

Competency and Training Management Toward Civil Servant Performance via Retention Mediation

Competency, and
Training in Civil
Servant Performance

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ABSTRACT

Improving the quality of human resources in the public sector is essential to ensure effective and efficient government services, particularly at the sub-district level, which serves as the frontline in public administration. Civil Servants (PNS) are required to demonstrate optimal performance to meet these demands. One strategic approach involves strengthening talent management, developing competencies, and providing targeted job training. This study aims to analyze the influence of talent management, competencies, and job training on civil servant performance at the sub-district level in Makassar City, with employee retention as a mediating variable. A quantitative method with a survey approach was used, involving 385 civil servants selected through random sampling. Data collection was conducted using a structured questionnaire, and analysis was carried out using Structural Equation Modeling (SEM) with AMOS software. The results show that talent management, competencies, and job training each have a positive and significant effect on both employee retention and performance. Additionally, employee retention significantly mediates the relationship between these factors and performance. These findings highlight the importance of integrated and continuous human resource management strategies to enhance public service performance through improved employee retention.

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Keywords: Competence, Employee Performance, Job Training, Nurse Retention, Talent Management.

ABSTRAK

Peningkatan kualitas sumber daya manusia di sektor publik sangat penting untuk memastikan layanan pemerintah yang efektif dan efisien, terutama di tingkat kecamatan, yang merupakan garda terdepan dalam administrasi publik. Pegawai Negeri Sipil (PNS) dituntut untuk menunjukkan kinerja optimal guna memenuhi tuntutan tersebut. Salah satu pendekatan strategis adalah memperkuat manajemen talenta, mengembangkan kompetensi, dan menyediakan pelatihan kerja yang terarah. Penelitian ini bertujuan untuk menganalisis pengaruh manajemen talenta, kompetensi, dan pelatihan kerja terhadap kinerja PNS di tingkat kecamatan di Kota Makassar, dengan retensi pegawai sebagai variabel mediasi. Metode kuantitatif dengan pendekatan survei digunakan, melibatkan 385 PNS yang dipilih secara acak. Pengumpulan data dilakukan dengan menggunakan kuesioner terstruktur, dan analisis dilakukan menggunakan Structural Equation Modeling (SEM) dengan perangkat lunak AMOS. Hasil penelitian menunjukkan bahwa manajemen talenta, kompetensi, dan pelatihan kerja masing-masing memiliki pengaruh positif dan signifikan terhadap retensi dan kinerja pegawai. Selain itu, retensi pegawai secara signifikan memediasi hubungan antara faktor-faktor ini dan kinerja. Temuan ini menyoroti pentingnya strategi manajemen sumber daya manusia yang terintegrasi dan berkelanjutan untuk meningkatkan kinerja pelayanan publik melalui peningkatan retensi pegawai.

Kata kunci: Kompetensi, Kinerja Karyawan, Pelatihan Kerja, Retensi Perawat, Manajemen Bakat.

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INTRODUCTION

The State Civil Apparatus (*Aparatur Sipil Negara*/ASN), especially Civil Servants (*Pegawai Negeri Sipil*/PNS), play a strategic role in delivering government programs and public services. Given their direct interaction with the community, civil servants must demonstrate strong performance, particularly at the sub-district level, which acts as the frontline in local administration. High-performing PNS contribute to the realization of bureaucratic reform, efficient governance, and improved public satisfaction (Mustari et al., 2024). Employee performance also benefits public institutions through increased budget efficiency, accountability, service quality, and trust (Nurmilla, 2022).

Factors crucial to enhancing civil servant performance include talent management, competence, and job training (Siregar et al., 2020; Susilowati et al., 2020; Rahardjo, 2022; Nurung et al., 2023). Talent management refers to a strategic process of recruiting, developing, and retaining competent personnel while ensuring proper job placement (Cappelli & Tavis, 2016). In Indonesia, this is regulated under Law Number 20 of 2023 concerning ASN, which enforces a merit system that supports career and talent development. Article 46 highlights the need for talent mobility to address gaps and foster better public service delivery.

Talent management directly influences employee retention. By supporting career development and recognizing employee potential, organizations can enhance motivation and reduce turnover (Kravariti et al., 2023; Mir & Majeed, 2024). Well-managed talent leads to greater satisfaction and improved performance (Tash et al., 2016; Putri et al., 2023; Tasmi, 2024). Well-aligned talent systems boost employee capabilities and motivation. Coaching and developmental feedback also contribute to better work outcomes (Pulakos & Battista, 2020). However, challenges include inadequate compensation for talent, lack of leadership support, and resistance to change (Putranti, 2024). Studies such as Ambarawati and Wijoyo (2023), Masruroh et al. (2023), and Surya et al. (2024) affirm the positive impact of talent management on performance; other findings by Harahap (2014), Hidayat et al. (2020), Siagian and Good (2021), and Ardias et al. (2023) shows no significant effect.

