

The Impact of Talent Management and Cyberloafing on Employee Performance: The Mediating Role of Job Satisfaction

Talent Management
and Cyberloafing
Behavior

5279

Ria Estiana

Politeknik LP3I Jakarta; Jakarta, Indonesia

E-Mail: ria.estiana@gmail.com

Ari Susanti

STIE Surakarta; Surakarta, Indonesia

E-Mail: santisties@gmail.com

Susbiyantoro

Politeknik LP3I Jakarta; Jakarta, Indonesia

E-Mail: susby02@gmail.com

Himawan Pramulanto

Politeknik LP3I Jakarta; Jakarta, Indonesia

E-Mail: himawan.pramulanto@gmail.com

Niantoro Sutrisno

Politeknik LP3I Jakarta; Jakarta, Indonesia

E-Mail: torrosoet@gmail.com

Submitted:
SEPTEMBER 2025

Accepted:
DECEMBER 2025

ABSTRACT

The goal of this research is to explore how talent management and cyberloafing behavior affect employee performance, with job satisfaction acting as a mediating factor. The study focuses on the increasing occurrence of cyberloafing in digital workplaces and highlights the significance of talent management strategies in improving employee productivity. A quantitative method utilizing structural equation modeling-partial least squares was used to examine the connections between talent management, cyberloafing behavior, job satisfaction, and employee performance. The study sample included permanent employees from LP3I College in the West Java region, chosen through purposive sampling. The findings indicate that talent management has a significant effect on both job satisfaction and employee performance. Conversely, cyberloafing behavior negatively impacts performance but does so indirectly through job satisfaction. Job satisfaction was identified as a significant mediator, strengthening the relationship between talent management and performance while mitigating the significant impact of cyberloafing. The study concludes that organizations should prioritize enhancing talent management practices and creating a work environment that fosters job satisfaction. These measures can help minimize the negative impact of cyberloafing and encourage overall improvements in employee performance.

Keywords: Cyberloafing Behavior, Employee Performance, Job Satisfaction, SEM-PLS, Talent Management.

JIMKES

Jurnal Ilmiah Manajemen
Kesatuan
Vol. 13 No. 6, 2025
pp. 5279-5292
IBI Kesatuan
ISSN 2337 – 7860
E-ISSN 2721 – 169X
DOI: 10.37641/jimkes.v13i6.4158

ABSTRAK

Tujuan dari penelitian ini adalah untuk mengeksplorasi bagaimana manajemen talenta dan perilaku cyberloafing memengaruhi kinerja karyawan, dengan kepuasan kerja sebagai faktor mediasi. Studi ini berfokus pada meningkatnya kejadian cyberloafing di lingkungan kerja digital dan menyoroti pentingnya strategi manajemen talenta dalam meningkatkan produktivitas karyawan. Metode kuantitatif dengan menggunakan structural equation modeling – partial least squares digunakan untuk menguji hubungan antara manajemen talenta, perilaku cyberloafing, kepuasan kerja, dan kinerja karyawan. Sampel penelitian mencakup karyawan tetap dari LP3I College di wilayah Jawa Barat, yang dipilih melalui purposive sampling. Hasil penelitian menunjukkan bahwa manajemen talenta berpengaruh signifikan terhadap kepuasan kerja dan kinerja karyawan. Sebaliknya, perilaku cyberloafing berdampak negatif terhadap kinerja, namun secara tidak langsung melalui kepuasan kerja. Kepuasan kerja diidentifikasi sebagai mediator yang signifikan, memperkuat hubungan antara manajemen talenta dan kinerja, sekaligus mengurangi dampak signifikan dari cyberloafing. Penelitian ini menyimpulkan bahwa organisasi harus memprioritaskan peningkatan praktik manajemen talenta dan menciptakan lingkungan kerja yang mendorong kepuasan kerja. Langkah-langkah tersebut dapat membantu meminimalkan dampak negatif cyberloafing serta mendorong peningkatan kinerja karyawan secara keseluruhan.

Kata kunci: Perilaku Cyberloafing, Kinerja Karyawan, Kepuasan Kerja, SEM-PLS, Manajemen Bakat.

INTRODUCTION

The progress in technology and information has greatly influenced the workplace, particularly in the area of human resource management. Organizations need to implement flexible strategies to effectively manage talent and maintain their competitiveness. One commonly applied strategic approach is talent management, which aims to attract, nurture, and retain the best talent within the organization. However, digital transformation also introduces new challenges, such as the rise of cyberloafing, where employees use the internet for personal activities during work hours. This behavior can affect work efficiency and overall organizational productivity (Bratton et al., 2021).

Indonesian Institute for Professional Education and Development (*Lembaga Pendidikan dan Pengembangan Profesi Indonesia/LP3I*) College, a vocational institution in West Java, is pivotal in preparing a job-ready workforce. However, its internal operations face human resource management challenges, particularly in optimizing employee talent and addressing unproductive behaviors like cyberloafing (Festiningtyas & Gilang, 2020; Febrian & Solihin, 2024). Effective talent management is crucial for enhancing employee performance by aligning skills with organizational goals (Ansar & Baloch, 2018). Cyberloafing, the misuse of internet access during work hours, can negatively impact productivity and job satisfaction. Job satisfaction serves as a mediating variable, influencing the relationship between talent management, cyberloafing, and employee performance. High job satisfaction can mitigate cyberloafing's adverse effects and strengthen talent management's positive impact on performance (Abadi, 2024; Azizah & Nazir, 2025). By fostering motivation and knowledge management, LP3I can optimize employee performance (Adhari, 2021). Addressing these dynamics is essential for improving workforce efficiency and organizational success.

