



# Factors Affecting Employee Achievements At Bank Mandiri Persero Medan Kredit Card Unit Region I

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## Abstract

The purpose of this study is to identify and evaluate the impact of Bank Mandiri Persero Medan Credit Card Unit Region I / Sumatra 1 management skills on employee achievements using employee participation as an intervening variable. This study only examined employees of Bank Mandiri Persero Medan Credit Card Region Unit. Sumatra has 1 to 60 employees. The census sampling strategy uses a comprehensive sample size of 60 people to observe each member of the population. The research instrument was a questionnaire. In this study, hypotheses were evaluated using path analysis. The results show that management skills at Bank Mandiri Persero Medan Credit Card Unit Region I/Sumatra 1 had a positive and significant impact on employee participation. Bank Mandiri Persero Medan Credit Card Unit Region I / Sumatra 1's employee achievements was positively influenced by management skills and employee participation. Management skills has a significant and positive impact on employee participation at Bank Mandiri Persero Medan Credit Card Unit Region I / Sumatra 1.

## INTRODUCTION

Compared to the past, when management now performs strategic functions rather than administrative tasks, human resource management has improved significantly. Providing resources or talent that have the ability and potential to support the achievement of corporate strategy and increase employee achievements and engagement is a role of human resources strategy. The performance of the individual determines the performance of the organization, but the performance of the individual determines the performance of the organization. (Ramadhan & Sembiring, 2019). Employee achievements is a measure used to evaluate the success of a company. An organization must be able to deliver high employee achievements in order to survive and achieve a sustainable competitive advantage.

**Table 1 Year KPI Achievements 2021 At Bank Mandiri Persero Medan Unit Credit Card Region I / Sumatra 1**

		Strategy Objectives		
	KPI	Target (%)	Realization (%)	Score
E1	Increase accuracy and compliance	100	60	6.0
E2	Increase sales	100	50	5.0
E3	Improve teamwork and activities for employee	100	60	6.0
E4	Increase satisfaction and trust in customer	100	50	5.0
E5	Increase performance branch	100	50	5.0
Average Score				5.4

Source: Bank Mandiri Persero Medan Unit Credit Card Region I / Sumatra 1

Table 1 shows that the performance of employee Bank Mandiri Persero Medan Credit Card Unit Region I / Sumatra 1 is still open low, proven by the accomplishment of KPIs that continue to veer off course. In which the average score is only 5.4%. Whereas Bank Mandiri Persero Medan Unit Credit Card Region I / Sumatra 1 implement appropriate target standard for employees who aim to hope performance each year increase. However, the phenomenon occurs that hope no by reality in the field. Where is the employee only capable increase accuracy and compliance by approximately 60%, increasing purchases by 50%, Improving teamwork and actions employees by 60%, Increasing statistics and confidence customers by 50%, and Increasing performance division by 50%. Besides there is the result are evaluating employee's individual Bank Mandiri Persero Medan Unit Credit Card Region I / Sumatra 1 like on tab el following:

**Table 2 Individual Employee achievements Appraisal at Bank Mandiri Persero Medan Unit Credit Card Region I / Sumatra 1 Year 2019 -2021**

T target work	2019			2020			2021		
Perspective	Good	Enough	Not enough	Good	Enough	Not enough	Good	enough	Not enough
Financial	70%	25%	5%	72%	25%	3%	70%	20%	10%
Customers	71%	24%	5%	70%	25%	5%	75%	20%	5%
Internal Business	75%	21%	4%	71%	23%	6%	71%	23%	6%
Development and Growth	69%	28%	3%	74%	20%	6%	72%	20%	8%

Source: Bank Mandiri Persero Medan Unit Credit Card Region I / Sumatra 1

Based on table 2 employee achievements appraisal at Bank Mandiri Persero Medan Unit Credit Card Region I / Sumatra 1 based on work targets in 2019 with category good average of 71.25 %, year 2020 categorized as good has an average of 71.75 %, in 2021 which is categorized with a good assessment has an average of 72%.