Competence is another key factor. Employees with the required skills, knowledge, and attitudes tend to contribute more effectively (Kartika & Hariyati, 2018; Zaky, 2020). Competence determines whether individuals can execute their tasks properly and achieve superior performance (Sick, 2017; Lewis et al., 2022). Conversely, lack of competence hinders the implementation of public programs and reflects low performance levels (Novieastari et al., 2018; Susilowati et al., 2020; Widodo & Sembiring, 2024). Barriers include limited access to continued learning, insufficient supervision, and resource constraints (Dziurka et al., 2022; Khatatbeh et al., 2022). Empirical evidence is also mixed: Rahardjo and Nurhayati (2022) and Febrina et al. (2024) show competence significantly influences performance, but the study by Hidayat (2021) does not.

Job training is considered an effective method to enhance employee performance, minimize errors, and build potential (Bediako, 2019). Management-supported training improves job effectiveness and motivation (Robbins & Judge, 2009; Kartika & Nugraha, 2020). Quality training programs positively impact work results, and their frequency correlates with increased performance (Massie, 2015; Anggereni, 2018; Basriani, 2023; Ningrum, 2024). However, several challenges persist: limited budgets, lack of managerial support, poor training needs assessment, and low engagement (Suryanto, 2018; Nurhalim & Puspita, 2021; Simarmata, 2022). Some study by Utami (2024) and Wulandari and Rizky (2024) shows that training has a significant effect on employee performance, but a study by Faizal and Choirunnisak (2021) does not.

Employee retention plays a pivotal role in sustaining performance improvements. Retained employees tend to have better organizational knowledge, loyalty, and task effectiveness (Eckerson, 2018; Nurullaili et al., 2019; Daouda et al., 2021). High retention enhances discipline, work harmony, and public service quality (Adriati et al., 2023). However, poor job satisfaction, toxic environments, inadequate recognition, and compensation issues can lower retention (Hiola et al., 2023; Susilawati, 2024; Panca et

al., 2024). Studies show that retention can both positively and negatively influence performance (Alsakarneh et al., 2023; Mering et al., 2023).

The purpose of this study is to analyze the influence of talent management, competency, and job training on the performance of civil servants at the sub-district level in Makassar City, considering employee retention as a mediating variable. This study aims to provide a deeper understanding of how human resource management strategies can improve civil servant performance and provide policy recommendations to strengthen the quality of public services at the local government level.

LITERATURE REVIEW & HYPOTHESIS DEVELOPMENT

The Determinants of Employee Retention

Employee retention reflects an organization's ability to retain staff by ensuring satisfaction, growth opportunities, and a positive work culture, which in turn lowers turnover costs and preserves organizational stability. Talent management is a key driver of retention, built on talent acquisition, development, and retention (Barkhuizen et al., 2014; van Zyl et al., 2017). Strong recruitment, selection, and organizational culture support nurse retention (Sindy et al., 2022; Fisher et al., 2022). Talent development, such as training, mentoring, and clear career pathways, enhances growth and commitment (Alsakarneh et al., 2023). Retaining talent requires fostering involvement, appreciation, work culture, and work-life balance to build loyalty (Mende & Dewi, 2021; Yani & Saputra, 2023; Cahyani & Emilisa, 2023; Herawati, 2024). Empirical studies further confirm that talent management significantly contributes to employee retention (Urme, 2023; Ibrahim et al., 2024).

Competencies, built on knowledge, skills, experience, and work attitude, enhance employee confidence and support retention (Sugiyanto & Santoso, 2018; Lee, 2024; Mohamed & Al-Hmamat, 2024). Retention improves when competencies are linked with job satisfaction, career development, engagement, motivation, strong employee-management relationships, and balanced responsibilities (Zaky, 2020). Competent employees feel more valued and motivated, leading to greater satisfaction and a lower likelihood of seeking other jobs (Setyowati et al., 2020; Sari, 2020). Training and competency development programs further strengthen career growth opportunities, encouraging employees to remain with the organization (Kuncoro et al., 2021). Empirical evidence also confirms that competence makes a significant contribution to employee retention (Zaky, 2020; Mering et al., 2023).

