

Unlocking Employee Performance Through Talent and Knowledge Management: The Mediating Role of Employee Engagement

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Abstract

This study focuses on talent management, which focuses on career planning, incentives, and organizational support for employees with the aim of improving employee performance. However, based on direct observations at PT. Cipta Tirta Gemilang, an interesting phenomenon related to talent management has been identified: a pattern of excessively rapid job rotation. However, excessively rapid job rotation can lead to several problems related to talent management at PT. Cipta Tirta Gemilang. The general objective of this study is to analyze the influence of talent management and knowledge management on employee performance through employee engagement. This study used a quantitative approach with a survey method. Data were collected through questionnaires distributed to all 63 employees of PT. Cipta Tirta Gemilang. The data analysis technique used was statistical analysis to test the direct and indirect effects between variables, including the role of employee engagement as an intervening variable in the relationship between talent management and knowledge management on employee performance. The results indicate that talent management and knowledge management simultaneously influence employee performance at PT. Cipta Tirta Gemilang. Talent management partially impacts employee performance with a t-value of 3.055, and knowledge management partially impacts employee performance with a t-value of 3.526. Furthermore, employee engagement has been shown to significantly influence employee performance and mediate the relationship between talent management and knowledge management variables.

Keywords: Talent Management, Knowledge Management, Employee Engagement

INTRODUCTION

Human resources are a key factor in determining an organization's success in achieving its goals (Fadli, 2024). Employee performance serves as an important indicator that reflects the effectiveness and productivity of a company; therefore, it must be managed and continuously improved. PT. Cipta Tirta Gemilang (PT. CTG), an agribusiness company engaged in the modern processing of paddy and rice, has implemented a performance management system to support the achievement of its organizational objectives. However, based on the 2025 performance indicator data, several divisions still recorded scores below the established standards, indicating the existence of performance-related issues that require attention. The following table presents the performance indicators of PT. CTG for the year 2025:

Table 1. Performance Indicator Data of PT. Cipta Tirta Gemilang

Division/Unit	Performance Indicator Score	Score Range	Category
Distribution Division	105.30	100–110	Meets Expectations
Marketing Division	103.80	100–110	Meets Expectations
Sales Division	100.03	100–110	Meets Expectations
Purchasing Division	99.12	100–110	Does Not Meet Expectations
Human Resources Division	116.73	100–110	Meets Expectations
General Infrastructure Division	115.68	100–110	Meets Expectations
Legal and Policy Division	114.44	100–110	Meets Expectations
Administration/Accounting Division	114.20	100–110	Meets Expectations
Operations Division	114.21	100–110	Meets Expectations



Finance Division	98.64	100–110	Does Not Meet Expectations
Taxation Division	99.13	100–110	Does Not Meet Expectations
Information Technology (IT) Division	98.64	100–110	Does Not Meet Expectations
Research & Development Division	96.75	100–110	Does Not Meet Expectations

Source: PT. Cipta Tirta Gemilang, 2025.

Based on the 2025 performance indicator data, the majority of divisions achieved the category of "Meets Expectations." However, several divisions, including the Purchasing Division, Finance Division, Taxation Division, Information Technology (IT) Division, and Research & Development Division, were classified as "Does Not Meet Expectations." This condition indicates that there are still performance-related issues that require management attention.

Performance indicators that fall below the established targets may signal that the performance of individual employees as well as work units has not yet reached its optimal level. Therefore, regular performance evaluations are necessary to identify the factors contributing to low performance achievement and to formulate appropriate improvement strategies aimed at enhancing employee productivity and work effectiveness.

One of the factors believed to influence employee performance is talent management. At PT. Cipta Tirta Gemilang, a phenomenon of relatively frequent job rotation has been identified, which may reduce organizational stability and hinder the development of employee competencies. In addition, knowledge management has also become a concern due to limitations in the mechanisms for collecting, storing, and sharing knowledge among employees. As a result, valuable knowledge and experience are not being utilized optimally within the organization (Aina & Afifah, 2020).