Effective talent management enhances job satisfaction by ensuring employees feel valued, supported, and provided with growth opportunities, leading to improved performance (Irfani, 2023). By aligning individual talents with organizational goals, employees experience a sense of purpose and engagement, fostering higher job satisfaction (Maulana et al., 2024). Conversely, excessive cyberloafing, characterized by non-work-related internet use, disrupts focus and reduces productivity, negatively impacting job satisfaction (Husna et al., 2020; Isman et al., 2023). However, moderate cyberloafing may serve as a brief respite, potentially alleviating stress and indirectly boosting mood (Khairunnisa et al., 2022). Job satisfaction acts as a critical mediator,

linking talent management and cyberloafing to employee performance. High job satisfaction can amplify the positive effects of talent management while mitigating cyberloafing's adverse impacts (Lai, 2021; Hassan et al., 2022). Understanding this mediation is vital for educational institutions like LP3I College to optimize managerial practices and employee behavior for enhanced performance.

Festiningtyas and Gilang (2020) and Febrian and Solihin (2024) indicate a positive correlation between talent management and employee performance and job satisfaction. However, the impact of cyberloafing on performance is inconsistent. Some research highlights its detrimental effects on productivity, while others suggest moderate cyberloafing may enhance mood and indirectly improve performance by acting as a stress-reliever (Hair et al., 2021; Hairunnisa & Nuryadin, 2025; Pulungan & Tiarapuspa, 2025). These mixed findings underscore the need for a context-specific investigation, particularly in educational institutions like LP3I College, where talent management and cyberloafing's interplay remains underexplored. Existing studies often focus on general corporate settings, neglecting vocational education's unique dynamics, such as diverse workforce roles and operational demands (Kardo et al., 2020; Lintang et al., 2024; Fitriani & Yuliantoro, 2024). A comprehensive study using structural equation modeling could clarify how talent management and cyberloafing interact, with job satisfaction as a mediating variable, to influence employee performance in this context.

Based on this context, the objective of this study is to investigate the influence of talent management and cyberloafing on employee performance, both directly and through job satisfaction as a mediating variable. This research is expected to contribute theoretically to the field of human resource management and offer practical implications for institutions in formulating effective employee management strategies, particularly in a dynamic and digitalized work environment.

LITERATURE REVIEW & HYPOTHESIS DEVELOPMENT

Talent Management, Cyberloafing Behavior, and Job Satisfaction

Talent management fosters job satisfaction by ensuring employees feel valued through development opportunities and alignment with organizational goals. Mujibi and Azmy (2024) emphasize that practices like skill enhancement and succession planning optimize potential, leading to higher satisfaction. Empirical studies support this; for instance, at PT. Perkebunan Nusantara V, talent management boosted employee engagement, a precursor to satisfaction, enhancing overall role fulfillment (Irfani, 2023). Similarly, tailored strategies for millennials at Point Coffee in Semarang positively impacted satisfaction by addressing generational needs, such as work-life balance and growth. At the Central Java Provincial Department of Industry and Trade, talent management enhanced organizational commitment and satisfaction through perceived support, aligning with findings that retention and development foster motivation, loyalty, and job satisfaction.

Cyberloafing behavior refers to employees' internet use for non-work purposes during work hours, such as social media browsing or online shopping (Husna et al., 2020). Cyberloafing behavior, while often viewed negatively, can positively influence job satisfaction in moderated contexts. Salfadani et al. (2024) note that self-control moderates its effects, potentially turning it into a stress-reliever that boosts satisfaction. Hairunnisa and Nuryadin (2025) highlight the work culture's mediating role, where positive environments mitigate negatives, allowing cyberloafing to enhance well-being. Suprayitno (2024) argue moderate cyberloafing aids mental recovery, positively affecting satisfaction among Gen Z. Isman et al. (2023) and Qur'ani (2024) acknowledge negatives but imply controlled engagement can foster satisfaction by preventing burnout. Fitriani and Yuliantoro (2024) and Olli et al. (2024) support this, noting that satisfaction mediates digital behaviors, turning potential distractions into satisfaction enhancers.

H1: Talent management has a significant influence on job satisfaction.

H2: Cyberloafing behavior has a significant influence on job satisfaction.

Factors Influencing of Employee Performance

Job satisfaction significantly enhances employee performance by fostering motivation and commitment. Azizah and Nazir (2025) found that satisfaction, combined with motivation. Abadi (2024) showed that satisfaction mediates engagement and performance, boosting outcomes through positive emotions. Wijaya et al. (2023) and Rachman et al. (2024) noted that satisfaction influences commitment, which positively affects performance and reduces turnover.

Talent management is a strategic human resource approach focused on identifying, developing, and retaining high-potential individuals to enhance organizational competitiveness. It involves recruitment, skill development, performance evaluation, retention strategies, and succession planning aligned with strategic goals (Ansar & Baloch, 2018). Talent management directly improves employee performance via strategic development. Mujibi and Azmy (2024) highlight its alignment with goals, enhancing competitiveness. Ramadhani et al. (2020) showed that it impacts retention and performance positively. Irfani (2023) found it boosts engagement, leading to better results. Prasetyo and Sukono (2023) and Purnandika and Fazri (2023) noted that millennial-specific strategies elevate performance. Salfadani et al. (2024) linked it to commitment and performance gains. Purwanto (2021) and Febrian and Solihin (2024) affirm its role in productivity and loyalty. Ansar and Baloch (2018) define it as essential for performance through talent optimization.