Job training improves retention by helping employees understand their work, develop hard and soft skills, and gain rewards, satisfaction, and growth opportunities (Yonatan & Tanoto, 2019; Gustiana et al., 2022). Fair and transparent treatment during training is essential to maintain loyalty within the organization (Harvida & Wijaya, 2020). Effective training boosts productivity, strengthens nurse retention, and reduces turnover through skill development and recognition (Guest, 2011; Parashakti & Noviyanti, 2021). Mentoring programs also play a role by providing guidance, reducing isolation, and fostering belonging, which in turn improve job satisfaction and retention (Horner, 2017; Woodward & Willgerodt, 2022; Bharadwaj, 2023). Employees with updated skills feel more competent and confident, leading to higher satisfaction and commitment (Cahya et al., 2021). Empirical studies further confirm that effective training significantly enhances retention (Bediako, 2019; Damei, 2020; Elsafty & Oraby, 2022; Phan et al., 2022).

H1: Talent management has a positive and significant effect on employee retention.

H2: Competence has a positive and significant effect on employee retention.

H3: Job Training has a positive and significant effect on employee retention.

The Determinants of Employee Performance

Employee performance reflects how effectively individuals contribute to organizational goals through skills, productivity, and quality of work. It is shaped by factors such as motivation, training, leadership, and workplace conditions. Talented

employees tend to perform better (Tasmi, 2024). Talent management, covering acquisition, development, and retention, plays a crucial role in nurse performance (Barkhuizen et al., 2014; Sari & Ayuningtias, 2020). Effective recruitment and selection improve performance through talent acquisition, while talent development, supported by career programs, clear paths, empowerment, and recognition, enhances contribution (Mujibi & Azmy, 2024; Tasmi, 2024). Retaining talent also strengthens performance when aligned with organizational values and structured performance management (Nurung et al., 2023; Putri et al., 2023). Empirical studies further confirm that talent management significantly improves performance (Sopiah et al., 2020; Abdullahi et al., 2022; Alhammadi, 2023; Setyaningrum, 2023; Tasmi, 2024; Zulfikar, 2024).

Competence is another key determinant of performance (Rahardjo & Nurhayati, 2022). Competent employees, with strong knowledge, skills, and attitudes, are able to deliver superior outcomes (Tobing, 2020; Sick, 2017; Latuihamallo & Haryono, 2024). Competence improves service quality, employment standards, and public satisfaction (Susianta, 2021; Latuihamallo & Haryono, 2024). Conversely, low competence results in poor performance, reflected in weak technical ability, indiscipline, and lack of professionalism (Widodo & Sembiring, 2024). Competence consistently has a significant positive impact on employee performance (Susilowati et al., 2020; Rahardjo & Nurhayati, 2022; Febrina et al., 2024).

Training also has a vital influence on performance and job satisfaction (Robbins et al., 2015). It develops skills, reduces errors, and strengthens individual potential (Bediako, 2019). Motivated employees, frequent practice, and high-quality programs enhance the impact of training (Kartika & Nugraha, 2020; Basriani, 2023). Training not only improves work performance but also supports organizational effectiveness and skill development (Massie, 2015; Masadeh, 2012; Hendra, 2020). Continuous training increases knowledge, abilities, and ultimately performance levels (Anggereni, 2018). Dewanti and Artaya (2019), Kyampeire (2019), Onyango and Wanyoike (2020), Clint (2022), Utami (2024), and Wulandari and Rizky (2024) confirm that effective training significantly boosts performance. Finally, employee retention directly affects performance. High retention makes employees feel valued and motivated, which strengthens commitment and service quality (Daouda et al., 2021). Experienced and loyal staff also bring confidence, discipline, and alignment with organizational goals (Eckerson, 2018; Nurullaili et al., 2019). Strong retention improves overall staffing quality, loyalty, harmony, health, and stability, all contributing to performance (Adzka & Perdhana, 2017; Adriati et al., 2023). Conversely, weak retention lowers performance (Efendi et al., 2019). Empirical findings consistently show a positive and significant relationship between retention and performance (Alsakarnah et al., 2023; Mering et al., 2023). Employee performance is closely tied to talent management, competence, training, and retention. Each of these factors reinforces the others, highlighting the need for organizations to manage them strategically to achieve sustainable performance improvements.

H4: Talent management has a positive and significant effect on employee performance.

H5: Competence has a positive and significant effect on employee performance.

H6: Job training has a positive and significant effect on employee performance.

H7: Employee retention has a positive and significant effect on employee performance.

Employee Retention as Mediating Variable

Talent management is well implemented through proper training, awarding, and career development. This can increase employee satisfaction and motivation, which further increases their chances of staying in their jobs (retention). Talent management can help meet the needs of qualified employees, maintain organizational sustainability with succession planning, improve employee performance, and increase retention of talented employees (Urme, 2023). The more employees who stay, the less disruption to service quality and the stability of the staffing team, which ultimately improves the overall performance of employees. The results of this study support the findings of Alsakarnah et

al. (2023), which proves that employee retention can mediate between talent management and employee performance.

