

The Influence of Talent Management, Employee Engagement, and Organizational Culture Based on AKHLAK on Employee Performance through Job Satisfaction at PT KPBN

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ABSTRACT

Employee performance at PT Kharisma Pemasaran Bersama Nusantara (PT KPBN) remained below the company's 100% target and showed fluctuations across several performance indicators, creating a need to clarify the human-resource mechanisms that sustain performance. This study examines the effects of talent management, employee engagement, and AKHLAK-based organizational culture on employee performance, with job satisfaction as a mediating variable. A quantitative cross-sectional design was used. The population consisted of 165 PT KPBN employees, and 117 respondents were selected through purposive sampling after the minimum sample size was established using the inverse square root method. Data were collected through a Likert-scale questionnaire and analyzed using Partial Least Squares–Structural Equation Modeling with WarpPLS 8.0. Talent management and employee engagement had positive and significant effects on job satisfaction, while AKHLAK-based organizational culture had no significant effect on job satisfaction. Job satisfaction, employee engagement, and AKHLAK-based organizational culture significantly improved employee performance, whereas the direct effect of talent management on performance was not significant. Job satisfaction fully mediated the talent management–performance relationship (indirect effect = 0.109; $p = 0.044$; $VAE = 42.75\%$) but did not mediate the effects of employee engagement or organizational culture. The findings indicate differentiated performance pathways: talent management operates through job satisfaction, whereas engagement and AKHLAK-based culture contribute primarily through direct behavioral mechanisms.

INTRODUCTION

Employee performance is a central issue in human resource management because organizational effectiveness ultimately depends on the quality and consistency of individual contributions. Contemporary human resource management no longer views employees merely

as factors of production but as strategic resources whose competencies, adaptability, commitment, and behaviors support organizational sustainability and competitiveness (Rahmawati et al., 2024; Hilmi & Marjulin, 2025). Therefore, performance does not merely reflect the quantity of output but also encompasses quality, timeliness, effectiveness, discipline, and employees' contributions toward achieving organizational objectives (Damanik, 2021; Leuhery, 2024). This perspective has become increasingly relevant for organizations operating in dynamic business environments, where technological changes, market conditions, and stakeholder demands require employees to continuously adapt their ways of working (Sinambela, 2021).

PT Kharisma Pemasaran Bersama Nusantara (PT KPBN), which operates in the marketing of plantation commodities within the PTPN Group, faces such challenges. Internal performance data from 2020–2023 indicate that the average employee performance increased from 74.30% in 2020 to 91.45% in 2021, before slightly declining to 90.40% in 2022 and 90.18% in 2023. Several indicators also experienced a decline after 2021. The Activity Plan indicator decreased from 90.22% in 2021 to 88.16% in 2022 and 87.91% in 2023. Communication declined from 90.10% to 88.50% and 87.95%, respectively, while Corporate Culture decreased from 91.85% to 90.64% and 89.95%. Although the overall average performance remained relatively high, these achievements had not yet reached the company's target of 100%, indicating that maintaining consistent employee performance remains a managerial challenge (HR Department of PT KPBN, 2026).

One strategic response to these challenges is *talent management*. Talent management is not limited to recruitment but includes identifying critical talent, developing competencies, providing career opportunities, placing employees according to their individual strengths, and retaining employees who can sustain organizational competitiveness. Collings and Mellahi (2009) emphasized the importance of identifying strategic positions and developing a talent pool capable of filling those positions. In the context of this study, talent management is viewed as an approach that can create positive work experiences through employee development, recognition, career opportunities, and talent management practices aligned with organizational needs (Nova Sari Dewi Br Marpaung et al., 2024; Mujibi & Azmy, 2024).

Employee engagement represents another important mechanism for explaining employee performance. Engagement reflects a positive psychological state characterized by vigor, dedication, concentration, and active involvement in one's work. From the perspective of the *Job Demands–Resources* model, the availability of job resources encourages motivational processes that strengthen engagement and subsequently support improved performance (Bakker & Demerouti, 2017). Engaged employees tend to invest greater physical, cognitive, and emotional energy in their work. However, previous empirical findings have not been entirely consistent. Some studies have demonstrated a positive influence of employee engagement on performance, whereas others have found insignificant effects, suggesting that the organizational context plays an important role in explaining how

engagement is translated into employee performance (Himawaty & Widodo, 2022; Nanda, 2025).