Cyberloafing behavior can positively influence performance when moderate, acting as a relaxation mechanism. Khairunnisa et al. (2022) during COVID-19 found it improves mood and productivity. Sulistyowati and Nuraini (2025) note moderators like self-control and culture turn it beneficial. Even with negatives, Pasaribu et al. (2024) report no significant detriment, implying contextual positives. Suprayitno (2024) sees it reducing productivity, but Nardi et al. (2024) argue it aids mental recovery for Gen Z performance. Husna et al. (2020) link it to boredom, yet controlled use enhances focus. Festiningtyas and Gilang (2020), Adhari (2021), and Nasution et al. (2025) suggest performance dimensions like initiative benefit from such breaks.

H3: Job satisfaction has a significant influence on employee performance.

H4: Talent management has a significant influence on employee performance.

H5: Cyberloafing behavior has a significant influence on employee performance.

Job Satisfaction as a Mediator

Job satisfaction mediates the relationship between talent management and employee performance, amplifying positive effects. Mujibi and Azmy (2024) explain talent management optimizes potential, leading to satisfaction via development, which enhances performance. Irfani (2023) showed that engagement from talent management boosts satisfaction, mediating better performance. Ramadhani et al. (2020) linked it to retention, with satisfaction as a bridge to performance. Prasetyo and Sukono (2023) and Purnandika and Fazri (2023) found that millennial strategies increase satisfaction, indirectly improving performance. Salfadani et al. (2024) noted that commitment via talent management elevates satisfaction, mediating performance gains. Purwanto (2021) affirms satisfaction's role in translating talent practices to productivity. Ansar and Baloch (2018) highlight retention's satisfaction-mediated impact on performance. Adhari (2021) and Nasution et al. (2025) emphasize the necessity for high performance, with Festiningtyas and Gilang (2020) adding dimensions like cooperation that benefit from this mediation.

Similarly, job satisfaction mediates cyberloafing behavior and employee performance, potentially turning positives into performance enhancers while mitigating negatives. Khairunnisa et al. (2022) found that cyberloafing during work-from-home improves mood via satisfaction, boosting productivity. Sulistyowati and Nuraini (2025) note that self-control and culture mediate through satisfaction, reducing adverse effects. Qur'ani (2024)

and Isman et al. (2023) report negatives, but Putri (2022) suggests no impact when satisfaction is high. Suprayitno (2024) sees productivity dips, yet Nardi et al. (2024) argue that stress coping via cyberloafing enhances satisfaction, mediating Gen Z performance.

H6: Job satisfaction mediates the relationship between talent management and employee performance.

H7: Job satisfaction mediates the relationship between cyberloafing behavior and employee performance.

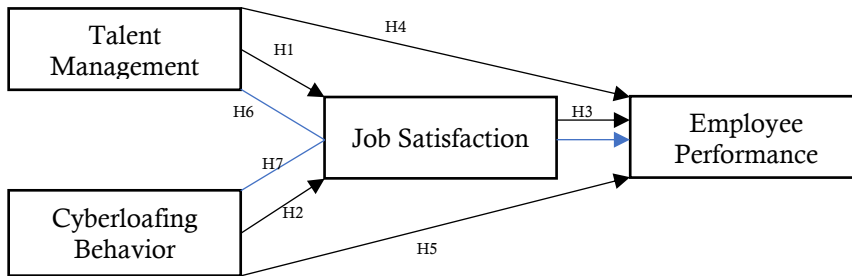


Figure 1. Conceptual Framework

Figure 1 shows that talent management significantly improves employee performance. Purwanto (2021) found that talent management improves performance through competency development, retention, and motivation, while Febrian and Solihin (2024) emphasized that effective implementation increases productivity and loyalty. These findings emphasize the strategic role of talent management in optimizing human potential within an organization. Conversely, cyberloafing behavior employees' engagement in non-work-related online activities, has become increasingly relevant in the digital era. Suprayitno (2024) reported that cyberloafing negatively affects productivity as employees lose focus on their tasks. However, Nardi et al. (2024) noted that moderate cyberloafing can serve as a stress-coping mechanism that aids mental recovery, provided it does not disrupt work targets.

Job satisfaction also plays a crucial mediating role between organizational factors and performance. Fitriani and Yuliantoro (2024) showed that satisfied employees perform more consistently and effectively, while Olii et al. (2024) found that job satisfaction can reduce the negative impact of cyberloafing on performance. Despite these findings, few studies have integrated talent management, cyberloafing behavior, and job satisfaction into a unified model of employee performance. To address this gap, the present study develops a structural model that simultaneously examines the effects of talent management and cyberloafing on performance, with job satisfaction as a mediating variable. This integrated approach is expected to provide valuable theoretical insights and practical implications for human resource management in the digital workplace.

RESEARCH METHODS

This study uses a quantitative approach with the Structural Equation Modeling Partial Least Squares (SEM-PLS) method to analyze the effects of talent management and cyberloafing behavior on employee performance, with job satisfaction as a mediating variable. SEM-PLS was chosen for its ability to evaluate complex causal relationships between latent variables and its suitability for data with non-normal distributions and small sample sizes.

