

## **Effect of Talent Management and Employee Engagement on Turnover Intention with Employee Retention Mediation**

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**Keywords** : Talent Management, Employee Engagement, Employee Retention, Turnover Intention.

**Abstract** : *In facing the current business competition, the company must also have an advantage in order to be able to survive and develop among its competitors. Turnover Intention is one of the problems that are often faced by companies or organizations. The cause of high turnover in the company due to the desire to move is related to negative attitudes from employees, such as lack of satisfaction and commitment to the company. This study aims to determine the effect of Talent Management and Employee Engagement on Turnover Intention with the mediating variable Employee Retention Case Study PT. Yamada Indonesia Plant 2nd Factory. The sampling technique in this study is based on the employee population by means of total sampling or census samples with a sample of 71 employees at PT. Yamada Indonesia Plant 2nd Factory. Data analysis method used in this study with the help of SmartPLS. The results of this study indicate that Talent Management has a negative and significant influence on Turnover Intention, Employee Engagement has an influence on Turnover Intention, Employee Retention has an influence on Turnover Intention, Talent Management has an influence on Employee Retention, Employee Engagement has an influence on Employee Retention, Employee Retention can mediate Talent Management on Turnover Intention and Employee Retention can mediate Employee Engagement on Turnover Intention.*

### **1 INTRODUCTION**

Every company wants success, be it large or small companies, private or state companies, or companies engaged in services and manufacturing. In the face of today's business competition, companies must also have advantages in order to be able to survive and develop among their competitors. To meet these needs, the company requires good management in the procurement of human resources, because the presence of good and skilled human resources will provide great potential and contribution in realizing the vision and mission of the company. Therefore, organizations need to maintain and increase employee retention or retain high potential employees in order to minimize the desire of employees who have the potential to leave the company. Employee turnover or employee turnover from the organization is an important phenomenon in organizational life. There are times when employee turnover can be detrimental to the company if the employee has talent and can also benefit the company because it can get better employees. However, most of the employee turnover has an unfavorable impact on the organization, both in terms of costs and in terms of lost time and opportunities to take advantage of opportunities. If the company is high, of course the company will carry out recruitment, selection and interviews continuously and this requires no small amount of money. Before an employee decides to move, the employee will reflect behaviors that illustrate that he or she has a desire to move. Turnover intention is defined as the intention to leave a job on a voluntary basis (Memon et al., 2018). The negative effect of high employee turnover can also lead to substantial cost wastage because the company has to invest money in recruitment, orientation, training, overtime, and supervision. Employees are company assets that must be maintained, developed, and cared for. The cause of turnover itself usually occurs due to several factors such as a lack of employee ownership of the company and employees' lack of trust in management (Saeed et al., 2014).

Talent Management in an organization is able to provide direction on the development process, utilization of abilities and expertise and talents of employees. Talent Management is a planned and structured approach to

recruiting, retaining and developing talented people in an organization. The Talent Management System implemented aims to prepare reliable human resources in sufficient numbers to occupy certain positions in the company so that the company's business continuity is guaranteed. Talent Management is an integral part of involving employees in the organization. Every employee wants a work position according to their potential. Employees will feel enthusiastic about working when the company is able to position them in jobs and fields that match their talents and abilities. If employee turnover is too high and continues to increase, of course this will harm the company itself. From this phenomenon, it is undeniable that Talent Management is important. A high turnover rate is also dangerous for the company and it can also reduce the efficiency and productivity of the organization (Azeez et al., 2016). Talent Management has a negative and significant impact on turnover, which means that the implementation of Talent Management can reduce employee turnover intentions. (Gede & Sunny, 2019).

Quality human resources will certainly be the company's parameters in order to provide benefits to the company. The quality of human resources itself can be seen from how big the contribution of employees in carrying out their duties in the company. Employee performance will be maximized if they have high participation or participation in the company. In this case, the company will be able to improve employee performance so that productivity also increases. Thus, effective human resources have an important impact on the sustainability and performance of the organization, productivity, and quality of life of employees in the organization (Kaswan, 2019). Employee engagement is a relationship and involvement that occurs physically, cognitively and emotionally between a person and his role in a job. Employees have a fairly important role in the performance of a company, employees are said to be a determinant of the progress or decline of a company. Attracting as many experienced employees as possible and keeping them in the workplace for a long period of time is the essence of winning the business competition (Kossivi et al., 2016). When the employee is bound, the employee will have an awareness of his duty to give the employee's best contribution to the company, but if the employee does not feel bound to the company, the employee will be more likely to think about moving to another company. Employees in a company will be bound and have the ambition to contribute to organizational goals when they feel appreciated by their leaders (Davies et al., 2018)

