

The Effect of Skill-Based Talent Management and Job Satisfaction on Employee Performance at PT. Bank Rakyat Indonesia (BRI) Palopo Branch

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Abstract: Skill-based talent management emphasize the optimal utilization of individual abilities, not only based on position or length of service, but also based on the suitability of skills to job demands. The purpose of the study is to determine how influential talent management is on skills and job satisfaction on employee performance. The research method used in this study is quantitative with a sample of 80 employees at BRI Bank PALOPO BRANCH. The type of data used is primary data and secondary data obtained using questionnaires distributed directly to BRI Bank employees. Data analysis techniques use instrument analysis tests, classical assumption tests, multiple linear regression test, hypothesis test using SPSS 27 software. Based on the results of the study, the influence of Talent Management Skills, Job satisfaction has a significant affect on employee performance of 34.4% and the remaining 65.% is influenced by other variables outside this regression equation or other variables not examined in this study.

Introduction

In the era of globalization and rapid technological development, organizations are required to have competent, adaptive, and highly skilled human resources to maintain organizational sustainability and competitiveness. Human resources are considered one of the most important strategic assets in achieving organizational goals because organizational success is strongly influenced by the quality and professionalism of employees in carrying out their duties and responsibilities (Sukmayadi et al., 2025). Therefore, organizations need to implement effective human resource management strategies to ensure that employees' competencies are aligned with organizational needs and business developments (Guruh, 2024).

One of the approaches currently receiving considerable attention in human resource management is skill-based talent management. This approach emphasizes the identification, development, and optimal utilization of employee skills based on job demands and

organizational objectives, rather than solely relying on job positions or years of service. According to (Cantrell et al., 2022), organizations need to adopt a skill-based approach to talent management to improve workforce flexibility and organizational adaptability in responding to dynamic business environments. Through proper talent management practices, organizations can place employees according to their competencies, thereby improving effectiveness, productivity, and overall employee performance.

From the perspective of the Resource-Based View theory proposed by Jay Barney (1991), employee competencies and skills are strategic organizational resources that can create sustainable competitive advantages when managed effectively. Organizations that are able to optimize employee capabilities through talent management practices will have greater opportunities to improve organizational performance and maintain competitiveness. Thus, skill-based talent management is considered an important strategy for improving employee performance in modern organizations.

In addition to talent management, job satisfaction is also recognized as an important factor affecting employee performance. Employees who experience high levels of job satisfaction tend to demonstrate higher motivation, stronger organizational commitment, and better work performance (Tristianingsih et al., 2022). Conversely, employees with low job satisfaction are more likely to experience decreased productivity and lower work engagement (Akbar et al., 2021). According to Herzberg's two-factor theory, job satisfaction is influenced by motivator factors such as achievement, recognition, and responsibility, as well as hygiene factors including salary, working conditions, and organizational policies. Therefore, organizations need to create supportive working environments that can enhance employee satisfaction and encourage optimal performance.

Employee performance itself reflects the level of achievement attained by employees in completing their work responsibilities effectively and efficiently in accordance with organizational standards and objectives (Kusdianto et al., 2023). High employee performance is essential for organizations because it contributes directly to productivity, service quality, and organizational success (Vivi, 2023). In the banking sector, employee performance becomes increasingly important due to the highly competitive nature of financial services and the increasing demands for professional, accurate, and responsive customer service.

PT. Bank Rakyat Indonesia (Persero) Tbk Palopo Branch is one of the banking institutions that requires competent and professional employees to maintain service quality and organizational performance. As a state-owned bank operating in a competitive business environment, BRI must ensure that its employees possess appropriate competencies and experience satisfactory working conditions in order to achieve optimal performance (Rismawati et al., 2021). Therefore, the implementation of skill-based talent management and the improvement of job satisfaction are considered important strategies for supporting employee performance within the organization.

Previous studies have demonstrated that job satisfaction significantly influences employee performance (Heru, 2023). Other studies have also examined the role of talent management in improving employee performance. However, previous research generally focused on examining these variables separately and has not comprehensively integrated skill-based talent management and job satisfaction within a single research model. In addition, studies conducted in the banking sector, particularly at the branch office level, remain relatively limited. This indicates the existence of a research gap that requires further investigation, especially regarding how the integration of skill-based talent management and job satisfaction can influence employee performance in the banking industry.

