



## THE INFLUENCE OF TALENT MANAGEMENT, EMPLOYEE ENGAGEMENT, AND WORK LIFE BALANCE ON EMPLOYEE RETENTION AT PT MINESKI PALEMBANG

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Received: July, 2025; Accepted: August, 2025; Published: September, 2025

Permalink/DOI: <https://doi.org/10.30996/die.v15i2>

### ABSTRACT

*This study aims to analyze the influence of Talent Management, Employee Engagement, and Work Life Balance on Employee Retention at PT Mineski Palembang. The background of the research is based on the high employee turnover rate, which can negatively impact the company's productivity. This research uses a quantitative method with data collected through questionnaires distributed to 110 respondents who are permanent employees at PT Mineski Palembang. Data were analyzed using multiple linear regression tests with SPSS version 26. The results show that Talent Management has a positive and significant effect on Employee Retention. However, Employee Engagement does not have a significant effect on Employee Retention. Meanwhile, Work Life Balance has a positive and significant effect on Employee Retention. Simultaneously, the three independent variables have a significant influence on Employee Retention. These findings indicate that to retain employees, the company needs to focus on strategic talent management and creating a healthy work-life balance, even though employee engagement should still be considered despite not showing a statistically significant effect.*

**Keywords:** Talent Management, Employee Engagement, Work Life Balance, Employee Retention

### INTRODUCTION

In the era of globalization and increasingly intense business competition, companies face challenges in retaining qualified employees to ensure operational stability and competitive advantage. A high employee turnover rate can increase recruitment and training costs while reducing productivity (Simanjorang, 2023). Therefore, employee retention has become a strategic focus in human resource management to maintain employees who make significant contributions to organizational goals (Gunawan, 2017). A conducive work environment also plays an important role in enhancing retention, as it strengthens employees' attachment and commitment to the organization (Pabisa & Sisnuhadi, 2022).

Employee retention not only reduces costs but also helps maintain organizational culture stability and performance continuity. Employees who remain in the company for a longer period tend to have a deeper understanding of its values and work processes. According to Anggraini and Kristiana (2023), retention contributes to competitive advantage by improving productivity and service quality. Meanwhile, Dewi and Pratiwi (2020) emphasize that career development opportunities, work recognition, and work-life balance policies can strengthen employees' willingness to stay in the organization.

The Social Exchange Theory provides a theoretical basis for understanding the relationship between employees and organizations, emphasizing the principle of reciprocity. When employees feel they are treated well, they tend to reciprocate with loyalty and improved performance (Gunawan, 2017). Saripurnama (2017) explains that social interactions create reciprocal influences between behavior and environment. Furthermore, Thibaut and Kelley, as cited in Aenunansastuti (2017), state that individuals evaluate relationships based on comparative levels and available alternatives, influencing their decision to remain in or leave the organization.

Talent management plays a crucial role in retaining employees through systematic development and recognition of high-potential individuals. Lintang, Lengkong, and Walangitan (2024) found that effective talent management has a significant positive effect on employee retention. This finding is supported by Hassan, Donianto, Kiolol, and Abdullah (2022), who discovered that organizational support mediates the relationship between talent management and retention, emphasizing the importance of organizational involvement in nurturing employee loyalty.

Employee engagement is another key factor influencing retention. Employees who are emotionally and cognitively engaged in their work tend to perform better and show a lower intention to leave the organization (Astuti & Dewi, 2019). A positive work environment enhances engagement, which in turn strengthens organizational loyalty (Pabisa & Sisnuhadi, 2022). Similarly, Pramushinta, Winarto, and Biyanto (2024) found that high engagement levels reduce turnover intention, particularly among younger employees.

Work-life balance also plays an essential role in maintaining employee satisfaction and reducing stress. Hassan et al. (2022) found that work-life balance positively influences perceived organizational support, leading to improved retention. RecruitFirst (2024) further highlights that organizations promoting work-life balance tend to reduce turnover rates, aligning with the findings of Anjani, Febriyanti, and Irfan (2024), who observed similar effects in consulting firms.

PT Mineski Palembang faces challenges in talent management, employee engagement, and work-life balance, such as unequal career opportunities, limited communication, and irregular hours, which reduce motivation and loyalty. This study, titled "The Influence of Talent Management, Employee Engagement, and Work-Life Balance on Employee Retention at PT Mineski Palembang," examines how these factors affect employees' decisions to stay.