Apart from these two factors, employee engagement also plays a crucial role in improving employee performance. Employees with a high level of engagement tend to be more motivated, productive, and committed to achieving organizational goals. Conversely, low levels of engagement may lead to decreased work enthusiasm and reduced employee productivity (Tambunan, 2023).

Based on these phenomena, as well as the inconsistent findings of previous studies regarding the influence of talent management and knowledge management on employee performance, this study aims to analyze the effects of talent management and knowledge management on employee performance, both directly and indirectly through employee engagement as a mediating variable at PT. Cipta Tirta Gemilang. It is expected that this research will contribute to the development of human resource management knowledge and provide valuable insights for the company in its efforts to improve employee performance effectively and sustainably.

LITERATURE REVIEW

Talent Management

Talent management is a strategic process undertaken by organizations to attract, develop, retain, and optimize employees with high potential and competencies in order to achieve organizational objectives (Kesuma, 2023). According to (Satrianny, 2023), talent management encompasses various activities, including recruitment, career development, training, performance management, and compensation systems designed to enhance employees' contributions to the organization. Effective talent management practices help create a competent workforce, improve employee motivation, and promote optimal employee performance (Honkley et al., 2025). Previous studies have shown that talent management has a positive impact on employee performance by enhancing employees' skills, commitment, and loyalty to the organization (Jatmiko, 2024).

Knowledge Management

Knowledge management is a systematic approach to managing organizational knowledge through the processes of knowledge creation, storage, sharing, and application to improve organizational effectiveness (Kimbowa et al., 2024). According to (Bhardwaj & Kalia, 2021) knowledge management aims to ensure that both individual and organizational knowledge can be utilized effectively to support decision-making and work processes (M. N. Nasution et al., 2026). Effective knowledge management enables employees to access relevant information, improve

learning capabilities, and foster innovation in the workplace (Sulaiman, 2022). Previous research has demonstrated that knowledge management positively influences employee productivity, competence, and performance because knowledge can be effectively utilized to support work activities and organizational goals (Bhastary et al., 2024).

Employee Engagement

Employee engagement refers to the emotional, cognitive, and behavioral attachment of employees to their work and organization (Lubis et al., 2023). According to (Bhastary et al., 2024) employee engagement reflects a condition in which employees demonstrate enthusiasm, dedication, and full involvement in their work while actively contributing to organizational goals. Employees with high levels of engagement tend to be more motivated, productive, and committed to the organization (Faris et al., 2024). Conversely, low levels of engagement may result in decreased work enthusiasm, productivity, and organizational loyalty (Susanto, 2023). In this study, employee engagement serves as a mediating variable that explains how talent management and knowledge management influence employee performance indirectly (M. I. Nasution et al., 2023).

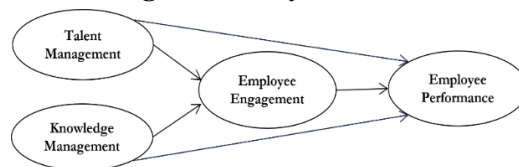
Employee Performance

Employee performance refers to the work outcomes achieved by employees in carrying out their duties and responsibilities in accordance with organizational standards and expectations (Harianto, 2024). According to (Dayanti, 2024) employee performance represents the actual achievements of employees compared to the targets or expectations established by the organization. Employee performance is an important indicator of organizational effectiveness and productivity because organizational success largely depends on employees' contributions to their assigned tasks (Kerli et al., 2026). Factors such as competence, motivation, talent management, knowledge management, and employee engagement are known to influence employee performance (Astika et al., 2022). Therefore, improving employee performance remains one of the primary focuses of human resource management in achieving competitive advantage and organizational sustainability (Sofiyani et al., 2026).

Conceptual Framework

This study investigates the effects of Talent Management and Knowledge Management on Employee Performance, with Employee Engagement acting as a mediating variable. Effective talent and knowledge management practices are expected to enhance employee engagement, which subsequently improves employee performance. Therefore, Talent Management and Knowledge Management are proposed to influence Employee Performance both directly and indirectly through Employee Engagement. The conceptual framework of this study is presented as follows:

Figure 1. Analysis Framework



METHODOLOGY

This study adopts a quantitative research approach aimed at analyzing the effects of Talent Management and Knowledge Management on Employee Performance, with Employee Engagement serving as a mediating variable. The quantitative method was selected because it enables the researcher to examine causal relationships among variables objectively through statistical analysis and empirical data collected from respondents.