In addition to data from Bank Mandiri Persero Medan Unit Credit Card Region I / Sumatra 1 researchers also obtained performance employees from results pre-survey in table 1.3 as follows:

**Table 3 Variable Pre-Survey Results Answer Employee achievements at Bank Mandiri Persero Medan Unit Credit Card Region I / Sumatra 1**

No	Statement	Yes		Not		Total	
		Person	(%)	Person	(%)	Person	(%)
1	Employees are conscientious in their work	52	86,66	10	13,3	60	100
2	The results of the work according to the given target	48	80,00	12	20,00	60	100
3	Employees can complete work	49	81,66	11	18,34	60	100

Source: Bank Mandiri Persero Medan Unit Credit Card Region I / Sumatra 1

In light of Table 3 could as is well known that there are 13.34% of employees have not been careful in doing their work, 20.20% of the work has not been done by the given target, and employees can complete work. This is what Becomes something problem in employee achievements applications.

**Table 4 Variable Pre-Survey Results Answers Employee participation at Bank Mandiri Persero Medan Unit Credit Card Region I / Sumatra 1**

No	Statement	Yes		Not		Total	
		Person	(%)	Person	(%)	Person	(%)
1	Employees focus on work.	55	91,66	5	8,34	60	100
2	Employees have a high enthusiasm for work.	53	88,33	7	11,67	60	100
3	Employees have a sense of pleasure when working.	54	90,00	6	10,00	60	100

Source: Bank Mandiri Persero Medan Unit Credit Card Region I / Sumatra 1

Considering Table 4 can it is well knowledge that there are 8.34% of employees have not focused on work, 11.67% of employees have not had a high sense of enthusiasm at work, and 10.00% of employees have not had a sense of pleasure when working. This is what Becomes something problem in application employee participation. This study also found that an employee's performance can be directly influenced by management skills when both organizational progress and the employee's planned career development are coordinated.

**Table 5 Variable Pre-Survey Results Answers Management skills at Bank Mandiri Persero Medan Unit Credit Card Region I / Sumatra 1**

No	Statement	Yes		Not		Total	
		Person	(%)	Person	(%)	Person	(%)
1	Employees occupy positions according to their expertise	52	86,66	8	13,34	60	100
2	Employees are allowed to take further education independently	51	85,00	9	14,00	60	100
3	Every employee has the same opportunity to participate in training programs to improve their performance.	52	86,66	8	13,34	60	100

Source: Bank Mandiri Persero Medan Unit Credit Card Region I / Sumatra 1

By looking at Table 5 could it is recognized that 13.34% of employees have not occupied positions according to their expertise, 14.00% of employees have not been allowed to take further education independently, 13.34% of each employee have not had the same chance to take part in training courses in order to enhance their performance. This is what is Becomes coming a problem in application management skills.

### **Research Intentions**

Drawing from the previously mentioned context and problem definition, the following are the study's objectives:

1. To assess the impact of management on employee participation at Bank Mandiri Persero Medan Unit Credit Card Region I / Sumatra 1.
2. To examine how management skills affects workers' performance. at Bank Mandiri Persero Medan Unit Credit Card Region I / Sumatra 1.
3. To examine the impact that employee participation has on performance at Bank Mandiri Persero Medan Unit Credit Card Region I / Sumatra 1.
4. To examine, through employee participation, how management skills affects workers' performance at Bank Mandiri Persero Medan Unit Credit Card Region I / Sumatra 1.

### **LITERATURE REVIEW**

The goal of management skills is to guarantee that the business can find qualified candidates for critical roles that will support the organization's core capabilities and develop future leaders (unique skills and high strategic value). (Tusang & Tajuddin, 2020). Strategic management is another way to think about management skills. It is to manage the talent flow within a company to ensure that the right employees have the right jobs at the right time based on the company's strategic goals and business or business activities priorities. (Pella & Inayati, 2020).

Dimension of Management skills:

1. Recruitment is a search and selection process for workers who the company deems qualified to occupy the necessary roles. The indicators are:
  - a. The process of slection by interview
  - b. Selection of employees according to the required position
  - c. Employees occupy positions according to their expertise
2. It takes time to retain aimed at retaining talented employees within the company. The indicators are:
  - a. Internal selection conducted by the firm
  - b. The ability to pursue autonomous postsecondary education
  - c. Leaders care about their employees
3. Developing is an action aimed at developing employee potential to enhance skills and output. The process of education and training pertains to how businesses nurture their workforces and offer chances for skill enhancement in order to satisfy present and future commercial demands. The markers are:
  - a. The corporation offers all of its employees the same opportunities to take part in training programs designed to enhance their performance.
  - b. Training is permitted for employees based on the nature of their work.
  - c. In order to help them become better workers, the organization constantly presents its employees with new challenges.