Employees are highly competent; they are more likely to feel valued and satisfied with their job, which in turn increases their likelihood of staying in the job (retention). Employees who stay longer in the organization have the opportunity to further improve their skills and contribute more to the organization's performance. On the other hand, employees who frequently leave the profession or change jobs may not be able to perform optimally consistently. The results of this study support the findings of the Ri, which proves that employee retention can mediate between talent management and employee performance (Mering et al., 2023).

The results of the study show that employee retention can mediate the influence of competence on employee performance positively and significantly. Job training can improve employees' skills and knowledge, which can ultimately improve their performance. However, if employees feel valued and have opportunities to grow within the organization, they are more likely to stay (retention), which means they can continue to apply the skills gained from the training in their day-to-day work.

H8: Talent management has a significant effect on employee performance through employee retention.

H9: Competencies have a significant effect on employee performance through employee retention.

H10: Job training has a significant effect on employee performance through employee retention.

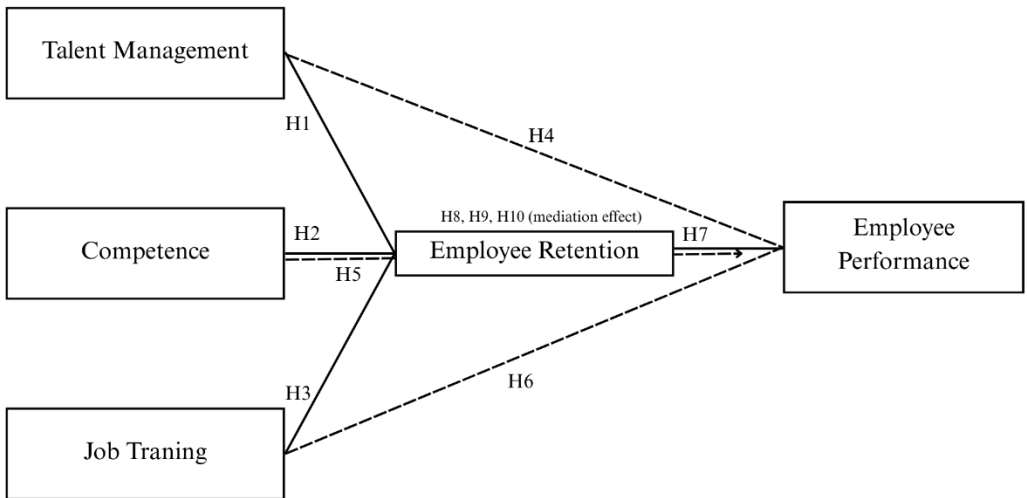


Figure 1. Conceptual Framework

Figure 1 explains the framework in this study. This study consists of talent management, competence, and job training as independent variables to employee retention as a dependent variable with employee retention as an independent or intervening variable. This study looks at the influence of talent management, competence, and job training on employee retention (H1, H2, H3). In addition, this study also looked at the direct influence of the three independent variables, namely, talent management, competence, job training, and employee retention, on employee performance (H4, H5, H6, H7). Finally, looking at the influence of independent variables on dependent variables with employee retention as a mediating variable (H8, H9, H10).

RESEARCH METHODS

This study adopts a quantitative research approach aimed at analyzing employee performance at the sub-district level in Makassar City. The focus of the research is within the context of government administration, specifically targeting the operational and service functions carried out at the sub-district level as a representation of frontline public services. Data collection was carried out by distributing questionnaires to respondents through two main methods: direct physical distribution and online dissemination using Google Forms. This dual approach was chosen to maximize response rates and ensure comprehensive data coverage across the study population. The questionnaire instrument was developed based on relevant indicators and items that reflect the core variables under investigation, including talent management, competence, job training, retention, and performance. To measure responses accurately, the study employed the Likert Summated Rating (LSR) scale, allowing respondents to indicate their level of agreement with each statement using a five-point scale, ranging from “strongly disagree” to “strongly agree.” This method ensures structured, consistent, and quantifiable data for analysis. The measurement level used is ordinal, where the numbers given contain the meaning of level (strongly agree = 5; agree = 4; strongly agree = 3; disagree = 2; strongly disagree = 1). The research population where administratively, Makassar City is divided into 15 sub-districts, namely Biringkanaya, Bontoala, Sangkarrang Islands, Makassar, Mamajang, Manggala, Mariso, Panakkukang, Rappocini, Tallo, Tamalanrea, Tamalate, Ujung Pandang, Ujung Tanah, and Wajo. The number of Civil Servants (PNS) in 15 sub-districts is 10,055. The sample size using the Slovin formula was 385 employees. The sample collection technique is purposive sampling. Purposive sampling allows researchers to get relevant respondents so that the data collected is in accordance with real conditions. The data analysis tool uses SEM (Structural Equation Model)-AMOS. The indicator of each variable is shown in Table 1:

Table 1. Measurement Indicators

Variable	Dimensions	Reference
Talent Management (X1)	Talent acquisition (X1.1), Talent development (X1.2), Talent retention (X1.3)	(Barkhuizen et al., 2014; Sari & Ayuningtias, 2020)
Competence (X2)	Knowledge (X2.1), Skill (X2.2), Experience (X2.3), Work attitude (X2.4)	(Sugiyanto & Santoso, 2018)
Job Training	Type (X3.1), Objective (X3.2; X3.3), Material (X3.4), Method (X3.5), Participant (X3.6), Instructor (X3.7), Length of time (X3.8), Cost-effectiveness (X3.9), Accuracy and suitability of facilities (X3.10), Assessment/evaluation of training results (X3.11)	(Rivai, 2016)
Employee retention (Y)	Organizational component (Y1.1), Career opportunities (Y1.2), Awards (Y1.3), Job design (Y1.4), Employee relations (Y1.5), Emotional burden (Y1.6)	(Mathis & Jackson, 2006; Kerzman et al., 2020).
Employee Performance (Z)	Input (Z1), Process (Z2), Output (Z3), Outcome (Z4), Benefits (Z5)	(Kewuan, 2016).

RESULTS

This study involved 385 hospital employees, mostly female (70%), with 5–10 years' service (65%) and bachelor's education (75%). Respondents agreed that talent management (talent acquisition, development, retention), competence (knowledge, skills, experience, attitude), and job training (type, objectives, materials, methods, instructors, facilities, evaluation) were good. Employee retention was considered high, supported by organizational components, career development, rewards, job design, relationships, and emotional empowerment. Employee performance was also positive, built on input,

process, output, outcomes, and benefits. Findings indicate that effective talent management, competence, and training contribute significantly to employee retention and performance.

Figure 2 shows the measurement model for the variables Talent Management (X1), Competence (X2), and Job Training (X3) along with their indicators. Each indicator is connected to the latent variable via an arrow with a factor loading value, which reflects the contribution of each indicator. There is a correlation between the latent variables, such as between X1 and X2, of 0.21. The goodness of fit value indicates the suitability of the model, with an RMSEA of 0.061 and a GFI of 0.900, indicating the model is suitable for further analysis.

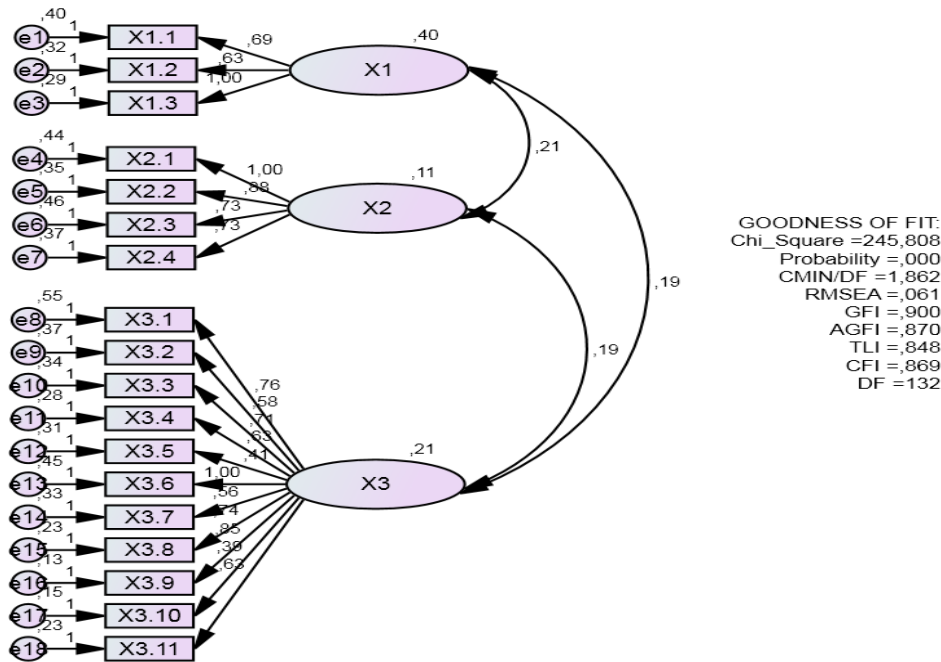


Figure 2. Measurement of Talent Management Models, Competencies, and Job Training