The population for this research consists of all permanent employees at vocational educational institutions (LP3I College) in the West Java region. Purposive sampling was employed, selecting respondents who had been employed for at least one year. PLS-SEM modeling is applicable with a small sample size, ranging from 30 to 100 participants (Hair et al., 2021). For data collection, the author employs the census or saturated sampling method, which is a technique where every member of the population is selected as part of

the sample (Sugiono, 2020). In this study, the sample consists of the entire population. This approach is used when the population size is relatively small, and the saturated sampling technique is applied, meaning that every member of the population is included in the sample. Based on this method, the researcher selected 65 respondents from the entire population.

Data was collected by distributing questionnaires either in person or online, using a Likert scale ranging from 1 to 5. The independent variables in this study were talent management and cyberloafing behavior, with job satisfaction as the mediating variable and employee performance as the dependent variable. The research instrument was adapted from previous studies and tested for both validity and reliability.

Data analysis was conducted using the latest version of SmartPLS software. The analysis process involved testing the measurement model (outer model) to evaluate the validity and reliability of the constructs, and testing the structural model (inner model) to examine the relationships between variables. A significance test was performed using bootstrapping, and the path coefficient and R^2 values were used to assess the strength of the relationships between variables. Through this SEM-PLS method, the study aims to provide a deeper understanding of how talent management and cyberloafing behavior influence employee performance, as well as the extent to which job satisfaction mediates the relationship between these variables.

$$Y = b_1X_1 + b_2X_2 + e_1$$

Where Y = Job Satisfaction, b_1 = regression coefficient, X_1 = Talent Management, X_2 = Cyberloafing Behavior, and e_1 = variance of job satisfaction not explained by talent management and cyberloafing behavior.

$$Z = b_1x_1 + b_2x_2 + b_3Y + e_2$$

Where Z = Employee Performance, b_1 and b_2 = regression coefficients, X_1 = Talent Management, X_2 = Cyberloafing Behavior, Y = Job Satisfaction, and e_2 = variance of employee performance not explained by talent management, cyberloafing behavior, and job satisfaction.

RESULTS

Respondent demographic characteristics included gender, age range, education level, and length of service. This information provides a comprehensive overview of the research participants' profiles, helping to understand the context of the data and ensuring more accurate and comprehensive interpretation of the analysis results.

Table 1. Respondents' Demographic Characteristics

Category	Subcategory	Frequency (n)	Percentage (%)
Gender	Female	33	51%
	Male	32	49%
Age	< 18 years	1	2%
	18–25 years	22	34%
	26–35 years	27	42%
	36–45 years	7	11%
	> 45 years	8	12%
Education Level	Senior High School	17	26%
	D3	14	22%
	S1	30	46%
Length of Work	S2	4	6%
	< 3 years	25	38%
	3–5 years	15	23%
	5–8 years	8	12%
	8–10 years	7	11%
	> 10 years	10	15%

Table 1 shows that respondents in this study consisted of 33 women (51%) and 32 men (49%). The age category of respondents <18 years old was 2% or 1 person, the age of 18-25 years was 34% or 22 people, the age of 26-35 years was 42% or 27 people, the age of 36-45 years was 11% or 7 people, and the age above 45 years was 12% or 8 people. The last education that respondents took was at the Senior High School level of education as many as 26% or 17 people, D3 as many as 22% or 14 people, S1 as many as 46% or 30 people, S2 as many as 6% or 4 people and Based on the length of work, respondents who have a work period of < 3 years as many as 38% or 25 people, 3-5 years as many as 23% or 15 people, 5-8 years as many as 12% or 8 people, 8-10 years as many as 11% or 7 people, > 10 years as many as 15% or 10 people.

Table 2. Outer Loadings

Item	Talent Management (X1)	Cyberloafing Behavior (X2)	Job Satisfaction (Y)	Employee Performance (Z)
X1_1	0.935			
X1_2	0.820			
X1_3	0.900			
X1_4	0.948			
X1_5	0.950			
X1_6	0.862			
X1_7	0.830			
X1_8	0.851			
X1_9	0.897			
X2_1		0.722		
X2_2		0.781		
X2_3		0.885		
X2_4		0.806		
X2_5		0.832		
X2_6		0.847		
Y_1			0.637	
Y_10			0.865	
Y_11			0.792	
Y_12			0.790	
Y_13			0.679	
Y_14			0.863	
Y_15			0.701	
Y_2			0.744	
Y_3			0.655	
Y_5			0.837	
Y_6			0.728	
Y_7			0.767	
Y_8			0.805	
Y_9			0.742	
Z_1				0.866
Z_10				0.841
Z_11				0.755
Z_12				0.838
Z_13				0.836
Z_14				0.768
Z_15				0.833
Z_2				0.687
Z_3				0.747
Z_5				0.696
Z_6				0.688
Z_7				0.856
Z_8				0.826
Z_9				0.820

The validity test was conducted by comparing the calculated values with the r-table value of 0.1874, while also considering the significance level of 0.05. The analysis results

indicated that each item had a value greater than the r-table, leading to the conclusion that all indicators in the statements are valid. This conclusion is further supported by the significance level being below 0.05. The analysis results align with the established evaluation criteria. Additionally, for each research variable tested, Cronbach's alpha exceeded 0.60, indicating that the variables in this study are reliable and can be used in future research with similar topics. In SmartPLS 3.0, data testing is performed using convergent validity, which is assessed through the outer loadings table, with a threshold of 0.5 (Budiarto et al., 2020; Adhi et al., 2024). Based on Table 2, the indicator proxy results in a loading factor value of more than 0.5, which means that the indicator is worthy of reflecting each variable.