Organizational culture also occupies an important position within the context of PT KPBN, as the company applies the AKHLAK core values adopted across Indonesian state-owned enterprises, namely Amanah (Trustworthy), Kompeten (Competent), Harmonis (Harmonious), Loyal (Loyal), Adaptif (Adaptive), and Kolaboratif (Collaborative). These values are expected to serve as behavioral guidelines for employees, establish shared expectations, strengthen discipline, and align work implementation with organizational objectives (Ministry of State-Owned Enterprises of the Republic of Indonesia, 2020; PTPN III, 2023). Organizational culture theory explains that shared values, norms, and beliefs can guide the behavior of organizational members and strengthen internal alignment (Robbins & Judge, 2021; Sahir et al., 2021). Nevertheless, previous studies have reported varying findings regarding the effects of organizational culture on employee performance and job satisfaction, indicating the need for further investigation within a more specific organizational context (Soi et al., 2023).

Job satisfaction is positioned as a mediating variable because employees may respond to organizational practices through their evaluations of the work experiences they encounter. Job satisfaction encompasses positive evaluations of the work itself, compensation, promotion opportunities, leadership, and relationships with colleagues (Naningsih et al., 2020; Sinambela, 2021). When talent management practices, engagement conditions, and organizational values provide experiences perceived as supportive, job satisfaction may increase and encourage greater employee contributions. *Social Exchange Theory* explains that organizational support perceived as beneficial may be reciprocated by employees through positive attitudes and contributions (Ahmad et al., 2023). However, mediation may not occur uniformly, as employee engagement or organizational culture may exert more direct behavioral effects on employee performance.

The research gap lies in the inconsistency of previous research findings and the limited empirical evidence integrating *talent management*, *employee engagement*, AKHLAK-based organizational culture, job satisfaction, and employee performance within a single research model at PT KPBN. The novelty of this study lies not merely in combining several variables but in comparing direct and indirect pathways to explain whether employee performance is shaped through an attitudinal mechanism represented by job satisfaction or through more direct motivational and behavioral mechanisms. Distinguishing between these pathways is practically important because each mechanism may require different human resource interventions.

Based on the preceding discussion, this study aims to analyze the direct effects of *Talent Management*, *Employee Engagement*, and AKHLAK-Based Organizational Culture on Job Satisfaction and Employee Performance; the effect of Job Satisfaction on Employee Performance; and the indirect effects of these three variables on Employee Performance

through Job Satisfaction. Thus, this study is expected to provide a more comprehensive explanation of the mechanisms underlying improvements in employee performance at PT KPBN.

Table 1. Employee Performance Indicators of PT KPBN, 2020–2023

Indicators	2020	2021	2022	2023
Activity Plan	87.00	90.22	88.16	87.91
Continuous Improvement	86.55	89.97	87.98	88.32
Communication	86.34	90.10	88.50	87.95
Corporate Culture	0.00	91.85	90.64	89.95
Teamwork and Collaboration	87.12	90.65	88.47	88.45
Innovation	79.87	92.54	92.49	91.85
Leadership	79.98	92.08	92.07	92.12
Coaching and Counseling	80.87	92.62	92.11	91.94
Business Acumen	80.98	93.04	93.20	93.09
Average	74.30	91.45	90.40	90.18

RESEARCH METHOD

This study employed a quantitative approach with a cross-sectional design to test a structural model involving five latent variables: *Talent Management*, *Employee Engagement*, AKHLAK-Based Organizational Culture, Job Satisfaction, and Employee Performance. The study was conducted at PT Kharisma Pemasaran Bersama Nusantara (PT KPBN). The research population consisted of 165 employees based on the company's human resource data in 2026.

Respondents were selected using a non-probability purposive sampling technique, in which participants were selected based on specific criteria relevant to the objectives of the study (Agustin, 2023). The respondent criteria included active permanent employees of PT KPBN, employees holding positions ranging from staff to division head/manager, and those willing to voluntarily and completely complete the questionnaire. The minimum sample size was determined using the inverse square root method developed for PLS-SEM (Kock & Hadaya, 2018). The calculation resulted in a minimum sample requirement of 116.83 respondents, which was rounded up to 117 respondents. Therefore, the final analysis was conducted using data from 117 respondents.