Therefore, this study aims to analyze the effect of skill-based talent management and job satisfaction on employee performance at PT. Bank Rakyat Indonesia (Persero) Tbk Palopo Branch. This study is expected to provide theoretical contributions to the development of human resource management literature, particularly in relation to the Resource-Based View perspective and job satisfaction theory, as well as practical contributions for organizations in improving employee performance through effective human resource management strategies.

Theory Resource-Based View

Resource-Based View (RBV) theory introduced by Jay Barney (1991) explains that organizational competitive advantage is determined by the organization's ability to manage strategic resources effectively. One of the most important strategic resources is human resources, particularly employees who possess valuable competencies, knowledge, and skills that are difficult for competitors to imitate. Therefore, organizations that are able to optimize employee competencies through effective human resource management practices will have greater opportunities to improve organizational performance and sustain competitive advantages.

In the context of human resource management, skill-based talent management emphasizes the alignment between employee competencies and organizational needs through the identification, development, and placement of employees according to their skills and abilities. According to Cantrell et al. (2022), organizations increasingly need to adopt skill-based approaches in talent management to improve workforce flexibility and organizational adaptability. Employees who are placed according to their competencies tend to perform more effectively and efficiently, which ultimately contributes to improved employee performance.

In addition to talent management, job satisfaction is also considered an important factor affecting employee performance. According to Herzberg's two-factor theory, employee satisfaction is influenced by motivator factors such as achievement, recognition, and responsibility, as well as hygiene factors including salary, supervision, organizational policies, and work conditions. Employees with higher levels of job satisfaction generally demonstrate stronger motivation, commitment, and engagement in their work activities, which positively influence employee performance.

Based on the Resource-Based View perspective and Herzberg's two-factor theory, skill-based talent management and job satisfaction are important organizational factors that contribute to improving employee performance. Effective talent management practices help organizations optimize employee competencies, while job satisfaction encourages employees to work more productively and responsibly.

Skills-Based Talent Management (X1)

Skill-based talent management is a strategic approach to human resource management that emphasizes the identification, development, placement, and optimization of employee competencies based on organizational needs and job requirements. Unlike traditional talent management approaches that primarily focus on formal positions or tenure, skill-based talent management prioritizes employees' actual skills, abilities, and competencies in supporting organizational effectiveness and performance.

According to (Cantrell et al., 2022), skill-based talent management enables organizations to become more flexible and adaptive in responding to dynamic business environments because employees are assigned based on their competencies and capabilities. This approach allows organizations to maximize employee potential and improve workforce productivity through appropriate job placement and continuous competency development.

Similarly, (Victor Oladapo, 2014) explains that talent management involves a series of organizational activities aimed at identifying, developing, retaining, and utilizing talented employees to support organizational goals and improve performance. Meanwhile, (Wibowo, 2017) states that talent management is an organizational strategy designed to ensure that companies possess competent employees who are capable of contributing effectively to organizational sustainability and competitiveness.

Based on these perspectives, skill-based talent management can be understood as an approach that focuses on optimizing employee competencies through proper placement, continuous development, and employee retention strategies. Organizations that successfully implement skill-based talent management are more likely to improve employee effectiveness, productivity, and work performance because employees are assigned roles that match their skills and expertise. The indicators for skills-based talent management, according to (Nisa, 2016) namely :

1. Employee mapping
2. Development
3. Employee Placement
4. Retaining Skilled Employees
5. Maximizing Performance

From the perspective of the Resource-Based View theory, employees with superior competencies and skills represent valuable organizational resources that can create sustainable competitive advantages. Therefore, organizations that are able to manage employee talent effectively through competency-based approaches will have greater opportunities to improve employee performance and organizational success. Based on the theoretical explanation above, the following hypothesis is proposed:

H_1 = Skill-based talent management has a positive and significant effect on employee performance.

Job Satisfaction (X2)

Job satisfaction is one of the most important factors influencing employee attitudes, motivation, and performance within an organization. Job satisfaction reflects employees' positive emotional feelings toward their work, which arise from the evaluation of various aspects of their job, including compensation, supervision, working conditions, career opportunities, and relationships with coworkers.