Several gap research states that employee engagement has an influence on turnover intention. in the research of Natalia and Rosiana (2017) Employee Engagement has a significant positive effect on Turnover Intention. In Islamy's research (2018) which states that employee engagement simultaneously has a significant effect on Turnover Intention. And clarified by, Employee Engagement has a significant positive effect on Turnover Intention. which means that employee involvement in the company can have an effect on reducing the turnover rate in the company (Ekel et al., 2019). Another factor that companies need to consider to reduce employee turnover is Employee Retention or retaining talented and potential employees. Employee retention is needed as a function of the company's function and competitiveness. Retaining talented and skilled employees, is an important thing in a competition in the company. Skilled and experienced employees enable them to have extensive knowledge and talented employees are needed by the company when competing with competitors (Ratnawati & Subudi, 2018).

Employee retention is defined as the ability and effort of organizational management to encourage talented employees to have a high sense of loyalty. The desire that exists in individuals to remain in a company for a long period is determined by how much retention of employees. If the company fails to increase employee retention, it will have a negative impact on productivity and management can be considered less mature in terms of human resources (Kyndt et al., 2009). Turnover Intention is a problem that is often faced by companies or organizations, it is caused by several factors such as: unsupportive work environment conditions, violations of psychological contracts, workloads that are not in accordance with work, and work stress which is a stimulant or driving force for an individual. to leave the company. The cause of high turnover in the company due to the desire to move is related to negative attitudes from employees, such as lack of satisfaction and commitment to the company, which is considered to be able to reduce organizational success both in the short and long term. Because both abilities and skills are important components in achieving performance (Kamau & Omondi, 2020).

PT. Yamada Indonesia Plant 2nd Factory is a manufacturing company located in the MM2100 West Cikarang business area and is the second branch of PT. Yamada Indonesia which is specialized in manufacturing officer furniture. Operational activities within the company are in the form of managing inventory of raw materials that are processed through the production process so as to produce finished goods that are ready to be sold to customers. PT. Yamada Indonesia Plant 2nd Factory has employees with good quality and talent. Quality human resources are one of the important factors in the company's production activities. That way, the company needs employees who remain or remain in the company. The problems that occurred in the last few months at PT. Yamada Indonesia Plant 2nd Factory experienced a significant turnover of employees, many employees left and went due to the company's ineffectiveness in managing employee talent. The company is also considered

less able to align employees to be placed in positions that match their expertise. In addition, employees also feel less able to develop their careers in the company so that employees tend to have low loyalty and not a few choose to resign. Based on observations and interviews that have been conducted by researchers, the following is the turnover data at PT. Yamada Indonesia Plant 2nd Factory.

**Table 1. Employee Data of PT. Yamada Indonesia Plant 2<sup>nd</sup> Factory in 2020**

<b>Year</b>	<b>Turnover</b>	<b>Total</b>	<b>Percentage</b>
2018	5	60	8,3%
2019	6	64	9,4%
2020	8	71	11,2%

Source: PT. Yamada Indonesia Plant 2nd Factory

From table 1, it is explained that the average employee turnover of PT. Yamada Indonesia Plant 2nd Factory from 2018 to 2020 was 28.9%. Looking at the percentage data, the employee turnover rate at PT. Yamada Indonesia Plant 2nd Factory can be classified as low, because the average percentage is below 30%. The data above indicates that there are other factors that influence why turnover in the organization can be classified as low.

## 2 LITERATURE REVIEW

### Turnover Intention

Turnover Intention is the entry and exit of labor in a company within a certain period of time. Turnover itself can occur voluntarily or not and is also controlled and unavoidable. Turnover Intention is a permanent voluntary or involuntary resignation from an organization (Gede & Sunny, 2019). Someone will do his job as a conscious effort to achieve a goal from the work done, namely earning income. Turnover Intention is a tendency or level that makes employees think that they want to leave an organization (Robbins & Judge, 2017). Turnover is usually one of the last options for an employee if he finds that his working conditions are no longer what he expected. Emphasized by Turnover Intention is defined as the desire of employees to move or quit the organization where they work (Alniacik et al., 2013). Provide a turnover limit as an employee moves from his current job. Turnover is also needed by every company for employees who have low performance, but the turnover rate must be sought so that it is not too high so that the company still has the opportunity to obtain benefits or benefits from improving the performance of new employees which are greater than the recruitment costs borne by the organization (Gede & Sunny, 2019). From several understandings of Turnover Intention, it can be concluded that Turnover Intention is the entry and exit of labor both voluntary and involuntary based on the desire to leave the organization.