### **Employee participation**

Being mentally present while carrying out a task inside an organization is known as engagement. (Khan, 2020). The organizational culture, vision, and values are factors that can

stimulate employee participation. (Buckingham & Vosburgh, 2020). The openness, camaraderie, and effective communication among coworkers that characterize an organization's culture. A common thread unifying the many meanings is explained in an open manner in the explanation above. Because of this, the author attempts to come to the conclusion that employee participation refers to a feeling of attachment and involvement that an employee has with his or her organization, which enables the employee to go above and beyond what is expected of them and give their all in order to accomplish organizational goals.

### **Employee Participation Dimensions**

Employee participation includes 2 important dimensions, namely (Schaufeli, 2020):

1. Vigor (Spirit)
 

Vigor is an attribute that is distinguished by a strong work ethic, a strong work ethic, and perseverance in the face of challenges. The indicators are:

  - a. Willingness to try
  - b. Focus on work
  - c. Not easily give up
2. Dedication
 

A sense of purpose, zeal, inspiration, pride, and challenge in one's profession are characteristics of this facet. Because it makes their work fulfilling, motivating, and difficult, people with high commitment scores strongly identify with their work. They also typically feel excited and happy of the job they have done. A low devotion score indicates that the person does not identify with their work since they have not encountered anything challenging, motivating, or significant at work. They also believe that their employment is not something they are proud of or enthusiastic about. The indicators are:

  - a. Enthusiasm at work
  - b. Get inspired by work
  - c. Proud of work
3. Absorption (Pleasure)
 

Employees that are employed are consistently reliable and take their work seriously. When I'm working, I feel like I'm working too quickly and find it hard to take breaks from it. The indicators are:

  - a. Feeling happy when working
  - b. Feeling consistent with work
  - c. Responsibility with work

### **Employee achievementss**

Performance is a function of motivation and ability (Rivai & Veithzal, 2020). To complete a task or job, a person should have a degree of willingness and a level of ability certain. Employee achievements is a very important thing in a company's efforts to achieve its goals. One way that can be used to see the development of the company is by looking at the results of the performance appraisal.

Employee achievements Dimension :

1. Quality, Quality indicates accuracy, thoroughness, and an acceptable level of job performance. The indicators are:
  - a. Quality standards of work produced
  - b. Diligence in work.
  - c. Work according to company standards.
2. Quantity. The quantity and efficiency of work produced in a given period. The indicators are:
  - a. The results of the work according to the given target.
  - b. Time efficiency at work

- c. Accuracy in completing work.
- 3. Knowledge of work. Practical skills and information techniques used by the company. The indicators are:
  - a. Knowledge of work.
  - b. Information about work.
  - c. Ability to complete work.

**METHODS**

This kind of study is known as quantitative research, which involves methodical scientific study of the components and phenomena as well as the causation of their interactions. Using the SPSS program, Path Analysis is the data analysis method employed in this study. The population in this study were all workers of Bank Mandiri Persero Medan Unit Credit Card Region I / Sumatra 1 as many as 60 employees. Since every member of the population was observed, the sampling strategy employed saturated sampling, also known as the census sampling approach, and the sample size was 60 employees. A questionnaire was utilized as the research tool.

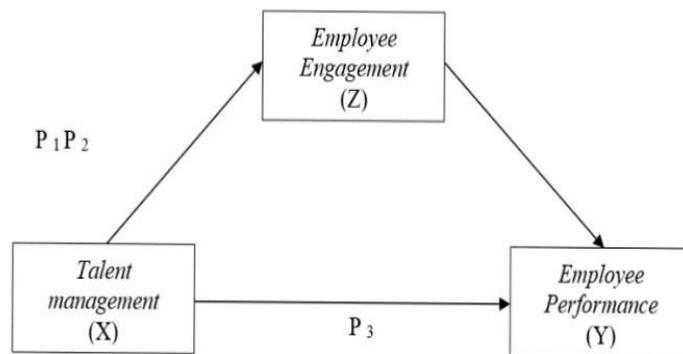


Figure 3.1 . C conceptual framework

Based on Figure 1 there are 3 constructs namely Management skills (X1), Employee achievements (Y), and Employee participation (Z).