According to (Haedar et al., 2016), job satisfaction refers to an emotional condition that demonstrates employees' positive feelings toward their work as a result of evaluating the work environment and work experiences. Similarly, (Gilang Arnaldo, 2021) explains that job satisfaction represents the level of satisfaction experienced by employees when their work aligns with their expectations, abilities, and needs. Meanwhile, (Mardiana, 2019) states that job satisfaction is closely related to employees' perceptions and assessments regarding whether their work is able to fulfill their personal needs and expectations.

Based on these perspectives, job satisfaction can be understood as the degree to which employees feel pleased, comfortable, and valued in performing their work within an organization. Employees who experience high job satisfaction generally demonstrate stronger motivation, better commitment, and higher levels of responsibility in completing their tasks. The indicators of job satisfaction according to (Changgriawan, 2017) namely:

1. Satisfaction with the job itself
2. Satisfaction with coworkers
3. Satisfaction with promotion

4. Satisfaction with work supervision
5. Satisfaction with salary or wage compensation

The relationship between job satisfaction and employee performance is supported by Herzberg's two-factor theory, which explains that employee satisfaction is influenced by motivator factors and hygiene factors. Motivator factors such as achievement, recognition, responsibility, and self-development encourage employees to perform better. Meanwhile, hygiene factors such as salary, company policies, interpersonal relationships, and working conditions help prevent dissatisfaction among employees. Therefore, organizations that are able to maintain employee satisfaction are more likely to achieve higher levels of employee performance.

In organizational practice, employees who feel satisfied with their work tend to show greater enthusiasm, loyalty, and engagement in carrying out their responsibilities. As a result, job satisfaction becomes an important factor in improving employee productivity and organizational performance. Based on the theoretical explanation above, the following hypothesis is proposed:

H₂ = Job satisfaction has a positive and significant effect on employee performance

Employee Performance (Y)

Employee performance is an important aspect that determines the success of an organization in achieving its goals and maintaining organizational competitiveness. Performance reflects the level of achievement attained by employees in carrying out their duties and responsibilities effectively and efficiently in accordance with organizational standards and expectations.

According to (Maszudi et al., 2021), performance refers to the willingness and ability of individuals or groups to complete assigned tasks and responsibilities in order to achieve expected results. Similarly, (Fatmasari, 2017) explains that employee performance is influenced by employees' abilities, efforts, and effectiveness in performing their work tasks. Meanwhile, (Teisly, 2021) defines employee performance as the work outcomes achieved by individuals based on their competencies, skills, and ability to complete tasks within a specified period of time.

Based on these perspectives, employee performance can be understood as the overall work achievement demonstrated by employees through the quality, effectiveness, and efficiency of their work activities. Employee performance does not only emphasize final work outcomes but also includes work processes, cooperation, initiative, communication, and responsibility in completing organizational tasks. As for employee performance indicators according to (Hanifan, 2024) namely :

1. Work quality
2. Accuracy
3. Initiative
4. Ability
5. Communication

In organizational practice, employee performance is strongly influenced by various factors, including the implementation of effective talent management and the level of employee job satisfaction. Employees who are placed according to their competencies and experience supportive working conditions tend to perform more optimally because they

possess stronger motivation, confidence, and engagement in carrying out their responsibilities.

From the perspective of the Resource-Based View theory, employee performance reflects an organization's ability to manage and optimize human resources as strategic assets. Organizations that are capable of developing employee competencies and maintaining employee satisfaction are more likely to improve productivity, service quality, and organizational effectiveness. Therefore, employee performance becomes an important indicator in evaluating organizational success in managing human resources effectively. Based on the theoretical explanation above, the following hypothesis is proposed:

H₃ = Skill-based talent management and job satisfaction simultaneously influence employee performance

Research Method

Types of research

This study used quantitative research to analyze the influence of skills-based talent management and job satisfaction on employee performance. Data were obtained through questionnaires distributed to employees of the BRI Palopo Branch and then analyzed using statistical methods to test the relationships between the research variables.