## METHOD



This study employs a quantitative approach with a survey method, as it aims to objectively and systematically measure the relationships among variables. The population of this study consists of all employees of PT Mineski Palembang, totaling 110 employees. The sampling technique used is saturated sampling, which is a method in which all members of the population are included as the research sample. Data were collected through a questionnaire designed using a five-point Likert scale, ranging from "Strongly Disagree" (1) to "Strongly Agree" (5). Examples of questionnaire statements include "The company has a clear plan for identifying key positions that require specific talents," which measures the talent management variable (X1), "I feel full of energy while performing my daily work," which measures the employee engagement variable (X2), "I am able to manage my time well between work and personal life," which measures the work-life balance variable (X3), and "My department provides clear opportunities for career development," which measures the employee retention variable (Y).

Validity and reliability tests were conducted to ensure the feasibility of the research instrument. The validity test employed the Pearson Product Moment correlation technique, and all items were declared valid because the calculated *r-value* exceeded the *r-table* value (0.157) and the significance value was below 0.05. The reliability test was carried out using the Cronbach's Alpha method with a minimum threshold of  $> 0.60$ , and the average *r-value* across all variables was 0.758, indicating that all variables were reliable. Data analysis was performed using multiple linear regression, as the research model involved three independent variables tested against one dependent variable. Prior to the analysis, classical assumption tests were conducted, including normality, multicollinearity, and heteroscedasticity tests. All data processing was performed using SPSS version 26. This method is expected to produce valid, reliable, and accurate findings in explaining the influence of talent management, employee engagement, and work life balance on employee retention at PT Mineski Palembang.

## RESULTS AND DISCUSSION

### Results of the Partial Test (t-test)

The t-test is used to determine whether each independent variable individually has an effect on the dependent variable, tested at a significance level of 0.05 and the degrees of freedom (df) are calculated accordingly, namely  $df = n - k - 1 = 110 - 3 - 1 = 106$ . From this calculation, the *t-table* value is obtained as 1.659.

**Tabel 1. Partial Test**

| Model |                     | Coefficients <sup>a</sup> |                             |                           |       |      |
|-------|---------------------|---------------------------|-----------------------------|---------------------------|-------|------|
|       |                     | B                         | Unstandardized Coefficients | Standardized Coefficients | t     | Sig. |
| 1     | (Constant)          | 4.709                     | 2.977                       |                           | 1.582 | .117 |
|       | Talent Management   | .271                      | .071                        | .247                      | 3.817 | .000 |
|       | Employee Engagement | .023                      | .063                        | .026                      | .372  | .711 |
|       | Work Life Balance   | .567                      | .060                        | .661                      | 9.472 | .000 |

a. Dependent Variable: Retensi Karyawan

*Source: The data were processed by the researcher using SPSS, 2025*

Based on Table 1. above, the partial (t-test) results can be summarized as follows:

- Talent Management (X1):** The Talent Management variable has a t-value of 3.817, which is greater than the t-table value of 1.659, with a significance level of 0.000 (less than 0.05). This indicates that Talent Management has a significant effect on Employee Retention at PT Mineski Palembang.
- Employee Engagement (X2):** The Employee Engagement variable has a t-value of 0.372, which is smaller than the t-table value of 1.659, with a significance level of 0.711 (greater than 0.05). This means that Employee Engagement does not have a significant effect on Employee Retention.
- Work Life Balance (X3) :** The Work-Life Balance variable has a t-value of 9.472, which is far greater than the t-table value of 1.659, with a significance level of 0.000 (less than 0.05).

### Results of the Simultaneous Test (F-test)

The simultaneous test (F-Test) is used to determine whether all independent variables collectively affect the dependent variable. With  $df = n - k - 1 = 110 - 3 - 1 = 106$ , the F table value is 2.46. Since F calculated > F table, it can be concluded that the independent variables simultaneously influence the dependent variable.

**Tabel 2. Simultaneous Test**

| ANOVA <sup>a</sup> |            |                |     |             |        |
|--------------------|------------|----------------|-----|-------------|--------|
|                    | Model      | Sum of Squares | df  | Mean Square | F      |
| 1                  | Regression | 768.293        | 3   | 256.098     | 48.545 |
|                    | Residual   | 559.198        | 106 | 5.275       |        |
|                    | Total      | 1327.491       | 109 |             |        |

*Source: The data were processed by the researcher using SPSS, 2025*

Based on the analysis presented in the table above, the calculated F value is 48.545 with a significance level of 0.000. This value is greater than the F table value of 2.46 at a 5% significance level. This indicates that collectively, the variables Talent Management, Employee Engagement, and Work-Life Balance have a significant effect on Employee Retention. In other words, these three independent variables simultaneously influence employee retention at PT Mineski Palembang.