Data were collected using a structured questionnaire distributed through Google Forms. The variables were measured using a five-point Likert scale. *Talent Management* was operationalized through talent attraction, talent development, talent retention, talent identification, and talent performance management. *Employee Engagement* was measured through vigor, dedication, work concentration, positive involvement, and a strong intention to remain within the organization. AKHLAK-Based Organizational Culture was measured through the values of Amanah (Trustworthy), Kompeten (Competent), Harmonis (Harmonious), Loyal (Loyal), Adaptif (Adaptive), and Kolaboratif (Collaborative). Job Satisfaction included aspects of the job itself, compensation, promotion, leadership, and

relationships with coworkers, while Employee Performance was measured through the quality of work, quantity or productivity, timeliness, effectiveness, and attendance (Naninsih et al., 2020; PTPN III, 2023).

Data were analyzed using *Partial Least Squares–Structural Equation Modeling* (PLS-SEM) with WarpPLS version 8.0. PLS-SEM was employed to simultaneously assess both the measurement model and the structural model (Hair Jr. et al., 2021). The measurement model was evaluated using factor loadings, *Average Variance Extracted* (AVE), composite reliability, Cronbach's alpha, and full collinearity VIF. The structural model was evaluated using path coefficients, p-values, 95% confidence intervals, *R-squared*, *Q-squared*, effect sizes, and the WarpPLS model fit and quality indices (Kock, 2025). Structural relationships were considered significant at $p < 0.05$. Indirect effects were examined to assess mediation, while the *Variance Accounted For* (VAF) was used to describe the proportion of the mediating effect.

Participation in the questionnaire was voluntary. The thesis serving as the source of this article did not separately report an ethics committee approval number. Therefore, this information should be completed by the authors prior to manuscript submission if institutional ethical approval is required or has been obtained.

RESULT AND DISCUSSION

The research findings are presented through respondent characteristics, measurement model quality, structural model quality, and hypothesis testing. The sample consisted of 117 active permanent employees of PT KPBN. The majority of respondents were male, held a bachelor's degree, had worked for more than ten years, and occupied staff or assistant/managerial positions.

Table 2. Characteristics of Selected Respondents (n = 117)

Characteristics	Category	n
Age	<25 years	2
	25–35 years	30
	36–45 years	43
	>45 years	42
Gender	Male	92
	Female	25
Education	Senior High School/Equivalent	32
	Diploma	6
	Bachelor's Degree	67
	Master's Degree	12
Length of Service	1–5 years	15
	6–10 years	33
	11–15 years	28
	>15 years	41
Position	Staff/Operational Employee	62

Characteristics	Category	n
	Assistant/Managerial Staff	30
	Subdivision Head	16
	Division Head	9

Descriptively, respondents' perceptions of the five research variables tended to be high. For *Talent Management*, the highest mean score was observed for talent attraction, at 4.291. Regarding *Employee Engagement*, work concentration received a high mean score of 4.556. Within the AKHLAK-Based Organizational Culture construct, the Loyal dimension obtained the highest mean score of 4.658, followed by Competent, with a mean of 4.624. For Job Satisfaction, relationships with coworkers received the highest mean score of 4.427, whereas promotion was the lowest-rated aspect, with a mean of 3.786. Employee Performance was also rated highly, particularly the attendance indicator, which had a mean score of 4.632. This pattern indicates that respondents generally perceived engagement, organizational culture, and performance positively, while promotion opportunities and certain aspects of talent management remained relatively weaker.

Table 3. Summary of the Measurement Model

Construct	AVE	Composite Reliability	Cronbach's Alpha	Full VIF
Talent Management	0.669	0.910	0.874	2.736
Employee Engagement	0.607	0.885	0.836	4.169
AKHLAK-Based Organizational Culture	0.641	0.914	0.886	4.338
Employee Performance	0.743	0.935	0.912	4.288
Job Satisfaction	0.545	0.856	0.790	2.980

All 26 retained indicators were considered valid, with outer loadings ranging from 0.627 to 0.916 and p -values below 0.001. The AVE values ranged from 0.545 to 0.743, thereby meeting the recommended threshold of 0.50. Composite reliability ranged from 0.856 to 0.935, while Cronbach's alpha ranged from 0.790 to 0.912, indicating adequate internal consistency. Full collinearity VIF values ranged from 2.736 to 4.338. *Talent Management* and Job Satisfaction were below the ideal threshold of 3.30, while the remaining constructs were still below the general threshold of 5.00 applied in the thesis.