Table 2. Loading Factors, Critical Ratio of Talent Management, Competencies, and Job Training

Variable Indicators	Loading Factor (λ)	Critical Ratio	Probability (P)	Information
X1.1	0.670	6.697	0.000	Significant
X1.2	0.679	6.684	0.000	Significant
X1.3	0.765	0.751	0.000	Significant
X2.1	0.643	0.632	0.000	Significant
X2.2	0.639	6.202	0.000	Significant
X2.3	0.634	6.177	0.000	Significant
X2.4	0.666	6.415	0.000	Significant
X3.1	0.624	6.446	0.000	Significant
X3.2	0.602	6.163	0.000	Significant
X3.3	0.683	6.875	0.000	Significant
X3.4	0.680	6.980	0.000	Significant
X3.5	0.619	6.228	0.000	Significant
X3.6	0.663	FIX	0.000	Significant
X3.7	0.607	6.205	0.000	Significant
X3.8	0.680	6.737	0.000	Significant
X3.9	0.732	7.741	0.000	Significant
X3.10	0.617	6.181	0.000	Significant
X3.11	0.616	6.124	0.000	Significant

Table 2 shows that there is a strong relationship between each indicator of talent management, competence, and job training. This is explained by the loading factor value of each indicator ≥ 0.5

Figure 3 shows the measurement model for employee retention (Y1) and employee performance (Y2) variables along with their indicators. Each indicator is indicated by a box and connected to an oval-shaped latent variable via an arrow with a loading value. The highest loading values are found in indicators Y2.2 and Y2.1 at 1.00 and 0.92, respectively, while indicators in Y1 range from 0.47 to 0.60. This model also displays a correlation between Y1 and Y2 of 0.18. Goodness-of-fit values such as RMSEA of 0.060, GFI of 0.940, and CFI of 0.928 indicate that the model has a good fit to the data.

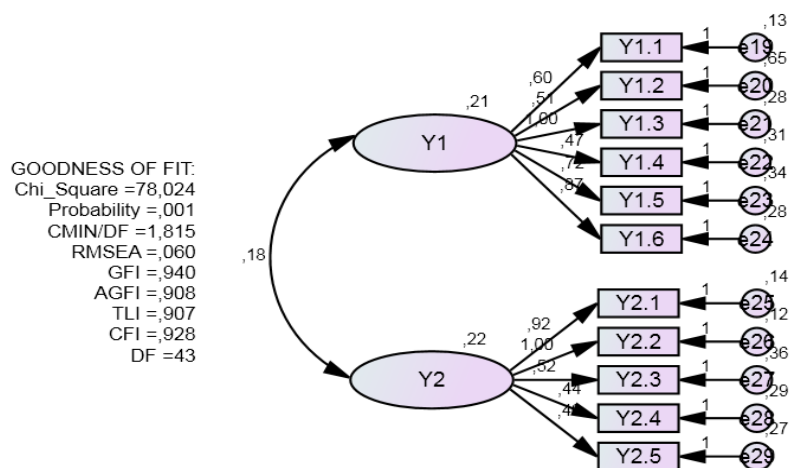


Figure 3. Employee Retention and Performance Model Measurement (Y2)

Table 3. Loading Factor, Critical Retention Ratio and Employee Performance

Variable Indicators	Loading Factor (λ)	Critical Ratio	Probability (P)	Information
Y1.1	0.613	7.458	0.000	Significant
Y1.2	0.684	6.727	0.000	Significant
Y1.3	0.656	0.647	0.000	Significant
Y1.4	0.664	6.718	0.000	Significant
Y1.5	0.696	6.044	0.000	Significant
Y1.6	0.608	6.963	0.000	Significant
Y2.1	0.755	10.455	0.000	Significant
Y2.2	0.805	0.785	0.000	Significant
Y2.3	0.675	6.198	0.000	Significant
Y2.4	0.656	6.781	0.000	Significant
Y2.5	0.681	6.233	0.000	Significant

Table 3 shows the results of the variable indicator analysis using loading factors, critical ratios, and probabilities. Loading factor values ranged from 0.608 to 0.805, indicating that all indicators contributed significantly to the variables studied. Critical ratios were generally above the threshold of 1.96, indicating a strong relationship between indicators, although some items had lower values. All indicators had a probability value of 0.000, indicating statistical significance. This confirms that these indicators are valid and influential in explaining the critical retention ratio and employee performance. Therefore, this table demonstrates the reliability of the research model and supports the use of the selected indicators for further analysis.