### Results of the Multiple Linear Regression Analysis

The regression equation, based on the SPSS 26 Coefficients output, shows the effect of Talent Management (X1), Employee Engagement (X2), and Work-Life Balance (X3) on Employee Retention (Y). The equation is as follows:

**Tabel 3. Multiple Linear Regression Analysis**

| Model | Coefficients <sup>a</sup>   |            |                           |      |            |
|-------|-----------------------------|------------|---------------------------|------|------------|
|       | Unstandardized Coefficients |            | Standardized Coefficients | t    | Sig.       |
|       | B                           | Std. Error | Beta                      |      |            |
| 1     | (Constant)                  | 4.709      | 2.977                     |      | .117       |
|       | Talent Management           | .271       | .071                      | .247 | 3.817 .000 |
|       | Employee Engagement         | .023       | .063                      | .026 | .372 .711  |



|                   |      |      |      |       |      |
|-------------------|------|------|------|-------|------|
| Work Life Balance | .567 | .060 | .661 | 9.472 | .000 |
|-------------------|------|------|------|-------|------|

*Source: The data were processed by the researcher using SPSS, 2025*

The explanation is as follows:

1. The constant 4.709 indicates that if all independent variables (Talent Management, Employee Engagement, and Work-Life Balance) remain unchanged, the Employee Retention (Y) value is 4.709.
2. The coefficients for X1 (0.271) and X3 (0.567) are significant ( $p < 0.05$ ), meaning that each one-unit increase in Talent Management or Work-Life Balance will increase Employee Retention by 0.271 and 0.567 units, assuming other variables remain constant.
3. The coefficient for X2 (0.023) is not significant ( $p > 0.05$ ), indicating that an increase in Employee Engagement does not have a significant effect on Employee Retention.

### Results of the Determination Coefficient Test

The coefficient of determination ( $R^2$ ) is used to measure how much the independent variables collectively explain the variance in the dependent variable. The  $R^2$  value ranges from 0 to 1, where a value closer to 1 indicates that the regression model has a high ability to explain the dependent variable.

**Tabel 4. Determination Coefficient Test**

| Model Summary <sup>b</sup> |                   |          |                   |                            |
|----------------------------|-------------------|----------|-------------------|----------------------------|
| Model                      | R                 | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1                          | .761 <sup>a</sup> | .579     | .567              | 2.29683                    |

*Source: The data were processed by the researcher using SPSS, 2025*

Based on the table above, the correlation coefficient (R) is 0.761, indicating a strong relationship between the independent variables collectively (Talent Management, Employee Engagement, and Work-Life Balance) and the dependent variable (Employee Retention). The coefficient of determination ( $R^2$ ) is 0.579, showing that 57.9% of the variance or changes in Employee Retention can be explained by these three independent variables together, while the remaining 42.1% is influenced by other factors outside this research model.

## DISCUSSION

### The Influence of Talent Management on Employee Retention

Based on the  $t$ -test results, the Talent Management variable obtained a  $t$ -value of 3.817 with a significance value of  $0.000 < 0.05$ , indicating that Talent Management has a significant influence on Employee Retention. This finding suggests that effective talent management within the organization can enhance employees' desire to remain in the company for the long term. The processes of identifying, developing, and maintaining talent serve as key strategies in retaining high-quality human resources.

Respondents generally agreed that the company has well-prepared plans in identifying key positions that require specific talents, conducting recruitment

selectively, and providing structured training and development programs to improve employee competencies. In addition, fair compensation and recognition for high-performing employees encourage greater loyalty and motivation to contribute to achieving organizational goals.

These findings align with the studies of Pratiwi & Ardhani (2021) and Fitriana et al. (2022), which state that talent management significantly increases employee retention because employees feel that the company invests in their growth. However, this result differs from Rahmadani (2020), who found that talent management does not always affect retention, particularly in organizations lacking fair and transparent promotion systems. Overall, effective implementation of talent management fosters a sense of belonging, appreciation, and positive relationships between employees and the organization, which are essential foundations for building long-term loyalty.

### **The Influence of Employee Engagement on Employee Retention**

The results of the study show that the *Employee Engagement* variable has no significant effect on *Employee Retention*, with a *t*-value of  $0.372 < t\text{-table } 1.659$  and a significance value of  $0.711 > 0.05$ . This indicates that the level of employee involvement in work does not necessarily influence their decision to remain in the company. Based on *Social Exchange Theory* (Blau, 1964), the relationship between individuals and organizations is built on reciprocity. When employees feel that their engagement is not reciprocated with adequate appreciation, they are less likely to feel obligated to show loyalty to the organization. Thus, high engagement alone is not sufficient without a sense of fairness and mutual exchange from the company.