The research was conducted at PT. Cipta Tirta Gemilang, located in Medan, Indonesia, from January 2026 to April 2026. The target population consisted of all employees working at the company,

totaling 63 employees. Given the relatively small population size, this study employed a saturated sampling (census) technique, meaning that all members of the population were included as research respondents. This approach ensures that the findings accurately represent the characteristics and perceptions of all employees within the organization.

Data collection was carried out using three methods: observation, interviews, and questionnaires. Observation was conducted to gain a direct understanding of the organizational environment and employee activities. Interviews were used to obtain additional information regarding talent management practices, knowledge management processes, employee engagement, and performance issues within the company. The primary research instrument was a structured questionnaire distributed online through Google Forms to all employees.

The study utilized both primary and secondary data sources. Primary data were collected directly from employees through questionnaire responses, providing firsthand information regarding the variables under investigation. Secondary data were obtained from company records, organizational reports, academic journals, books, previous studies, websites, and other relevant publications to support and strengthen the research findings.

The collected data were analyzed using statistical techniques to determine both the direct and indirect effects among the variables. Through this analysis, the study seeks to provide empirical evidence regarding the role of Talent Management and Knowledge Management in improving Employee Performance, as well as the mediating role of Employee Engagement within PT. Cipta Tirta Gemilang. The findings are expected to contribute to the development of human resource management theory and provide practical recommendations for organizations seeking to enhance employee performance and organizational effectiveness.

RESULTS and DISCUSSION

Descriptive Statistics

Table 2. Descriptive Statistics

Variabel	N	Minimum	Maximum	Mean	Std. Deviation	Variance
Talent Management	63	5	25	24.13	4.64	19.36
Knowledge Management	63	5	25	21.15	3.658	15.101
Employee Engagement	63	5	25	23.17	4.568	30.008
Employee Performance	63	5	25	22.35	5.642	25.456

Based on Table 2, all variables show relatively high mean scores. Talent Management has the highest mean (24.13), followed by Employee Engagement (23.17), Employee Performance (22.35), and Knowledge Management (21.15). These results indicate that employees generally have positive perceptions of talent management, knowledge management, employee engagement, and performance at PT. Cipta Tirta Gemilang. The standard deviation values also suggest that respondents' answers are relatively consistent across all variables.

Normality Test

The Kolmogorov–Smirnov (K–S) test was conducted to determine whether the data used in this study were normally distributed. The results of the Kolmogorov–Smirnov (K–S) normality test are presented in the following table.

Table 3. Normality Test

N		63
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	2.29988961
Most Extreme Differences	Absolute	.102
	Positive	.055
	Negative	-.102
Test Statistic		.102
Asymp. Sig. (2-tailed)		.063 ^c

The normality test was determined by examining the significance value obtained. If the Asymp. Sig. (2-tailed) value is greater than the significance level of 0.05, the data can be considered normally distributed. Based on the table above, the regression model in this study has met the normality assumption. This is evidenced by the Asymp. Sig. (2-tailed) value of the residuals, which is greater than 0.05. The test results show an Asymp. Sig. (2-tailed) value of 0.070 > 0.05, indicating that the data are normally distributed.