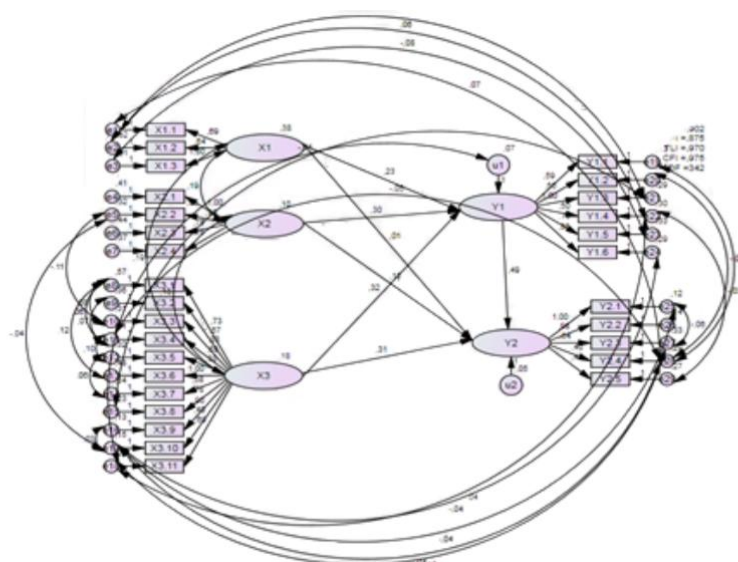


Figure 4. Structural Model

Figure 4 is the output of the Structural Equation Modeling (SEM) model that describes the relationship between the latent variables Talent Management (X1), Competence (X2), and Job Training (X3) on Employee Retention (Y1) and Employee Performance (Y2). Each latent variable has a measurement indicator indicated by an arrow from the rectangular box (indicator) to the oval circle (latent variable). The arrows between latent variables indicate the structural relationship, complete with path coefficient values. Significant coefficient values are reflected by the thickness of the lines and numbers, for example, the significant influence of X1 on Y1 (0.36) and Y1 on Y2 (0.49). This model is also equipped with a goodness-of-fit index in the upper right, such as RMSEA = 0.023, CFI = 0.942, and TLI = 0.970, which indicates that the model has a good level of fit to the data.

Table 4. Goodness of Fit

Goodness of fit index	Cut-off Value	Model Results	Information
Chi-square	Expected small	383.663 (0.05:342= 386.125)	Good
Probability	≥ 0.05	0.060	Good
CMIN/DF	≤ 2.00	1.122	Good
RMSEA	≤ 0.08	0.023	Good
GFI	≥ 0.90	0.902	Good
AGFI	≥ 0.90	0.876	Marginal
TLI	≥ 0.94	0.970	Good
CFI	≥ 0.94	0.975	Good

Table 4 proves that the goodness of fit test for each exogenous and endogenous variable, in general, is included in the good category. This indicates that the hypothetical model is in accordance with the existing sample data.

Table 5 shows the results of the analysis of the direct, indirect, and total effects of the variables Talent Management (X1), Competencies (X2), and Job Training (X3) on Employee Retention (Y) and Employee Performance (Z). All relationships show a positive and significant effect with a p-value below 0.05. Talent Management, Competencies, and Job Training have a significant direct effect on Employee Retention, with total effect values of 0.312, 0.146, and 0.373, respectively. These three variables also have a significant effect on Employee Performance, both directly and through the mediation of Employee Retention. Employee Retention itself has a significant direct effect on Employee Performance, with a total effect of 0.490. This finding indicates that Employee Retention plays an important mediating role in strengthening the influence of exogenous variables on employee performance.

Table 5. Hypothesis Testing Results

HP	Variable			Direct Effect	Indirect Effect	Total Effect	P-Value	Information
	Exogenous	Intervening	Endogenous					
1	Talent Management (X1)	0	Employee Retention (Y)	0.312	-	0.312	0.005	(+) Significant
2	Competencies (X2)	0	Employee Retention (Y)	0.146	-	0.146	0.045	(+) Significant
3	Job Training (X3)	0	Employee Retention (Y)	0.373	-	0.373	0.030	(+) Significant
4	Talent Management (X1)	0	Employee Performance (Z)	0.003	-	0.003	0.000	(+) Significant
5	Competencies (X2)	0	Employee Performance (Z)	0.139	-	0.139	0.045	(+) Significant
6	Job Training (X3)	0	Employee Performance (Z)	0.257	-	0.257	0.045	(+) Significant
7	Employee Retention (Y)	0	Employee Performance (Z)	0.490	-	0.490	0.002	(+) Significant
8	Talent Management (X1)	Employee Retention (Y)	Employee Performance (Z)	0.312	0.112	0.424	0.045	(+) Significant
9	Competencies (X2)	Employee Retention (Y)	Employee Performance (Z)	0.146	0.103	0.249	0.018	(+) Significant
10	Job Training (X3)	Employee Retention (Y)	Employee Performance (Z)	0.373	0.196	0.569	0.003	(+) Significant