Table 4. Structural Model Fit and Predictive Quality

Index	Value	Interpretation
APC	0.302, $p < 0.001$	Fit
ARS	0.752, $p < 0.001$	Fit
AARS	0.745, $p < 0.001$	Fit
AVIF	3.205	Ideal
AFVIF	3.702	Acceptable
Tenenhaus GoF	0.694	Large
R ² Employee Performance	0.954	Strong
R ² Job Satisfaction	0.549	Moderate
Q ² Employee Performance	0.775	Predictive relevance

Index	Value	Interpretation
Q ² Job Satisfaction	0.671	Predictive relevance

The model fit indices indicate that the overall structural model was adequate. APC, ARS, and AARS were statistically significant. The AVIF value fell within the ideal range, whereas AFVIF remained within an acceptable range. The Tenenhaus GoF value of 0.694 was categorized as large. The model explained 95.4% of the variance in Employee Performance and 54.9% of the variance in Job Satisfaction. Both endogenous variables also demonstrated positive *Q-squared* values, indicating predictive relevance.

Table 5. Direct and Indirect Effects of the Structural Model

Path	β	SE	p-value	95% CI	Decision
TM $\rightarrow$ JS	0.506	0.081	<0.001	0.347–0.665	Supported
EE $\rightarrow$ JS	0.289	0.086	<0.001	0.120–0.458	Supported
OC $\rightarrow$ JS	-0.098	0.090	0.141	-0.275–0.079	Not supported
JS $\rightarrow$ EP	0.216	0.088	0.008	0.044–0.388	Supported
TM $\rightarrow$ EP	0.146	0.089	0.052	-0.028–0.320	Not supported
EE $\rightarrow$ EP	0.294	0.086	<0.001	0.126–0.462	Supported
OC $\rightarrow$ EP	0.563	0.080	<0.001	0.406–0.720	Supported
TM $\rightarrow$ JS $\rightarrow$ EP	0.109	0.064	0.044	—	Supported; full mediation
EE $\rightarrow$ JS $\rightarrow$ EP	0.062	0.064	0.168	—	Not supported
OC $\rightarrow$ JS $\rightarrow$ EP	-0.021	0.065	0.373	—	Not supported

Note: TM = Talent Management; EE = Employee Engagement; OC = AKHLAK-Based Organizational Culture; JS = Job Satisfaction; EP = Employee Performance.

Talent Management had a positive and significant effect on Job Satisfaction ($\beta = 0.506$; $p < 0.001$), as did Employee Engagement ($\beta = 0.289$; $p < 0.001$). In contrast, AKHLAK-Based Organizational Culture had a negative but statistically insignificant effect on Job Satisfaction ($\beta = -0.098$; $p = 0.141$). Job Satisfaction had a positive and significant effect on Employee Performance ($\beta = 0.216$; $p = 0.008$). The direct effect of Talent Management on Employee Performance was positive but did not reach the 5% significance level ($\beta = 0.146$; $p = 0.052$). Employee Engagement had a positive and significant effect on Employee Performance ($\beta = 0.294$; $p < 0.001$), while AKHLAK-Based Organizational Culture demonstrated the strongest direct effect on Employee Performance ($\beta = 0.563$; $p < 0.001$).

The effect size analysis further highlighted these differences. AKHLAK-Based Organizational Culture had a large effect size on Employee Performance (0.480), Employee Engagement had a medium effect size (0.239), and Talent Management had a small effect size (0.088). Regarding Job Satisfaction, Talent Management demonstrated a large effect size of 0.399, Employee Engagement had a medium effect size of 0.216, while AKHLAK-Based Organizational Culture had only a small effect size of 0.066. These findings indicate that the strongest organizational pathway to employee performance originated from organizational culture, whereas the strongest pathway to job satisfaction originated from Talent Management.

The mediation analysis produced different patterns across the three antecedent variables. The indirect effect of *Talent Management* on Employee Performance through Job Satisfaction was positive and significant ($\beta = 0.109$; $p = 0.044$). The total effect was 0.255, resulting in a VAF value of 42.75%. Because the direct effect of *Talent Management* on Employee Performance was not significant while the indirect effect was significant, the relationship was categorized as full mediation, or *indirect-only mediation*.

In contrast, the indirect effect of *Employee Engagement* on Employee Performance through Job Satisfaction was not significant ($\beta = 0.062$; $p = 0.168$), with a VAF of 17.42%. Similarly, the indirect effect of AKHLAK-Based Organizational Culture through Job Satisfaction was not significant ($\beta = -0.021$; $p = 0.373$), with a VAF of -3.87%.

Discussion

The findings indicate that Employee Performance at PT KPBN is not shaped through a single, uniform human resource mechanism. *Talent Management*, *Employee Engagement*, and AKHLAK-Based Organizational Culture occupy different positions within the structural model. This pattern is theoretically important because it demonstrates that organizational practices may influence performance either through employees' attitudinal evaluations of their work or through more direct motivational and behavioral pathways.