### Talent Management

Talent Management is a process carried out to place employees in the right position in their work (Kusumawardani & Suharnomo, 2016). Talent Management also provides opportunities for its employees to be able to conduct training and develop their abilities. Talent Management is a systematic activity that contributes to the potential development of talents. Talent Management itself is expected to be able to increase competitive advantage, organizational performance and be able to maximize organizational productivity. Talent Management is a strategic activity aligned with the firm's business strategy that aims to attract, develop, and retain talented employees at each level of the organization. retain talented employees at every level of the organization. Consistent with the opinion of Talent Management, it is rooted in organizational resource theory, which states that sustainable competitive advantage is only possible for organizations that develop valuable, rare, and difficult to imitate resources (Kaswan, 2019). From several understandings of Talent Management, it can be concluded that Talent Management is a process carried out to get employees and place them in the right position and develop the potential that exists in employees in improving organizational performance.

## Employee Engagement

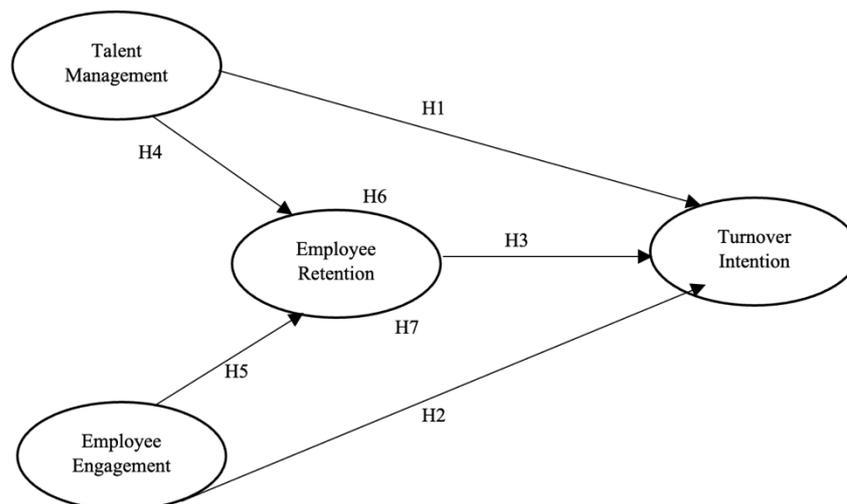
Islamy (2018) explained that the results of a study conducted on nearly 8,000 business units from 36 companies found that in units of companies that have high employee engagement produce high customer satisfaction, high productivity, carry a higher profile, as well as turnover rates and work accidents. lower than companies that have a low level of Employee Engagement. Employee engagement is defined as a positive motivational state containing the characteristics of persistence, enthusiasm, and totality towards work (Ratnawati & Subudi, 2018). Employee engagement is defined as individual's sense of purpose and focused energy, evident to others in the display of personal initiative, adaptability, effort, and persistence directed to ward organizational goals (Kaswan, 2019). From several understandings of Employee Engagement, it can be concluded that Employee Engagement is a positive condition, attitude, or behavior of an employee towards his work and organization which is characterized by feelings of enthusiasm, dedication, and preoccupation to achieve organizational goals and success.

## Employee Retention

Employee retention is the company's ability to retain employees who have the potential to remain loyal to the company. The purpose of Employee Retention itself is to retain quality employees owned by the company, because employees who have potential are invaluable assets by the company. If employees who have the potential to leave the organization of their own will, then this can harm the company in the form of intellectual capital. Employees who have worked for a long time and are loyal will bring company values and knowledge of various organizational processes and are expected to be sensitive to customer needs. Emphasized Employee Retention is a process whereby employees are encouraged to remain with the organization for a maximum period of time or until the completion of the project (Karthi & Devi, 2012). Retention is a pending element of an organizational approach to talent management more generally, defined as the implementation of an integrated strategy or system designed to increase work productivity by developing processes to attract, develop, retain and utilize people with the skills and talents needed to meet current and future business needs (Ratnawati & Subudi, 2018). From several definitions of Employee Retention, it can be concluded that Employee Retention is a strategy and company effort to retain potential employees in the company in order to achieve organizational goals.