Table 3. Composite Reliability Test

Variable	Cronbach's Alpha	Composite Reliability	AVE
Talent Management (X1)	0.967	0.971	0.791
Cyberloafing Behavior (X2)	0.899	0.921	0.662
Job Satisfaction (Y)	0.943	0.950	0.579
Employee Performance (Z)	0.954	0.959	0.628

The reliability and validity tests in Table 3 indicate that all variables are valid, although additional testing against other external models is still needed. Cronbach's Alpha results confirm internal consistency, while the composite reliability test further strengthens this finding. According to Lai (2021), composite reliability and Cronbach's Alpha values must exceed 0.7 to indicate that the instrument consistently measures the intended variables. Meanwhile, the Average Variance Extracted (AVE) test evaluates the accuracy of each indicator, indicating how much variance is captured by the construct compared to measurement error. An AVE value above 0.50 is considered acceptable, indicating that at least half of the variance in the observed items is explained by the latent construct, thus confirming good convergent validity.

Table 4. Inner Model Test

Variable	R Square	R Square Adjusted
Job Satisfaction (Y)	0.563	0.549
Employee Performance (Z)	0.436	0.408

The internal model test is performed by measuring R Square, which is used to evaluate the model's fit. Based on Table 4, the R Square value for Job Satisfaction is 0.560, indicating that the variables of Cyberloafing, talent management, and behavior can explain 56.3% of the variation in employee performance, with the remaining portion explained by other variables outside the scope of the study. Additionally, for employee performance, the R Square value is 43.6%, meaning that job satisfaction can explain 43.6% of the variation in cyberloafing, talent management, and behavior, with the remaining portion accounted for by other external factors. This study aims to assess both the direct and indirect effects, which can be analyzed through the bootstrapping procedure. In the path table, the coefficients for both direct and indirect influences can be observed, along with the corresponding p-values.

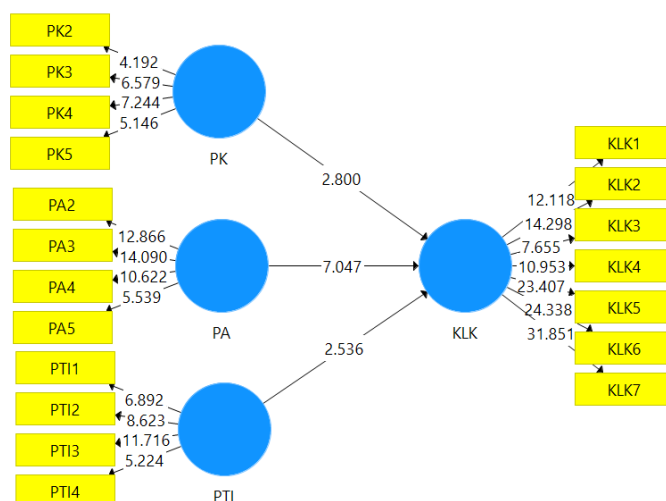


Figure 2. Path Analysis Results

The analysis results using Structural Equation Modeling - Partial Least Squares (SEM-PLS), as presented in Figure 2, indicate that this research model examines the impact of talent management (X1) and cyberloafing behavior (X2) on employee performance (Z), with job satisfaction (Y) acting as an intervening variable.

Table 5. Hypothesis Test

Hypothesis	Original Sample	Sample Mean	T-Statistics	P-Values	Information
Talent Management (X1) → Job Satisfaction (Y)	0.752	0.759	8.309	0.000	H1: Accepted
Cyberloafing Behavior (X2) → Job Satisfaction (Y)	-0.164	-0.170	1.802	0.072	H2: Rejected
Job Satisfaction (Y) → Employee Performance (Z)	0.307	0.315	1.585	0.114	H3: Rejected
Talent Management (X1) → Employee Performance (Z)	0.199	0.186	0.944	0.345	H4: Rejected
Cyberloafing Behavior (X2) → Employee Performance (Z)	-0.463	-0.460	3.630	0.000	H5: Accepted
Talent Management (X1) → Job Satisfaction (Y) → Employee Performance (Z)	0.231	0.248	1.340	0.181	H6: Rejected
Cyberloafing Behavior (X2) → Job Satisfaction (Y) → Employee Performance (Z)	-0.050	-0.058	1.001	0.317	H7: Rejected

Based on Table 5, the results of the study indicate that talent management (X1) has a significant and positive direct effect on job satisfaction (Y), with a coefficient of 0.752 and a t-statistic of 8.309, surpassing the critical value of 1.96. This finding demonstrates a strong influence, suggesting that effective talent management enhances employee satisfaction by fostering motivation and engagement. These results are consistent with Ansar and Baloch (2018), who emphasized that well-implemented talent management programs increase motivation and satisfaction, ultimately improving employee performance.

Meanwhile, cyberloafing behavior (X2) shows a negative relationship with job satisfaction (Y), reflected in a coefficient of -0.164 and a t-statistic of 1.800, which is slightly below the significance threshold. This implies that while cyberloafing may reduce satisfaction, the effect is not statistically significant. The finding supports Sao et al. (2020), who found that excessive, unmanaged cyberloafing can harm employees' psychological well-being and satisfaction.