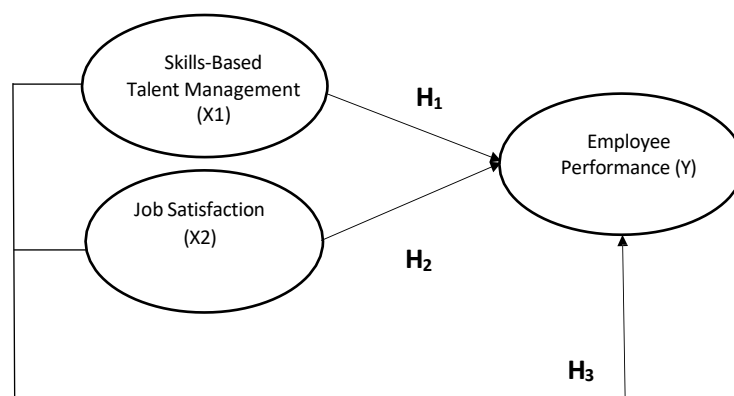


Figure 1. Conceptual Framework

Place and Time of Research

The research location is the place where the research is conducted and where the researcher can reveal the true state of the object being studied. The location chosen by the researcher in this study was the BRI Bank Branch, Jl. Manunggal, Luminda, North Wara, Palopo City, South Sulawesi. The research period was approximately three months, from October to December 2025.

Population and Research Sample

According to (Sugiyono, 2020) Population is a generalization area consisting of objects/subjects that have certain qualities and characteristics determined by researchers to be studied and then conclusions drawn, the population in this study includes all BRI employees in Palopo City, which is the main source of data in analyzing this study. (Holy et al., 2023) explains that a sample is a part or all of the elements that represent the population and are used as a source of research data. The sampling technique used in this study was saturated sampling, which is a sampling technique that uses all members of the population as samples. This technique was chosen because the population is relatively small, so all employees can be

used as respondents. Thus, the sample size in this study was 80 employees of Bank BRI, Palopo City Branch.

Data collection technique

The data collection technique used in this study was a questionnaire. The questionnaire was chosen because it is an efficient data collection technique if the researcher clearly understands the variables to be measured. The questionnaire was distributed to respondents who had been designated as the research sample and was compiled based on the operational indicators of each variable. Measurement of respondents' answers used a five-point Likert scale, namely Strongly Agree (5), Agree (4), Neutral (3), Disagree (2), and Strongly Disagree (1), which aims to measure the level of respondents' agreement with the statements submitted.

Data Analysis Methods

Data analysis in this study used the SPSS version 27 program, which includes instrument testing, regression analysis, hypothesis testing, and determination testing. Instrument testing was carried out through a validity test using item-total correlation and a reliability test with a Cronbach's Alpha coefficient $\geq 0,60$ to ensure the questionnaire was able to measure variables accurately and consistently. Next, the data were analyzed using multiple linear regression to determine the effect of skill-based talent management and job satisfaction on employee performance. Hypothesis testing was carried out through a t-test to determine the effect of independent variables partially and an F-test to test the effect of independent variables simultaneously with a significance level of 0,05. In addition, a determination test (R^2) was used to determine the magnitude of the contribution of independent variables in explaining variations in the dependent variable, where an R^2 value approaching 1 indicates an increasingly good model capability.

Result and Discussion

Validity Test

Table 1 Validity Test Results

Variables	Item	r- count	r- table	P (sig)	Information
Skills-Based Talent Management (X1)	MT 1	0.801	0.219	0.000	Valid
	MT 2	0.786	0.219	0.000	Valid
	MT 3	0.854	0.219	0.000	Valid
	MT 4	0.802	0.219	0.000	Valid
	MT 5	0.684	0.219	0.000	Valid
Satisfaction Work (X2)	KP 1	0.707	0.219	0.000	Valid
	KP 2	0.613	0.219	0.000	Valid
	KP 3	0.654	0.219	0.000	Valid
	KP 4	0.699	0.219	0.000	Valid
	KP 5	0.752	0.219	0.000	Valid
	KN 1	0.768	0.219	0.000	Valid

Variables	Item	r- count	r- table	P (sig)	Information
Performance	KN 2	0.787	0.219	0.000	Valid
Employee	KN 3	0.777	0.219	0.000	Valid
(Y)	KN 4	0.825	0.219	0.000	Valid
	KN 5	0.672	0.219	0.000	Valid

Source : Data processeed using SPSS 2025

Based on the results of the validity test in the table above, all statement items have a calculated r value greater than the r-table of 0.219, in addition, the significance value of each item is below 0.05. Thus, all statement items are declared valid and therefore suitable for use as research instruments.