Talent Management was found to significantly improve Job Satisfaction but did not have a significant direct effect on Employee Performance. This finding suggests that the existence of talent management programs alone is insufficient to directly generate improvements in employee performance. Employees first evaluate whether talent management practices provide tangible benefits in terms of development, appropriate placement, career opportunities, recognition, and retention. When these practices create positive work experiences, Job Satisfaction increases and subsequently contributes to improved Employee Performance. This explanation is consistent with *Social Exchange Theory*, which suggests that organizational support perceived as valuable may encourage employees to reciprocate through positive attitudes and contributions (Ahmad et al., 2023).

The full mediation result further supports this explanation. The indirect effect of *Talent Management* on Employee Performance through Job Satisfaction was significant, whereas its direct effect on Employee Performance was not significant. This finding suggests that the effectiveness of talent management should not be assessed solely based on the existence of training programs, talent pools, or succession planning, but also on the extent to which employees perceive tangible benefits for their work and career development. This result is consistent with Nova Sari Dewi Br Marpaung et al. (2024), who demonstrated that effective talent management can improve Job Satisfaction through appropriate placement and clearer career pathways. Therefore, PT KPBN needs to ensure that talent identification, development, promotion, and retention processes are implemented transparently and in accordance with employees' needs.

In contrast to *Talent Management*, *Employee Engagement* had direct effects on both Job Satisfaction and Employee Performance. Its direct effect on Employee Performance was stronger than its indirect effect through Job Satisfaction, while the mediating pathway was not significant. This finding supports the *Job Demands–Resources* perspective, which views engagement as a positive motivational state that can be directly translated into work behaviors through vigor, dedication, focus, and active involvement (Bakker & Demerouti, 2017). The findings are also consistent with Himawaty and Widodo (2022) and Nanda (2025), who found that *Employee Engagement* can directly improve employee performance.

The insignificant mediating role of Job Satisfaction in the relationship between *Employee Engagement* and Employee Performance does not imply that Job Satisfaction is unimportant. Instead, the finding suggests that engagement and satisfaction perform different functions. Job Satisfaction represents an evaluation of one's work, whereas engagement reflects the investment of energy and personal involvement in work activities. At PT KPNB, engaged employees may continue to demonstrate high performance because of their focus, persistence, responsibility, and active involvement without necessarily experiencing changes in Job Satisfaction beforehand. Therefore, efforts to strengthen engagement should focus on goal clarity, supervisor support, two-way communication, adequate work resources, and opportunities for employee participation.

AKHLAK-Based Organizational Culture produced the strongest direct effect on Employee Performance but did not significantly affect Job Satisfaction. This finding suggests that shared organizational values may function more as behavioral standards than as direct sources of personal satisfaction. The values of Amanah (Trustworthy), Kompeten (Competent), Harmonis (Harmonious), Loyal (Loyal), Adaptif (Adaptive), and Kolaboratif (Collaborative) can promote discipline, responsibility, integrity, teamwork, and adaptability, which directly influence work behavior and performance outcomes. The descriptive result showing that the Loyal dimension had the highest mean score of 4.658 further reflects respondents' strong recognition of this cultural value. These findings reinforce the theoretical argument that organizational culture operates through the internalization of shared values and norms that guide the behavior of organizational members (Robbins & Judge, 2021; Sahir et al., 2021).

At the same time, the insignificant effect of AKHLAK-Based Organizational Culture on Job Satisfaction indicates that the internalization of organizational values does not automatically make employees more satisfied with compensation, promotion opportunities, leadership, or the work itself. This finding is consistent with Syahiratunnisa et al. (2021), who found that organizational culture does not necessarily improve Job Satisfaction when core values and working conditions are not fully experienced as optimal by employees. In other words, organizational culture may directly shape work behavior without necessarily operating through Job Satisfaction. This interpretation is also consistent with the findings of this study,

in which the effect of AKHLAK-Based Organizational Culture on Employee Performance was stronger through a direct pathway than through Job Satisfaction.

Job Satisfaction itself had a positive and significant effect on Employee Performance. Employees who positively evaluate their work, compensation, promotion opportunities, leadership, and relationships with coworkers tend to demonstrate better work behaviors and performance outcomes (Naningsih et al., 2020; Sinambela, 2021). This result is consistent with Halimah et al. (2024), who reported a positive relationship between Job Satisfaction and Employee Performance. However, the effect size of Job Satisfaction on Employee Performance was smaller than that of organizational culture, indicating that although Job Satisfaction is important, it is not the only mechanism shaping employee performance. Within this research model, the role of Job Satisfaction was most prominent as the mechanism linking *Talent Management* to Employee Performance.