**RESULTS**

**Linear Regression Analysis Results**

1. Substructure Regression Model I

The results of the substructure I regression model's data processing procedures are as follows:

**Table 6**  
Results of Substructure Regression Model I  
Coefficients <sup>a</sup>

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
	B	Std. Error				Tolerance	VIF
1 (Constant)	5,904	1,443		4091	.000		
Talent Management	.666	.054	.849	12,261	.000	1,000	1,000

a. Dependent Variable: Employee Enqagement

Source: Primary Data Processed (2022)

The regression equation's results can be interpreted in the following ways:

- a. The constant value of 5.904 explains that if the management skills variable is zero, then the employee participation variable formed is worth 5.904.
- b. The constant b1's value is 0.131 explaining that if the management skills the employee participation variable will rise by 0.131 when the variable increases by one unit.

2. Substructure Regression Model II

The regression equation's results can be interpreted in the following ways:

**Table 7**  
**Results of Substructure Regression Model II**

Model	Coefficients <sup>a</sup>				t	Sig.	Collinearity Statistics	
	Unstandardize		Standardize				Tolerance	VIF
	B	Std. Error	Beta					
1 (Constant)	.578	1,001			.577	.566		
Talent Management	.572	.063	.191		9.085	.000	.278	3.592
Employee Engagement	.309	.080	.293		3.854	.000	.278	3.592

a. Dependent: Employee Performance  
Source: Primary Data Processed (2022)

The regression equation's results can be interpreted in the following ways:

- a. The constant value of 0.578 indicates that the employee achievements variable is formed at 0.578 if the employee participation and management skills variables are zero.
- b. The employee achievements variable will increase by 0.572 if the management skills variable grows by one unit, as indicated by the value of the constant b1, which is 0.572.
- c. The employee achievements variable will increase by 0.309 if the employee participation variable increases by one unit, according to the value of the constant b2.

**Path Analysis**

1. Direct Influence

The following are the research findings' conclusions to address the hypothesis, based on the outcomes of data processing:

- a. management skills variable (X) on employee participation (Z) can be formulated as follows:  
 $X \rightarrow Z = 0.849$
- b. management skills variable (X) on employee achievements (Y) can be formulated as follows:  $X \rightarrow Y = 0.191$
- c. influence of employee participation (Z) on employee achievements (Y) can be formulated as follows:  $Z \rightarrow Y = 0.293$

2. Indirect Influence

Based on the results of data processing, it is concluded that the research results to answer the hypothesis that management skills (X) has an indirect effect on employee achievements (Y) through employee participation (Z) can be formulated as follows:

$$X \rightarrow Z \rightarrow Y = (0.849)(0.293) = 0.248$$

3. Total Influence

The total influence of management skills (X) on employee achievements (Y) through employee participation

(Z) can be formulated as follows:

$$X1 \rightarrow Z \rightarrow Y = 0.248 + 0.191 = 0.439$$

Based on the above calculations, the results of the path analysis can be described as follows:

**Table 8**  
**Recapitulation of Regression Analysis Results**

Hypothesis	Variable Effect	Direct Influence	Indirect Influence	Total Influence	Information
1	X → Z	0.849	-	-	Received
4	X → Y	0.191	-	-	Received
7	Z → Y	0.293	-	-	Received
8	X → Z → Y	-	0.248	0.439	Received

Source: Primary Data Processed (2022)

**Coefficient of Determination Results**

**Table 9**  
**Substructural Determination Coefficient Test Results I and II**  
**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.849 a	.722	.717	1,98991
2	.953 a	.908	.905	1.21611

Source: Primary Data Processed (2022)

Table 9 above shows that the management skills variable accounts for 71.7% of employee participation, with a coefficient of determination in the substructural regression model I of 0.717. While the remaining 28.3 percent is influenced by additional variables that are not included in the research model.