Reliability Test

Table 2 Reliability Test Results

Variables	Crombuch's Alpha	Reliability Value	Information
Skills-Based Talent Management (X1)	0.842	0.600	Reliable
Job Satisfaction (X2)	0.719	0.600	Reliable
Employee Performance (Y)	0.823	0.600	Reliable

Source : Data processeed using SPSS 2025

Based on the reliability test results, all research variables have a Cronbach's Alpha value above 0.600. The Skills-Based Talent Management variable (X1) obtained a value of 0.842, the Job Satisfaction variable (X2) obtained a value of 0.719, and the Employee Performance variable (Y) obtained a value of 0.823. Because all these values are above 0.600, all instruments are declared reliable and can be used for further analysis.

Multiple Linear Regression Analysis

Table 3 Multiple Linear Regression Results
Coefficients^a

Model		Unstandardized Coefficients	Std. Error	Standardized Coefficients	t	Sig.
1	(Constant)	4,936	2,560		1,928	.058
	Skills-Based Talent Management	.374	.101	.371	3,696	.000
	Job satisfaction	.388	.117	.332	3,309	.001

a. Dependent: Employee Performance

Source : Data processeed using SPSS 2025

Based on the table above, the following regression equation can be obtained.

$$Y = 4.936 + 0.374 X1 + 0.388 X2 + e$$

1. The constant value (a) is 4.936, indicating that when all independent variables are equal

to zero, employee performance will be 4.936.

2. The coefficient value of skill-based talent management (b1) is 0.374. This indicates that every one-unit increase in variable X1 will lead to an increase in employee performance by 0.374 units.
3. The coefficient value of job satisfaction (b2) is 0.388. This indicates that every one-unit increase in variable X2 will lead to an increase in employee performance by 0.388 units.

Partial t-Test

Table 4 Partial t-Test Results
Coefficients^a

		Unstandardized Coefficients		Standardized Coefficients	
Model		B	Std. Error	Beta	t
1	(Constant)	4,936	2,560		1,928
	Skills-Based Talent Management	.374	.101	.371	3,696
	Job satisfaction	.388	.117	.332	3,309

a. Dependent: Employee Performance

Source : Data processeed using SPSS 2025

Based on the t-test results above, the skill-based talent management variable has a t-value of 3,696 which is greater than the t-table (1.991), with a significance level of 0,000 which is below the 0,05 limit. Thus, skill-based talent management has a significant effect on employee performance. This finding indicates that proper talent management can increase employee effectiveness and work productivity.

Furthermore, the job satisfaction variable (X2) has a t-value of 3,309, which is greater than the t-table (1.991). This indicates that job satisfaction has a significant effect on employee performance. This finding indicates that the higher the level of job satisfaction, the more optimal employee performance tends to be, because job satisfaction encourages enthusiasm, loyalty, and responsibility in work.

Simultaneous F-Test

Table 5 Simultaneous F-Test Results

ANOVA ^a					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	226,157	2	113,079	20,144	.000b
Residual	432,230	77	5613		
Total	658,388	79			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Job Satisfaction, Skill-Based Talent Management

Source : Data processeed using SPSS 2025

Based on the results of the F test, the F-count value of 20,144 was obtained, which was greater than the F-table of 3,12, with a significance level of 0,000 which was smaller than 0,05. Thus, the hypothesis was accepted. It can be concluded that skill-based talent management and job satisfaction simultaneously have a significant effect on employee performance. These results indicate that these two independent variables play a complementary role in improving employee performance.

Coefficient of Determination (R^2)

Table 6 R-Square Results Model Summary

Model	R	R Square	Adjusted RSquare	Standard Error of the Estimate
1	.568a	.344	.326	2.36926

Source : Data processeed using SPSS 2025

Based on the results of the determination test above, the R Square value of 0.344 indicates that the Skill-Based Talent Management and Job Satisfaction variables are able to explain 34.4% of the variation in employee performance. Meanwhile, the Adjusted R Square value of 0.326% indicates that after adjustment, the model is able to explain 32.6% of employee performance. This means that both variables have contributed to improving employee performance, while the remaining 65.6% (100% - 34.4%) is influenced by other factors outside this study.