The explanatory power of the model for Employee Performance was very high, with an R^2 value of 0.954, while the R^2 value for Job Satisfaction was 0.549. These values indicate that the selected variables provided strong empirical explanations within the study sample. Nevertheless, the interpretation of these findings should remain within the context of the study. The research was conducted in a single organization using a cross-sectional design, perception-based data, and purposive sampling. Therefore, the high R^2 value does not imply that other variables are unimportant. Leadership, compensation, workload, organizational justice, working conditions, and other contextual factors may also influence employees' experiences and performance.

The theoretical contribution of this study lies in the identification of three distinct pathways. First, *Talent Management* represents an organizational support pathway that depends substantially on employees' attitudinal evaluations, particularly Job Satisfaction, in accordance with *Social Exchange Theory* (Ahmad et al., 2023). Second, *Employee Engagement* represents a motivational pathway through which energy and involvement are directly translated into performance, consistent with the *Job Demands–Resources Theory* (Bakker & Demerouti, 2017). Third, AKHLAK-Based Organizational Culture represents a normative-behavioral pathway in which shared values shape how employees act in the workplace (Robbins & Judge, 2021; Sahir et al., 2021). These three perspectives operate simultaneously but through non-identical mechanisms within the human resource management system of PT KPBN.

The findings are also relevant to organizations that implement explicit corporate values, particularly Indonesian state-owned enterprises that adopt AKHLAK as their core values. Cultural programs can improve performance when organizational values are translated into expected behaviors, leadership role modeling, accountability, and collaboration (PTPN III, 2023). However, the strength of organizational culture should not be equated with Job Satisfaction because employees continue to evaluate compensation, promotion opportunities, working conditions, and leadership separately (Ade Sitorus et al., 2022). Similarly, talent

management should not be assessed solely based on the formal architecture of its programs but also on employees' actual experiences regarding development and career opportunities.

From a managerial perspective, PT KPBN should prioritize three complementary actions. First, AKHLAK values should be translated into observable work standards through leadership role modeling, performance evaluation, feedback, and recognition. Second, *Employee Engagement* should be strengthened through clear objectives, effective communication, adequate work resources, and opportunities for employees to contribute to problem-solving. Third, *Talent Management* should focus on improving employee experiences through transparent career pathways, competency-based placement, access to development opportunities, fair promotion practices, and retention mechanisms, as Job Satisfaction was found to be the pathway through which *Talent Management* contributes to Employee Performance.

This study has several limitations. First, it was conducted only at PT KPBN; therefore, the findings reflect the characteristics of a specific organizational context. Second, the research model was limited to five variables, while other factors may influence Job Satisfaction and Employee Performance. Third, the data were collected at a single point in time and therefore could not capture changes resulting from shifts in organizational policies or leadership. Fourth, the use of employee perception-based measures may be influenced by differences in individual interpretations. In addition, the use of purposive sampling means that the findings primarily describe employees who met the established research criteria. Future studies may examine the model longitudinally, compare multiple organizations, incorporate additional variables, and combine perception-based data with objective performance indicators.

CONCLUSION

This study concludes that Employee Performance at PT KPBN is shaped through different human resource pathways. *Talent Management* improves Employee Performance indirectly through increased Job Satisfaction, as indicated by an indirect effect of 0.109 ($p = 0.044$) and a VAF of 42.75%, while its direct effect on performance was not significant. *Employee Engagement* directly improves both Job Satisfaction and Employee Performance; however, Job Satisfaction does not mediate the relationship between *Employee Engagement* and Employee Performance.

AKHLAK-Based Organizational Culture has the strongest direct effect on Employee Performance but does not significantly influence Job Satisfaction. Job Satisfaction itself has a positive effect on Employee Performance and plays an important role in transforming the benefits of *Talent Management* into improved employee performance.

The main contribution of this study is the identification of different underlying mechanisms: *Talent Management* operates through employees' work experiences and Job Satisfaction, *Employee Engagement* operates through a direct motivational pathway, whereas

AKHLAK values operate through the formation of employee behavior. Therefore, PT KPBN should implement differentiated human resource policies according to the specific mechanisms of each variable rather than relying on a single, general intervention.

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