Multicollinearity Test

Multicollinearity testing is one of the classical assumption tests that must be satisfied in a study employing regression analysis. This test aims to determine whether a high correlation exists among the independent variables in the regression model. A good regression model should not exhibit strong relationships among the independent variables, as such conditions may lead to inaccurate estimation of regression coefficients and reduce the model's ability to explain the effect of each variable individually. Therefore, multicollinearity testing is essential to ensure that the regression model produces valid estimates and can be interpreted appropriately. The results of the multicollinearity test in this study are presented below:

Table 4. Multicollinearity Test

Unstandardized Coefficients				Standardized Coefficients Beta	T	Sig.	Collinearity Statistics	
Model	B	Std. Error					Tolerance	VIF
1	(Constant)	5.776	3.784		1.526	.132		
	Talent Management	.206	.067	.302	3.055	.003	.874	1.145
	Knowledge Management	.306	.087	.336	3.526	.001	.941	1.063
	Employee Engagement	.337	.111	.309	3.043	.003	.829	1.207

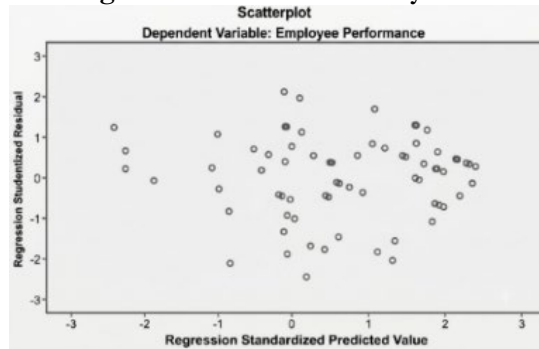
The results of the multicollinearity test presented in Table 3 indicate that none of the independent variables suffer from multicollinearity issues. This is evidenced by the tolerance values of workload, communication, and work commitment, which are 0.874, 0.941, and 0.829, respectively, all exceeding the minimum threshold of 0.10. In addition, the Variance Inflation Factor (VIF) values for these variables are 1.145, 1.063, and 1.207, respectively, all of which are below the maximum acceptable value of 10. Therefore, it can be concluded that the regression model used in this study is free from multicollinearity problems.

Heteroscedasticity Test

The heteroscedasticity test is one of the diagnostic procedures conducted in a study to evaluate whether the regression model exhibits heteroscedasticity. In this study, heteroscedasticity was assessed using the scatterplot graph method and the Glejser test.

Based on the scatterplot above, it can be observed that the data points are randomly scattered both above and below the horizontal axis, and do not form any specific or distinct pattern, such as narrowing, widening, or waving. This random distribution pattern indicates that the regression model in this study does not exhibit symptoms of heteroskedasticity. Consequently, the regression model used is declared viable and satisfies the classical assumption.

Figure 2. Heteroscedasticity Test



Multiple Linear Regression Analysis Results

Table 5. Multiple Linear Regression Analysis Results

	Unstandardized Coefficients		Standardized Coefficient's Beta	T	Sig.	Collinearity Statistics	
	Model B	Std. Error				Tolerance	VIF
1 (Constant)	5.776	3.784		1.526	.132		
Talent Management	.206	.067	.302	3.055	.003	.874	1.145
Knowledge Management	.306	.087	.336	3.526	.001	.941	1.063
Employee Engagement	.337	.111	.309	3.043	.003	.829	1.207

Based on the multiple linear regression equation

$$Y = 5.776 + 0.206 (X_1) + 0.306 (X_2) + 0.337 (Z),$$

several key insights regarding the predictors of employee performance can be formulated. The constant value of 5.776 indicates that if the variables of Talent Management (X₁), Knowledge Management (X₂), and Employee Engagement (Z) are absent or valued at zero (0), the baseline score of Employee Performance (Y) remains steady at 5.776. Furthermore, the Talent Management coefficient of 0.206 signifies a positive and direct relationship, meaning that every 1-point increase in talent management will enhance employee performance by 0.206 points, and vice versa.

A similar direct relationship is observed in Knowledge Management, which yields a coefficient of 0.306; this implies that each 1-point improvement in knowledge management practices will drive a 0.306-point increase in employee performance. Lastly, Employee Engagement exhibits the highest coefficient at 0.337, indicating that every 1-point boost in employee workplace engagement will contribute to a 0.337-point advancement in overall performance. Ultimately, the positive direction of all three coefficients underscores that optimal talent optimization, effective knowledge sharing, and stronger employee engagement are critical factors that actively and simultaneously accelerate higher employee performance.