DISCUSSION

Talent management has a positive and significant influence on employee retention. Talent management is built through three main pillars, namely talent acquisition, talent development, and talent retention. Talent acquisition, which includes the recruitment and selection process of talented employees, plays a critical role in supporting increased retention. This process involves identifying potential employees, evaluating skills and experience, and selecting the right ones so that the hospital can recruit suitable individuals who have the potential to be retained in the long term. Talent development is the process of improving the skills, knowledge, and quality of employees in order to support organizational goals. These development programs can include ongoing training, the provision of clear career paths, and rewards for performance achievements. When employees feel competent, valued, and have promising career prospects, they tend to be more satisfied and loyal to the organization. This further has a positive impact on their decision to stay in the organization.

Talent retention refers to an organization's strategy to retain high-performing employees. These strategies can include competitive compensation, career development opportunities, a conducive work environment, rewards for achievements, and work-life balance. Findings from several studies, such as those conducted by Fisher et al. (2022), Urme (2023), and Ibrahim et al. (2024), show that talent management makes a significant contribution to improving employee retention. Employee competence has a positive and significant effect on retention. Competencies include a combination of knowledge, skills, experience, and work attitudes that support work effectiveness. Knowledge gained through continuous education and training increases employee confidence and competence, which has a direct impact on work motivation and retention.

Skills such as time management, communication, stress management, and good clinical skills make employees more satisfied in carrying out their duties. This job satisfaction encourages them to stay at work. In addition, work experience plays an important role in improving clinical and interpersonal skills, which has an impact on increased confidence, job satisfaction, and employee loyalty to the organization. A positive work attitude, such as responsibility, dedication, and respect for the profession, also supports the creation of a productive and harmonious work environment. Employees with a positive work attitude have an easier time communicating with colleagues and management, so conflicts can be minimized and work stress reduced. The results of the research confirm that competence has a close relationship with increased employee retention (Zaky, 2020; Mering et al., 2023).

Job training has also been proven to have a positive and significant effect on employee retention. Effectively designed training is based on various aspects, including the type and purpose of the training, objectives, materials, methods, participants, instructors, duration, cost efficiency, suitability of facilities, and evaluation of training outcomes. Structured training helps employees develop technical and clinical skills relevant to their duties. When employees feel more competent and productive, they tend to feel more satisfied with their work and loyal to the organization. Training is also a form of organizational commitment to employee career development, which strengthens the bond between employees and the organization. Relevant training materials, appropriate teaching methods, and professional and experienced trainers are essential in ensuring effective knowledge transfer. In addition, the evaluation of the effectiveness of the training ensures that the training program implemented provides optimal benefits for human resource development. Previous research by Sendawula et al. (2018), Dewanti and Artaya (2019), Kyampeire (2019), Onyango and Wanyoike (2020), and Kitone (2022) highlights the importance of training in improving employee performance. In addition, studies from Bediako (2019), Damei, (2020), Elsafty and Oraby (2022), and Phan et al. (2022) show that effective job training also has a significant influence on employee retention.

CONCLUSION

The findings of this study reveal that talent management, competencies, and job training have a significant influence on both employee retention and performance. Talent management through the acquisition, development, and retention of talent contributes directly to sustaining employees in the organization. Likewise, competencies encompassing knowledge, skills, experience, and work attitudes are crucial in fostering job satisfaction and loyalty. Moreover, well-structured job training programs strengthen employees' capabilities and reinforce their engagement with the organization. Employee retention also functions as a mediating variable that connects these three factors to overall performance, indicating a mutually reinforcing relationship among them in building a productive work environment.

From a practical perspective, these findings suggest that organizations should prioritize competency-based recruitment and effective selection tools to ensure talent acquisition aligns with organizational culture. Development initiatives such as training, mentoring, and structured career paths can enhance employee capabilities and satisfaction. Incentive systems, both financial and non-financial, should be implemented to recognize employee achievements and promote long-term loyalty. Moreover, flexible work arrangements and periodic, collaborative training adapted to technological advancements will help maintain work-life balance and enhance team dynamics. Theoretically, this research reinforces human resource development theories, especially the role of strategic talent management and continuous skill enhancement in improving performance outcomes. However, this study is limited to a specific institutional context and may not fully represent broader public or private sector dynamics. Future research is recommended to apply this model in diverse organizational settings and to explore additional mediating or moderating variables, such as organizational culture, leadership style, or digital literacy, that may influence the relationship between HR practices and employee performance.

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