## Research Design

The design of this research is attached in Figure 1 below:



**Figure 1. Research Design**

Hypothesis:

H1 = Talent Management has a positive and significant effect on Turnover Intention

- H2 = Employee Engagement has a positive and significant effect on Turnover Intention  
 H3 = Employee Retention has a positive and significant effect on Turnover Intention  
 H4 = Talent Management has a positive and significant effect on Employee Retention  
 H5 = Employee Engagement has a positive and significant effect on Employee Retention  
 H6 = Employee retention can mediate between Talent Management and Turnover Intention  
 H7 = Employee Retention can mediate between Employee Engagement and Turnover Intention

### 3 METHODOLOGY

This research is quantitative research. Sources of data used in this study is data obtained through questionnaires distributed by online surveys via google form to employees at PT. Yamada Indonesia Plant 2nd Factory. The population in this study were all employees at PT. Yamada Indonesia Plant 2nd. Factory which amounted to 71 people, while the sample used a saturated sample, in order to obtain 71 respondents. The technique of data analysis in this study is to use the help of PLS. In the analysis test, PLS uses two evaluations, namely the outer model where this measurement is to test the validity and reliability and the inner model which is the structural model used to test the hypothesis.

### 4 FINDINGS AND DISCUSSION

Structural Inner model testing is done to be able to see the relationship between the constructs, the significance value and the R-Square of the research model. The structural model was evaluated using R-square for the dependent construct of the t-test and the significance of the coefficients of the structural path parameters.

#### R-Square (R2)

Evaluation of the structural model or inner model aims to predict the relationship between latent variables. The structural model is evaluated by looking at the percentage of variance described, namely by looking at the R-Square value for endogenous latent constructs. Here are the results of the R-square test:

**Table 2. R-Square**

Item	R-Square	R-Square Adjusted
<i>Turnover Intention (Y)</i>	0.521	0.500
Employee Retention (Z)	0.647	0.636

*Source: Inner Model, primary data processed, 2021*

Based on the results of the R2 value, it shows that the R2 Turnover Intention value is 0.521. Obtaining this value explains that the percentage of the Turnover Intention variable is 52.1%. So that the R-Square value is said to be in the medium category. The Employee Retention variable obtained an R-Square value of 0.647. The value obtained explains that the percentage of the Employee Retention Variable is 64.7%.

#### Hypothesis Testing

Based on the research data that has been done, the results of the research can be used to answer the hypothesis in this study. The hypothesis test in this study was carried out using the T-Statistics value and the P-Values value. The research hypothesis can be declared accepted if the P-Values value <0.05. The following are the results of hypothesis testing obtained in this research through the inner model:

Table 3. Results of T-Statistics

Variables	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P Values
Talent Management -> Employee Retention	0.656	0.646	0.099	6.611	0.000
Employee Engagement -> Employee Retention	0.242	0.259	0.098	2.465	0.014
Employee Retention -> Turnover Intention	0.761	0.350	0.151	5.038	0.000
Talent Management -> Turnover Intention	-0.429	0.429	0.157	2.729	0.007
Employee Engagement -> Turnover Intention	0.340	0.350	0.122	2.794	0.005

Source: SmartPLS output, primary data processed, 2021

Testing in PLS is carried out statistically on each hypothesized relationship using simulation. In this result, the bootstrapping method was carried out on the sample. Testing with bootstrapping is also intended to minimize the problem of abnormal research data

Table 4. Specific Indirect Effects

Variables	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P Values
Talent Management -> Employee Retention -> Turnover Intention	0.499	0.491	0.131	3.808	0.000
Employee Retention -> Employee Retention -> Turnover Intention	0.184	0.196	0.085	2.177	0.030

Source: SmartPLS output, primary data processed, 2021

Based on the table above, the Talent Management variable can indirectly influence the Turnover Intention variable through the Employee Retention variable as a mediating variable with a P-Values value of 0.000 < 0.05. The Employee Engagement variable can also indirectly have an influence on Turnover Intention through the Employee Retention variable as a mediating variable with a P-Values value of 0.030 < 0.05

## Discussion

This study aims to determine the effect of Talent Management and Employee Engagement on Turnover Intention by mediating Employee Retention. Based on the SmartPLS output, the discussion of this research is as follows:

### Talent Management on Turnover Intention

The Talent Management construct has a negative effect on the Turnover Intention construct. Which is evidenced by the original sample value of -0.429 which means it has a negative relationship. The t-statistic value in this variable relationship is 2.729 with a t-table value of 1.96 with an alpha of 5% where the criteria for the t-statistic value must be > 1.96 and the p-value is 0.007 so that the relationship between Talent Management and Turnover Intention is significant. Based on these results, the first hypothesis which states that there is an influence

of Talent Management on Turnover Intention is acceptable. The results of this study are also in line with Gede's research (2019) which states that Talent Management has a negative and significant effect on Turnover Intention.