Coefficient of Determination (R²) Results

Table 6. Coefficient of Determination (R²) Results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.660 ^a	.435	.410	2.35158

Based on Table 6, the coefficient of determination (R²) is 0.410, indicating that talent management, knowledge management, and employee engagement explain 41.0% of the variation in employee performance. The remaining 59.0% is influenced by other factors not included in this study. Furthermore, the Adjusted R Square value of 0.410 confirms that the regression model retains an explanatory power of 41.0% after adjusting for the number of variables. These results suggest that talent management, knowledge management, and employee engagement play an important role in influencing employee performance, although other factors also contribute to its variation.

t-Test (Partial Test)

Based on the t-test results, talent management, knowledge management, and employee engagement each have a positive and significant effect on employee performance at PT. Cipta Tirta Gemilang.

Table 7. t-Test (Partial Test)

	Unstandardized Coefficients		Standardized Coefficients Beta	T	Sig.	Collinearity Statistics	
	Model B	Std. Error				Tolerance	VIF
1 (Constant)	5.776	3.784		1.526	.132		
Talent Management	.206	.067	.302	3.055	.003	.874	1.145
Knowledge Management	.306	.087	.336	3.526	.001	.941	1.063
Employee Engagement	.337	.111	.309	3.043	.003	.829	1.207

Talent management showed a t-value of 3.055 ($p = 0.003$), knowledge management showed a t-value of 3.526 ($p = 0.001$), and employee engagement showed a t-value of 3.043 ($p = 0.003$). Since all calculated t-values exceeded the critical t-value of 1.997 and all significance values were below 0.05, it can be concluded that each independent variable significantly contributes to improving employee performance

F-Test (Simultaneous Test)

Table 8. F-Test (Simultaneous Test)

Variable	Coefficient (B)	t-value	Sig.	Conclusion
Talent Management → Employee Performance (Y)	0.206	3.055	.003	Significant
Knowledge Management → Employee Performance (Y)	0.306	3.526	.001	Significant
Talent Management → Employee Engagement (Z)	0.337	3.043	.003	Significant
Knowledge Management → Employee Engagement (Z)	0.321	3.092	.004	Significant
Employee Engagement → Employee Performance (Y)	0.335	3.082	.002	Significant

Based on the hypothesis testing results, all proposed hypotheses were supported. Talent Management and Knowledge Management were found to have a positive and significant effect on Employee Performance, with t-values of 3.055 ($p = 0.003$) and 3.526 ($p = 0.001$), respectively. In addition, Talent Management and Knowledge Management significantly influenced Employee Engagement, with t-values of 3.043 ($p = 0.003$) and 3.092 ($p = 0.004$), respectively. Furthermore, Employee Engagement had a positive and significant effect on Employee Performance, as indicated by a t-value of 3.082 ($p = 0.002$). Since all t-values exceeded the critical value (1.990) and all significance values were below 0.05, it can be concluded that all hypotheses were accepted.

Indirect Effect Test Results

The indirect effect test was conducted to determine whether Talent Management and Knowledge Management influence Employee Performance through the mediating variable Employee Engagement.

Table 8. Indirect Effect Test Results

Path	X → Z	Z → Y	Indirect Effect	Conclusion
X1 → Z → Y	1.187	0.262	0.311	Positive
X2 → Z → Y	1.148	0.262	0.301	Positive

Based on the indirect effect analysis, Employee Engagement was found to mediate the relationship between Talent Management, Knowledge Management, and Employee Performance. Talent Management had a positive indirect effect on Employee Performance through Employee Engagement, with an indirect effect value of 0.311. Similarly, Knowledge Management also had a positive indirect effect on Employee Performance through Employee Engagement, with an indirect effect value of 0.301. These findings indicate that Employee Engagement plays an important mediating role in strengthening the influence of Talent Management and Knowledge Management on Employee Performance. Therefore, both hypotheses were accepted.

