	=	0	Significan

Source: Primary data processed, 2022

3.2. Discussion

From the test results above, it can be concluded several things as follows:

- Testing the direct influence between Talent Management (X1) on Employee Retention (Z) obtained an inner weight coefficient value of 0.512 with a T-statistic value of 4.634 and a P-value of 0.000 because the T-statistic value is > 1.96. and P-value < 0.05 then there is a significant direct effect between Talent Management (X1) on Employee Retention (Z). Considering the positive inner weight coefficient indicates that the relationship between the two is positive, it means that the higher Talent Management (X1) will result in higher Employee Retention (Z), and reverse
- Testing the direct influence between Work Motivation (X2) on Employee Retention (Z) obtained an inner weight coefficient value of 0.404 with a T-statistic value of 3.197 and a P-value of 0.001 because the T-statistic value is > 1.96. and P-value < 0.05 then there is a significant direct effect between Work Motivation (X2) on Employee Retention (Z). Given that the inner weight coefficient is positive, it indicates that the relationship between the two is positive, meaning that the higher the Work Motivation (X2), the higher the Employee Retention (Z), and reverse.
- Testing the direct influence between Talent Management (X1) on Employee Performance (Y) obtained an inner weight coefficient value of 0.332 with a T-statistic value of 2.234 and a P-value of 0.026 because the T-statistic value is > 1.96. and P-value < 0.05 then there is a significant direct effect between Talent Management (X1) on Employee Performance (Y). Considering the positive inner weight coefficient indicates that the relationship between the two is positive, it means that the higher Talent Management (X1) will result in higher Employee Performance (Y), and reverse.
- Testing the direct influence between Work Motivation (X2) on Employee Performance (Y) obtained the inner weight coefficient value of 0.219 with a T-statistic value of 2.091 and a P-value of 0.037 because the T-statistic value is > 1.96. and P-value < 0.05 then there is a significant direct effect between Work Motivation (X2) on Employee Performance (Y). Given that the inner weight coefficient is positive, it indicates that the relationship between the two is positive. This means that the higher the Work Motivation (X2), the higher the Employee Performance (Y), and reverse.
- Testing the direct influence between Employee Retention (Z) on Employee Performance (Y) obtained an inner weight coefficient value of 0.450 with a T-statistic value of 3.286 and a P-value of 0.001 because the T-statistic value is > 1.96. and P-

value <0.05 then there is a significant direct effect between Employee Retention (Z) on Employee Performance (Y). Given that the inner weight coefficient is positive, it indicates that the relationship between the two is positive. This means that the higher the Employee Retention (Z) will result in the higher the Employee Performance (Y), and reverse.

- f. The indirect effect of Talent Management (X1) on Employee Performance (Y) through the Intermediary Employee Retention (Z) obtained a coefficient value of 0.230 and the p-value of the Sobel test of 0.007. Because the p-value <0.05 , it can be concluded that the Employee Retention (Z) variable is able to mediate the effect of Talent Management (X1) on Employee Performance (Y). That is, the higher the Talent Management (X1), the higher the Employee Performance (Y), if the Employee Retention (Z) is also higher, and reverse.
- g. The indirect effect of work motivation (X2) on employee performance (Y) through the intermediary of Employee Retention (Z) the coefficient value is 0.182 and the p-value of the Sobel test is 0.022. Because the p-value <0.05 , it can be concluded that the Employee Retention (Z) variable is able to mediate the effect of Work Motivation (X2) on Employee Performance (Y). That is, the higher the Work Motivation (X2), the higher the Employee Performance (Y), if the Employee Retention (Z) is also higher, and reverse.

4. Conclusion

Based on the formulation of the problem and research objectives, the conclusion from the research results as an answer to the problems raised is that talent management has a positive and significant effect on employee performance. Work motivation has a positive and significant effect on employee performance. Talent management has a positive and significant effect on employee retention. Work motivation has a positive and significant effect on employee retention. Employee retention has a positive and significant effect on employee performance. Employee retention is able to positively and significantly mediate the relationship between talent management variables and employee performance. Employee retention is able to mediate positively and significantly the relationship between work motivation variables and employee performance.

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