Furthermore, job satisfaction (Y) positively affects employee performance (Z), with a coefficient of 0.307 and a t-statistic of 1.585, indicating a non-significant but positive relationship. This suggests that job satisfaction alone may not directly enhance performance, as other elements such as intrinsic motivation, workload, or organizational support may intervene. These results align with Maulana et al. (2024), who noted that the impact of job satisfaction on performance can vary depending on organizational context and work environment.

Talent Management has been shown to be a key factor that significantly impacts Job Satisfaction and, in turn, indirectly enhances Employee Performance, supporting the hypothesis that investing in strategic HR management can improve organizational outcomes. Conversely, Cyberloafing Behavior has the potential to act as a hindrance, particularly in an undisciplined work environment. This study highlights the importance of considering indirect effects through job satisfaction when designing HR development strategies.

DISCUSSION

The findings of this study reveal that talent management exerts a significant positive influence on both job satisfaction and employee performance among permanent employees at LP3I College in West Java. With a path coefficient of 0.752 and a t-statistic of 8.309 for its effect on job satisfaction, talent management emerges as a robust predictor, aligning with prior research that underscores its role in fostering employee engagement and commitment. For instance, Irfani (2023) demonstrated at PT. Perkebunan Nusantara V believes that effective talent management enhances engagement, which indirectly boosts performance through heightened satisfaction. Similarly, Salfadani et al. (2024) found positive effects on organizational commitment and performance in a government department, emphasizing strategic practices like skill development and succession planning. This study in a vocational education context shows that talent management not only retains talent but also enhances performance, supported by knowledge management integration (Ramadhani et al., 2020). Unlike Prasetyo and Sukono (2023), who focused on millennials in a coffee chain, our findings reveal broader effects across age groups, amplified by LP3I's focus on workforce readiness. Practically, educational institutions should implement comprehensive talent programs, targeted training, and retention initiatives to boost productivity and competitiveness in a digitalized era (Ansar & Baloch, 2018).

Cyberloafing behavior shows a negative but marginally significant impact on job satisfaction (coefficient -0.164; $t=1.800$), indirectly hindering performance. This aligns with Sao et al. (2020), Isman et al. (2023), and Qur'ani (2024), who found that unmanaged cyberloafing reduces well-being and productivity. However, Khairunnisa et al. (2022) observed positive mood effects during remote work, suggesting contextual moderation. In LP3I's educational setting, negative effects may result from unstructured internet use disrupting focus, contrary to Sulistyowati and Nuraini (2025), who found that self-control moderated outcomes positively. Unlike Putri (2022) and Pasaribu et al. (2024), this study reveals a stronger indirect effect due to the knowledge-intensive environment, emphasizing policy needs for monitoring and self-regulation (Hairunnisa & Nuryadin, 2025).

Job satisfaction serves as a pivotal mediator in the model, strengthening the positive link between talent management and performance while buffering cyberloafing's negatives, though its direct effect on performance (coefficient 0.307, $t=1.585$) falls short of significance. This mediation role echoes Abadi (2024), where satisfaction mediated engagement and performance at an airport, and Azizah and Nazir (2025), who linked it to 15.2% of performance variance in an online store. Wijaya et al. (2023) further supported this by showing satisfaction's influence on commitment and performance. However, unlike Sinaga et al. (2025), who found strong effects among millennials in digital contexts, our non-significant direct path suggests other factors, such as workload or adaptive leadership, may dominate in educational institutions (Maulana et al., 2024).

This divergence from Festiningtyas and Gilang (2020), who emphasized motivation's role in performance dimensions like initiative, highlights that in LP3I's setting, satisfaction's mediation is more pronounced indirectly. Fostering satisfaction through recognition and work-life balance could amplify talent management's benefits and reduce cyberloafing's toll, as per Fitriani and Yuliantoro (2024).

These results contribute to human resource management literature by integrating talent management and cyberloafing in an educational context, filling gaps noted in previous studies that often examined variables in isolation (Febrian & Solihin, 2024; Suprayitno, 2024). While aligning with positive talent effects in Purwanto (2021), the study innovates by revealing cyberloafing's nuanced indirect impacts, differing from Nardi et al. (2024)'s stress-coping view among Gen Z. For LP3I College, implications include prioritizing adaptive digital leadership to curb unproductive behaviors and enhance satisfaction-driven performance (Maulana et al., 2024). Future research could incorporate additional mediators, like work culture, to refine these models, ensuring sustainable workforce optimization in vocational education.

CONCLUSION

This study highlights key findings that talent management significantly enhances job satisfaction and employee performance at LP3I College in West Java, with a strong direct positive effect on satisfaction and indirect benefits through mediation. Conversely, cyberloafing behavior negatively influences job satisfaction, leading to indirect reductions in performance, though its direct impact remains marginal. Job satisfaction emerges as a crucial mediator, amplifying the advantages of talent management while mitigating cyberloafing's drawbacks. These results underscore the interplay of strategic human resource practices and digital behaviors in educational settings. Practically, organizations should prioritize robust talent development programs, foster supportive work environments to boost satisfaction, and implement guidelines to manage cyberloafing effectively, thereby improving overall productivity. Theoretically, the research enriches human resource management models by integrating cyberloafing as a contextual factor in vocational education, providing a nuanced understanding of mediation dynamics in performance outcomes.