### **Employee Engagement with Turnover Intention**

The Employee Engagement Construct has a positive effect on the Turnover Intention construct. Which is evidenced by the original sample value of 0.340 which means it has a positive relationship. The t-statistic value in this variable relationship is 2.794 with a t-table value of 1.96 with an alpha of 5% where the criteria for the t-statistic value must be  $> 1.96$  and the p-value is 0.005 so that the relationship between Employee Engagement and Turnover Intention is significant. Based on these results, the second hypothesis which states that there is an effect of Employee Engagement on Turnover Intention is acceptable. The results of this study are also in line with Ekel's research (2019) which states that Employee Engagement has a positive and significant effect on Turnover Intention.

### **Employee Retention of Turnover Intention**

The Employee Retention Construct has a positive effect on the Turnover Intention construct. Which is evidenced by the original sample value of 0.761 which means it has a positive relationship. The t-statistic value in this variable relationship is 5.038 with a t-table value of 1.96 with an alpha of 5% where the criteria for the t-statistic value must be  $> 1.96$  and the p-value is 0.000 so that the relationship between Employee Retention and Turnover Intention is declared significant. Based on these results, the third hypothesis can be accepted. The results of this study are also supported by Purnama's research (2019) which states that Employee Retention has a positive and significant effect on Turnover Intention.

### **Talent Management on Employee Retention**

The Talent Management Construct has a positive influence on the Employee Retention construct. Which is evidenced by the original sample value of 0.656 which means it has a positive relationship. The t-statistic value in this variable relationship is 6.611 with a t-table value of 1.96 with an alpha of 5% where the criteria for the t-statistic value must be  $> 1.96$  and the p-value is 0.000 so that the relationship between Talent Management and Employee Retention is declared significant. Based on these results, the fourth hypothesis can be accepted. The results of this study are also supported by Isanawikrama's research (2018) which states that Talent Management has a positive and significant influence on Employee Retention.

### **Employee Engagement to Employee Retention**

Employee Engagement Constructs have a positive effect on Employee Retention. Which is evidenced by the original sample value of 0.242 which means it has a positive relationship. The t-statistic value in this variable relationship is 2.465 with a t-table value of 1.96 with an alpha of 5% where the criteria for the t-statistic value must be  $> 1.96$  and the p-value is 0.014 so that the relationship between Employee Engagement and Employee Retention is declared significant. Based on these results, the fifth hypothesis can be accepted. The results of this study are also supported by the research of Kristianto (2020) and Ekhsan (2020) which states that Employee Engagement has a positive and significant effect on Employee Retention.

### **Talent Management towards Turnover Intention by mediating Employee Retention**

The Talent Management Construct on Turnover Intention has a positive effect on employee retention mediation. Which is evidenced by the original sample value of 0.499 which means it has a positive relationship. The t-statistic value on this variable is 3.808 with a t-table value of 1.96 with an alpha of 5% where the criteria for the t-statistic value must be  $> 1.96$  and the p-value is 0.000 so that the relationship between Talent Management and Turnover Intention with mediation of Employee Retention is stated significant. Based on these results, the sixth hypothesis can be accepted.

## Employee Engagement with Turnover Intention with Employee Retention mediation

The Employee Engagement Construct on Turnover Intention has a positive effect on employee retention mediation. Which is evidenced by the original sample value of 0.184 which means it has a positive relationship. The t-statistic value in this variable relationship is 2.177 with a t-table value of 1.96 with an alpha of 5% where the criteria for the t-statistic value must be  $> 1.96$  and the p-value is 0.030 so that the relationship between Employee Engagement and Turnover Intention is mediated by Employee Retention declared significant. Based on these results, the seventh hypothesis can be accepted.

## 5 CONCLUSION

Based on the results of data analysis that has been done by distributing questionnaires via google form to employees of PT. Yamada Indonesia Plant 2nd Factory, the researcher can conclude that the results of the first, second and third and third hypothesis tests indicate that Talent Management, Employee Engagement and Employee Retention have an effect on Turnover Intention. The results of the fourth and fifth hypothesis tests indicate that Talent Management and Employee Engagement have an effect on Employee Retention. The results of the sixth and seventh hypothesis tests show that Employee Retention can mediate between Talent Management and Turnover Intention and Employee Retention can also mediate between Employee Engagement and Turnover Intention.

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