Discussion*The Influence of Skill-Based Talent Management (X1) on Employee Performance (Y)*

The results of this study indicate that skill-based talent management has a positive and significant effect on employee performance at PT. Bank Rakyat Indonesia (Persero) Tbk Palopo Branch. This finding is demonstrated by the t-count value of 3,696, which is greater than the t-table value of 1,991, with a significance level of 0,000 lower than 0,05. Therefore, the first hypothesis is accepted. These findings indicate that the implementation of skill-based talent management helps organizations place employees according to their competencies and work capabilities. Appropriate employee placement enables employees to work more effectively and productively, thereby improving employee performance.

Based on the Resource-Based View theory, employee competencies and skills are considered strategic organizational resources that can create competitive advantages. Therefore, organizations that effectively manage employee competencies tend to achieve better organizational performance.

The findings of this study are consistent with previous studies conducted by (Masduki, 2021), which stated that competency-based talent management positively influences employee performance and organizational effectiveness. This study also provides additional contributions by examining skill-based talent management in the banking sector, particularly at the branch office level, which remains relatively limited in previous studies.

The Influence of Job Satisfaction (X2) on Employee Performance (Y)

The results of this study indicate that job satisfaction has a positive and significant effect on employee performance at PT. Bank Rakyat Indonesia (Persero) Tbk Palopo Branch. This finding is demonstrated by the t-count value of 3,309, which is greater than the t-table value of 1,991, with a significance level of 0,001 lower than 0,05. Therefore, the second hypothesis is accepted. These findings indicate that employees with higher levels of job satisfaction tend to demonstrate better motivation, responsibility, and work productivity. Job satisfaction can be influenced by working conditions, compensation, work relationships, and career development opportunities.

These findings are supported by Herzberg's two-factor theory, which explains that motivator and hygiene factors influence employee satisfaction and work behavior. When

organizations are able to maintain employee job satisfaction, employee performance is more likely to improve.

The findings of this study are consistent with previous studies conducted by (Gilang 2021), which found that job satisfaction significantly affects employee performance. This study also provides additional insights into job satisfaction in the banking sector, particularly at the branch office level.

The Influence of Skill-Based Talent Management (X1) and Job Satisfaction (X2) on Employee Performance (Y) of Employees at PT. Bank Rakyat Indonesia (BRI) TBK Palopo Branch.

The results of the F test show that both independent variables simultaneously have a significant effect on employee performance. This finding is demonstrated by the f-count value of 20,144, which is greater than the F-table value of 3,12, and the significance value of 0,000 is below 0,05, thus the hypothesis is accepted. This means that the regression model used in the study is able to explain that Skill-Based Talent Management and Job Satisfaction Jointly Influence Employee Performance at PT. Bank Rakyat Indonesia (BRI) Palopo Branch. This finding indicates that the combination of appropriate talent management and a high level of job satisfaction is a key factor in improving employee performance. Talent management plays a role in improving the suitability of competencies with job demands, while job satisfaction plays a role in increasing employee motivation and engagement.

Theoretically, the results of this study are in line with the Resource-Based View (RBV) theory proposed by Jay Barney, which emphasizes that human resources are strategic assets that can improve organizational performance if managed effectively, especially through the development and placement of employees according to their competencies. Furthermore, this finding is also supported by the two-factor theory proposed by Frederick Herzberg, which explains that job satisfaction plays a role in improving performance through motivating factors such as achievement, recognition, and responsibility, so that employees are encouraged to work more optimally.

The results of this study are also consistent with (Masduki, 2021) research, which states that competency-based talent management can improve employee performance through placements that match their expertise.

Conclusion

This study concludes that skill-based talent management and job satisfaction significantly influence employee performance, both partially and simultaneously at PT Bank Rakyat Indonesia (Persero) Tbk Palopo Branch. Skill-based talent management plays a role in improving the match of competencies with job demands, while job satisfaction drives employee motivation and engagement, thus both contribute to improved performance. This finding is reinforced by the Resource-Based View (RBV) theory by Jay Barney and supported by Frederick Herzberg's two-factor theory. Practically, organizations need to optimize skill-based talent management and increase job satisfaction as strategies to improve employee performance.

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