DISCUSSION

The Influence of Talent Management on Employee Performance

Based on the research findings at PT. Cipta Tirta Gemilang, Talent Management (X1) has a proven positive and significant influence on employee performance (Y), indicated by a regression coefficient value of 0.206, a t-value of 3.055, and a significance value (Sig.) of $0.003 < 0.05$. These results demonstrate that better and more precise talent management implemented by the company leads to higher employee performance. However, its execution must remain balanced and mindful of workload to prevent it from being too high (which can trigger stress and burnout) or too low (which causes stagnation due to underutilized potential). Furthermore, these findings strengthen the empirical evidence in the field and align with previous studies by (Johar et al., 2022) which state that proper talent management significantly contributes to work effectiveness and efficiency.

The Influence of Knowledge Management on Employee Performance

Based on the partial regression test (t-test) results, Knowledge Management (X2) has a proven positive and significant influence on employee performance (Y) at PT. Cipta Tirta Gemilang, with a regression coefficient value of 0.306, a t-value of 3.526, and a significance value (Sig.) of $0.001 < 0.05$. These results indicate that every increase in the quality of knowledge management both between superiors and subordinates as well as among coworkers will increase employee performance by 0.306 units. In the era of a knowledge-based economy, implementing clear, open, and effective knowledge management ensures that the information received by employees is clearer, thereby making their work outcomes more effective and efficient. This finding is also consistent with the theoretical framework and prior research by (Strengers, 2022).

The Influence of Employee Engagement on Employee Performance

Based on the partial regression test (t-test) results, the Employee Engagement (Z) variable has a proven positive and significant influence on employee performance (Y) at PT. Cipta Tirta Gemilang, with a regression coefficient value of 0.337, a t-value of 3.043, and a significance value (Sig.) of $0.003 < 0.05$. These results indicate that every increase in employee engagement will raise performance by 0.337 units, assuming other variables remain constant. The higher the employees' commitment and enthusiasm toward their work and the company, the greater their contribution to enhancing labor productivity. This finding is also consistent with the theory proposed by (Strengers et al., 2022), which explains that employee engagement is characterized by three main dimensions (vigor, dedication, and absorption). High levels of energy, dedication, and full concentration among employees further strengthen the empirical evidence of overall productivity and performance enhancement.

The Simultaneous Influence of Talent Management, Knowledge Management, and Employee Engagement on Employee Performance

The findings of this study indicate that Talent Management, Knowledge Management, and Employee Engagement have positive and significant effects on Employee Performance at PT. Cipta Tirta Gemilang. Talent Management was found to significantly improve employee performance ($\beta = 0.206$; $p = 0.003$), suggesting that effective talent development and retention strategies contribute to better work outcomes. Knowledge Management also showed a significant positive effect on employee performance ($\beta = 0.306$; $p = 0.001$), indicating that effective knowledge sharing and utilization enhance employees' ability to perform their tasks efficiently.

Furthermore, Employee Engagement had a positive and significant impact on employee performance ($\beta = 0.337$; $p = 0.003$), demonstrating that employees who are more dedicated, enthusiastic, and committed to their work tend to achieve higher levels of performance. Overall, these results confirm that strengthening talent management practices, improving knowledge management systems, and fostering employee engagement are essential strategies for enhancing employee performance and achieving organizational goals (Johar et al., 2022).

CONCLUSION

Based on the results of the study, it can be concluded that Talent Management, Knowledge Management, and Employee Engagement have positive and significant effects on Employee Performance at PT. Cipta Tirta Gemilang. Talent Management significantly enhances employee performance by ensuring that employees' competencies and potential are effectively developed and utilized. Knowledge Management also contributes positively to employee performance by facilitating the creation, sharing, and application of knowledge within the organization (Schaufeli & Bakker, 2024).

Furthermore, Employee Engagement was found to significantly improve employee performance, indicating that employees who are more committed, dedicated, and enthusiastic about their work tend to achieve higher levels of productivity and effectiveness. In addition, Employee Engagement serves as a mediating variable that strengthens the influence of Talent Management and Knowledge Management on Employee Performance (Schaufeli & Bakker, 2019; Strengers et al.,

2022). Therefore, improving talent management practices, enhancing knowledge management systems, and fostering employee engagement are essential strategies for achieving better employee performance and organizational success at PT. Cipta Tirta Gemilang.

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