Despite these insights, the study has limitations, including a small sample size of 65 permanent employees limited to one region, which may restrict generalizability, and reliance on self-reported questionnaires, potentially introducing bias. Future research could address these by expanding the sample to include diverse educational institutions or incorporating mixed methods for deeper insights. Additionally, exploring additional variables such as work culture or digital leadership, and focusing on specific groups like lecturers, would offer more comprehensive recommendations for enhancing workforce efficiency in dynamic environments.

Acknowledgement

The authors would like to express their gratitude to LP3I College, West Java region, for granting permission and providing the necessary support to conduct this research. Sincere appreciation is also extended to all the employees who participated as respondents, whose valuable time and honest responses contributed significantly to the findings of this study. The authors also thank the academic supervisors and colleagues who provided constructive feedback throughout the research process.

REFERENCES

- [1] Abadi, A. F. (2024). Pengaruh employee engagement terhadap kinerja karyawan melalui kepuasan kerja sebagai variabel mediasi. *Jurnal Ilmu Manajemen*, 2 (3), 158–168.
- [2] Adhari, I. Z. (2021). *Optimalisasi kinerja karyawan menggunakan pendekatan knowledge management & motivasi kerja* (Vol. 1). Pasuruan: CV. Penerbit Qiara Media.

- [3] Andreas, D. (2022). Employee performance: The effect of motivation and job satisfaction. *PRODUKTIF: Jurnal Kepegawaian dan Organisasi*, 1(1), 28-35.
- [4] Ansar, N., & Baloch, A. (2018). Talent and talent management: definition and issues. *IBT Journal of Business Studies*, 14(2), 213–230.
- [5] Azizah, N., & Nazir, A. (2025). Pengaruh motivasi dan kepuasan kerja terhadap kinerja karyawan pada toko pakaian online kienka di kota tangerang selatan. *Jurnal konsisten*, 2(1), 60–70.
- [6] Bratton, J., Gold, J., Bratton, A., & Steele, L. (2021). *Human resource management*. London: Bloomsbury Publishing.
- [7] Febrian, W. D., & Solihin, A. (2024). Analysis of improving organizational culture through employee engagement, talent management, training and development human resources. *Siber Journal of Advanced Multidisciplinary*, 1(4), 185–195.
- [8] Festiningtyas, R., & Gilang, A. (2020). The influence of motivation on employee performance. *Almana: Jurnal Manajemen dan Bisnis*, 4(1), 124–128.
- [9] Fitriani, D., & Yuliantoro, R. (2024). Peran digital leadership dalam meningkatkan efektivitas kerja dan kepuasan kerja karyawan. *Jurnal Manajemen STIE Muhammadiyah Palopo*, 10(2), 250–259.
- [10] Hair Jr, J. F., Hult, G. T. M., Ringle, C. M., Sarstedt, M., Danks, N. P., Ray, S., Hair, J. F., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2021). An introduction to structural equation modeling. *Partial Least Squares Structural Equation Modeling (PLS-SEM) Using R: A Workbook*, 2 (3), 1–29.
- [11] Hairunnisa, A., & Nuryadin, R. (2025). Pengaruh cyberloafing terhadap kinerja asn dimediasi oleh budaya kerja pada dinas penanaman modal dan pelayanan terpadu satu pintu kabupaten pinrang. *Decision: Jurnal Ekonomi dan Bisnis*, 6(1), 216–229.
- [12] Hassan, A., Donianto, C., Kiolol, T., & Abdullah, T. (2022). Pengaruh talent management dan work life balance terhadap retensi karyawan dengan mediasi dukungan organisasi. *Modus*, 34(2), 158-183.
- [13] Husna, F. H., Silviandari, I. A., & Susilawati, I. R. (2020). Kebosanan kerja sebagai prediktor perilaku cyberloafing pada karyawan. *Jurnal Studia Insania*, 8(1), 43–59.
- [14] Irfani, S. M. (2023). Pengaruh manajemen talenta terhadap kinerja karyawan melalui keterikatan karyawan sebagai variabel intervening pada PT. Perkebunan Nusantara V Pekanbaru. *Jurnal Administrasi Bisnis*, 13(2), 75–83.
- [15] Isman, Y., Hinggo, H. T., & Kusumah, A. (2023). Pengaruh cyberloafing, self-control dan stres kerja terhadap kinerja karyawan di CV. Pancuran Karya Pekanbaru. *Prosiding Seminar Nasional Ekonomi, Bisnis & Akuntansi*, 3(3), 1–13.
- [16] Kardo, K., Wilujeng, S., & Suryaningtyas, D. (2020). Pengaruh manajemen talenta dan manajemen pengetahuan terhadap kinerja karyawan di Transformer Center Kabupaten Batu. *Jurnal Riset Mahasiswa Manajemen*, 8(1), 745-756.
- [17] Khairunnisa, A., Priharsari, D., & Rachmadi, A. (2022). Analisis kualitatif pengaruh cyberloafing pada karyawan work from home pada masa pandemi Covid-19. *Jurnal Pengembangan Teknologi Informasi dan Ilmu Komputer*, 6(5), 2179–2187.
- [18] Lai, M. H. C. (2021). Composite reliability of multilevel data: It's about observed scores and construct meanings. *Psychological Methods*, 26(1), 90–109.
- [19] Lintang, M. I. G., Lengkong, V. P., & Walangitan, M. D. (2024). Pengaruh talent management dan organizational commitment terhadap retensi karyawan pada Pt. Bumi Karsa wilayah Tondano. *Jurnal EMBA: Jurnal Riset Ekonomi, Manajemen, Bisnis Dan Akuntansi*, 12(01), 397-405.
- [20] Maulana, I., Sirajuddin, S., Susanti, R., Sari, E., & Karnati, N. (2024). Adaptive leadership in the digital era in educational institutions. *Jurnal Edusci*, 2(2), 115–124.
- [21] Mujibi, A., & Azmy, A. (2024). Talent management sebagai penunjang kinerja perusahaan. *Jurnal Perspektif Manajerial Dan Kewirausahaan (JPMK)*, 4(2), 117–127.
- [22] Nardi, R., Syahbandi, S., Jaya, A., Fauzan, R., & Fahrana, Y. (2024). The influence of cyberloafing and hustle culture on performance: mental health as mediator among gen z employees. *International Journal of Economics, Business and Accounting Research (IJEBAR)*, 8(4), 33-45.
- [23] Nasution, M. I., Lesmana, M. T., & Faradhilla, S. R. (2025). Exploring talent management, learning organization, and innovation in medical representative performance. *Jurnal Ilmiah Manajemen Kesatuan*, 13(5), 4113–4128.
- [24] Olii, C. F. R., Suwarno, H. L., & Hadiano, B. (2024). Work-life balance, job satisfaction, and employee loyalty. *Economics and Business Quarterly Reviews*, 7(3), 262-272.
- [25] Pasaribu, R. P., Siahaan, Y. A. S., & Silitonga, R. J. (2024). Perilaku kerja kontraproduktif pegawai negeri sipil. *Innovative: Journal Of Social Science Research*, 4(1), 7006–7018.
- [26] Prasetyo, D., & Sukono, F. I. F. (2023). Pengaruh manajemen talenta, work life balance, dan stress kerja terhadap kinerja karyawan millennial di point coffee se-kota Semarang. *Journal of Economics and Business UBS*, 12(4), 2163–2178.
- [27] Pulungan, L. M. F., & Tiarapuspa, T. (2025). The effect of work life balance, organizational commitment on turnover intention through job satisfaction for employees at PT X. *Jurnal Ekonomi, Manajemen, Akuntansi dan Keuangan*, 6(1), 34-56.
- [28] Purnandika, R. A., & Fazri, D. H. (2023). Talent management practices and employee performance: a bibliometric approach. *Jurnal Ilmiah Manajemen Kesatuan*, 11(3), 1067-1074.