The substructural regression model II's coefficient of determination is 0, 905, meaning that the variables of employee participation and management skills account for 90,5% of the variation in employee achievements. While factors not covered by the research model have an impact on the remaining 9.5 percent.

**F Test Results**

**Table 10**  
**F. Test Results**  
**ANOVA<sup>b</sup>**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	833,435	2	416,717	281,77	.000
	Residual	84,299	57	1,479		
Total		917,733	59			

a. Predictors: (Constant), Employee Engagement, Talent Management

b. Dependent Variable: Employee Performance

Source: Primary Data Processed (2022)

Table 10 shows that, whereas F Table 3,16 (nk-1 at k <=> 60 - 2 -1) produced a F count of 281.771, the F test produced a F count that was greater than the F Table. Since Sig F is less than 0.05, the magnitude significantfiance number is 0.000. This suggests that while Ha is accepted and Ho is rejected, employee achievements is significantly impacted by both management skills and employee participation at the same time.

**t-test (Partial)**

**Table 11**  
**Results of Substructure Regression Model I**  
**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	5,904	1,443		4091	.000		
	Talent Management	.666	.054	.849	12,261	.000	1,000	1,000

a. Dependent Variable: Employee Engagement  
Source: Primary Data Processed (2022)

Table 11 it can be seen several things, namely hypothesis testing showing the magnitude of t count 12.261 and a significant number of 0.006 <0.05 so from this, it can be concluded that Ho is rejected and Ha is accepted, meaning that there is a significant influence of management skills on employee participation.

**Table 12**  
**Results of Substructure Regression Model II**  
**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.578	1,001		.577	.566		
	Talent Management	.572	.063	.191	9.085	.000	.278	3.592
	Employee Engagement	.309	.080	.293	3.854	.000	.278	3.592

a. Dependent Variable: Employee Performance  
Source: Primary Data Processed (2022)

Table 12 it can be seen several things as follows:

1. The Influence of Management skills on Employee achievements  
Hypothesis testing shows the magnitude of t count 9.085 and a significant number of 0.000 <0.05 so from this, it can be concluded that Ho is rejected and Ha is accepted, meaning that there is a significant influence from management skills. on employee achievements.
2. The Effect of Employee participation on Employee achievements  
Hypothesis testing shows the magnitude of t count is 3.854 and a significant number of 0.000 <0.05 so from this, it can be concluded that Ho is rejected and Ha is accepted, meaning that there is a significant effect on employee participation. on employee achievements

**DISCUSSION**

**The Impact Of Talent Management On Employee Engagement**

The research results show that the t-count is 12.261 and the significant value is 0.006 < 0.05, so from these results it can be obtained that Ho is rejected and Ha is accepted, meaning that there is a significant impact on Employee Engagement caused by Talent Management. (Sadeli & Jimmy, 2020) revealed that the implementation of Talent Management can strengthen employee engagement, while organizational support indirectly influences employee engagement where the organizational support dimension is the strongest dimension in the employee engagement variable. (Alias, Noor, & Rohsidi, 2019) research results show that the implications of talent management (managerial support, employee career development, and rewards and recognition) have a positive relationship with employee engagement. This study highlights the

importance of engagement as a mediator of the correlation between HR management and organizational performance in the context of talent management. (Payambarpour & Hooi, 2020) in their research shows that there is a positive impact between management indices and organizational performance, strategic HR and organizational performance, as well as employee engagement and organizational performance.

### **The Effect Of Talent Management On Employee Performance**

The results showed that the magnitude of t count is 9.085 and a significant number of  $0.000 < 0.05$  so from this, it can be concluded that  $H_0$  is rejected and  $H_a$  is accepted, meaning that there is a significant influence of talent management on employee performance. Talent management is a term for managing talent based on performance and is distinguishable and arise from both humanistic and demographic perceptions. Talent management is more than just recruiting, succession planning, training, and placing people at the right job at the right time. (Mangunsho et al., 2020) from his research findings determined that through the practice of talent management such as job rotation, capable organizations improve employee competencies that affect the achievement of high employee performance. This study also determined that talent management can directly affect employee performance if with employee career growth planning and advancement planned organization.