- [29] Purwanto, A. (2021). Managing employee performance: From leadership to readiness for change. *International Journal of Social and Management Studies (IJOSMAS)*, 4(3), 263–278.
- [30] Putri, E. K. (2022). Efek mediasi komitmen organisasi atas pengaruh cyberloafing terhadap kinerja karyawan. *Media Akuntansi dan Perpajakan Indonesia*, 4(1), 67–100.
- [31] Qur'ani, R. I. N. (2024). *Pengaruh Beban kerja dan cyberloafing terhadap kinerja karyawan pada PT Sinar Kediri Sakti*. Kediri: Universitas Islam Kediri.
- [32] Rachman, M. A. (2024). *Pengaruh kepuasan kerja dan komitmen organisasi terhadap turnover intention karyawan pada pt. Bumi bara prima pekanbaru*. Riau: Universitas Islam Negeri Sultan Syarif Kasim Riau.
- [33] Ramadhani, F. E., Harsono, H., & Sunardi, S. (2020). Talent management dan knowledge management terhadap kinerja karyawan dengan employee retention sebagai variabel moderator. *Jurnal Bisnis Dan Manajemen*, 7(2), 126–132.
- [34] Salfadani, A., Sutrisno, S., & Indriasari, I. (2024). Peran manajemen talenta dan tunjangan kinerja dalam meningkatkan kinerja karyawan melalui komitmen organisasi. *E-Bisnis: Jurnal Ilmiah Ekonomi dan Bisnis*, 17(2), 81–87.
- [35] Sao, R., Chandak, S., Patel, B., & Bhadade, P. (2020). Cyberloafing: Effects on employee job performance and behaviour. *International Journal of Recent Technology and Engineering*, 8(5), 1509–1515.
- [36] Sinaga, T. N. S. (2025). Pengaruh kepuasan kerja terhadap kinerja karyawan generasi milenial di era digital. *Jurnal Rumpun Manajemen dan Ekonomi*, 2(1), 255–262.
- [37] Sugiono, D. (2020). *Metode penelitian administrasi*. Jakarta: Universitas Muhammadiyah Jakarta
- [38] Sulistyowati, H., & Nuraini, D. (2025). Pengaruh Cyberloafing terhadap Kinerja Karyawan melalui Self Control Sebagai Variabel Moderasi pada PT Swadharma Sarana Informatika Surabaya. *Jurnal Bintang Manajemen*, 3(1), 43–53.
- [39] Suprayitno, D. (2024). Key factors of employee performance and sustainable hr practices in Indonesian manufacturing industry. *Sinergi International Journal of Management and Business*, 2(1), 57–72.
- [40] Wijaya, I. P. H. A., Wulandari, N. L. A. A., & Premayani, N. W. W. (2023). Pengaruh kepuasan kerja terhadap kinerja karyawan dengan komitmen organisasi sebagai variabel intervening. *WidyaAmrita: Jurnal Manajemen, Kewirausahaan dan Pariwisata*, 3(3), 556–563.

*Talent Management
and Cyberloafing
Behavior*

5292