(Karuri & Nahashon, 2020), this study determined that through talent management practices such as job rotation, organizations are able to improve employee competencies that affect performance achievement high employees Furthermore, research conducted by (Irtamieh, Al-Azzam, & Khaddam, 2021) revealed that the level of importance and implementation of Talent Management Strategy, Service Quality, and Beneficiary Satisfaction has positive and significant results. This matter is also supported by (Sadri, Pirouz, Sharifi, & Farhadi, 2020) where research results show that there is a significant positive relationship between talent management on staff performance in the organization.

### **Effect Of Employee Engagement On Employee Performance**

The results showed that the magnitude of t count is 3.854 and a significant number of  $0.000 < 0.05$  so from this, it can be concluded that  $H_0$  is rejected and  $H_a$  is accepted, meaning that there is a significant effect of employee engagement on employee performance. This study shows that when employees feel enthusiastic and satisfied with the work they do, it can be ascertained that employees already have good attachments and motivate employees to improve their performance. This is also supported by (Mariza, 2021), the findings in this study indicate that motivation has a positive and significant effect on employee performance directly and indirectly through involvement as an intervening variable, motivation has a positive and significant effect on employee engagement, employee engagement positively and significantly affect employee performance. (Preko & Adjetey, 2018) shows that there is a linear correlation and significant relationship between employee loyalty, engagement and performance. (Ramadhan & Sembiring, 2019) in putting it aside shows that employee engagement has a significant effect on employee performance with a total effect of 76.6%.

### **The Influence Of Talent Management On Employee Performance Through Employee Engagement**

The results showed that talent management has an effect on employee performance through employee engagement, where  $X \rightarrow Z \rightarrow Y = (0.849)(0.293) = 0.248$ . Research conducted by (Nzewi, Chiekezie, & Ogbeta, 2020) found that that suggests that there is a positive influence between management talent and employee performance. The study concluded that Talent management is significantly related to employee performance. After data analysis, hypothesis testing, and findings, this study concluded that retention of high-performing employees through remuneration, recognition, achievement, enrichment of good work content adequate, work-life

balance, interesting tasks, and challenging, harmonious working relationship, satisfying excellence will increase talent retention and employee commitment. Besides that, concluded that talent management is the main determinant of success in business and competitive resources that force organizations to reexamine how they manage the great potential of the players top. Although, employee welfare may not directly increase productivity, but can increase commitment and assistance in retaining employees.

## CONCLUSION

1. Talent management has a positive and significant effect on employee engagement at Bank Mandiri Persero Medan Unit Credit Card Region I / Sumatra 1.
2. Talent management has a positive and significant effect on employee performance at Bank Mandiri Persero Medan Unit Credit Card Region I / Sumatra 1.
3. Employee engagement has a positive and significant effect on employee performance at Bank Mandiri Persero Medan Unit Credit Card Region I / Sumatra 1.
4. Talent management has a positive and significant effect on employee performance through employee engagement at Bank Mandiri Persero Medan Unit Credit Card Region I / Sumatra 1

## SUGGESTION

1. Bank Mandiri Persero Medan Credit Card Unit Region I / Sumatra 1 should redesign a clearer recruitment method by considering the company's internal workforce by paying attention to position promotions and filling positions by selected employees according to the company's needs, especially the needs of its users. It is better for companies to provide specifications by carrying out job analysis again or what criteria are needed so that the recruitment process can run effectively.
2. Bank Mandiri Persero Medan Credit Card Unit Region I / Sumatra 1 needs to consider the placement of employees in strategic positions by evaluating and explaining the responsibilities given to employees in key positions. The company must select in detail the criteria required for these positions. .
3. Bank Mandiri Persero Medan Credit Card Unit Region I / Sumatra 1 should conduct training and provide motivation to employees to equalize their mindset, adapt to changes, and so that employees can face challenges so that employees can develop.
4. Bank Mandiri Persero Medan Credit Card Unit Region I / Sumatra 1 should give appreciation by increasing wages and positions to employees who work for long periods of time so that employees are even more motivated to make a better contribution to the company.

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