In the *Vigor* indicator, respondents generally agree that they feel energetic in performing daily tasks and have strong enthusiasm to complete their work, reflecting vitality and positive energy that contribute to company goals. In the *Dedication* indicator, employees express pride in being part of the company and view their work as meaningful and valuable, showing satisfaction and commitment. In the *Absorption* indicator, employees often feel deeply immersed and focused in their tasks to the point of losing track of time, which enhances work quality and satisfaction. Meanwhile, in the *Turnover* indicator, employees tend to agree that they currently have no intention of leaving the company, showing loyalty and reducing turnover risk.

These results align with the findings of Sari and Lestari (2021) as well as Putri (2022), who state that employee engagement does not have a significant impact on retention, particularly when not supported by clear company retention policies. However, this finding contradicts Fauziah and Nugroho (2023), who argue that employee engagement has a significant positive effect on retention because engaged employees tend to develop a sense of belonging and commitment to stay in the organization.

### **The Influence of Work Life Balance on Employee Retention**

The results of this study show that *Work Life Balance* has a significant effect on *Employee Retention*, with a *t*-value of  $9.472 > t\text{-table value of } 1.659$  and a significance value of  $0.000 < 0.05$ . This finding indicates that



maintaining a balance between work and personal life is a key factor in encouraging employees to stay in the company. According to *Social Exchange Theory* (Blau, 1964), when organizations provide fair support and policies that allow employees to manage both their professional and personal responsibilities, employees are likely to respond with greater loyalty and commitment.

Respondents generally agreed that they could manage their time well between work and personal life, supported by flexible work schedules that allow them to meet both personal and family needs. They also reported being actively engaged in their work without sacrificing personal interests, showing that the organization provides adequate support for maintaining role balance. Furthermore, a balanced work-life condition contributes to higher job satisfaction, as employees feel more comfortable, motivated, and productive in carrying out their duties.

These findings are consistent with the studies of Pratama and Yuliana (2022) and Lestari and Nugroho (2021), who found that *Work Life Balance* significantly influences employee retention, particularly among millennials in retail companies. However, this result contrasts with Damanik (2023), who reported no significant effect of *Work-Life Balance* on retention among manufacturing shift workers, as rigid work systems limit flexibility despite supportive company policies.

### **The Influence of Talent Management, Employee Engagement, and Work Life Balance on Employee Retention**

The results show that *Talent Management*, *Employee Engagement*, and *Work-Life Balance* simultaneously have a significant effect on *Employee Retention* at PT Mineski Palembang, with an *F*-value of 48.545 (greater than the table value 2.46) and a significance of 0.000. The correlation coefficient (*R*) of 0.761 indicates a strong relationship, and the coefficient of determination (*R*<sup>2</sup>) of 0.579 shows that 57.9% of employee retention can be explained by these variables collectively. This supports *Social Exchange Theory* (Blau, 1964), highlighting that reciprocal relationships between employees and the organization are influenced by fairness, support, and attention.

Respondents indicated that job types matched their skills and interests, departmental placements offered career development opportunities, employee characteristics aligned with company culture, and work experience gained contributed to career growth. These factors motivated employees, increased satisfaction, and encouraged them to remain with the company. This aligns with findings from Sari & Wibowo (2021) and Nugroho & Lestari (2022), emphasizing that career development combined with support for work-life balance strengthens employee loyalty and retention.

However, these findings differ from Putri & Hidayat (2020), who found no significant effect of employee engagement and work-life balance on retention in the manufacturing sector, where compensation and organizational stability were more influential. This difference may be due to varying industry characteristics and work conditions. Overall, at PT Mineski Palembang, integrating talent management, employee engagement, and work-life balance is crucial for improving employee retention, and the company should maintain and enhance policies

supporting these areas to foster a productive, comfortable, and long-term work environment.

## CONCLUSION

Based on the results of the analysis and statistical testing, it can be concluded that talent management, employee engagement, and work life balance simultaneously have a significant effect on employee retention at PT Mineski Palembang. Partially, talent management has a positive and significant effect on employee retention ( $t = 3.817$ ; sig.  $0.000 < 0.05$ ), while employee engagement has no significant effect ( $t = 0.372$ ; sig.  $0.711 > 0.05$ ). Meanwhile, work life balance shows the strongest and most significant influence on employee retention ( $t = 9.472$ ; sig.  $0.000 < 0.05$ ). The simultaneous test results indicate that the three independent variables together have a significant effect on employee retention ( $F = 48.545$ ; sig.  $0.000 < 0.05$ ), confirming that the regression model used is appropriate for explaining the relationship among the research variables. Based on these findings, the company is advised to optimize talent management practices and strengthen work life balance initiatives to enhance employee retention. For academics, these results can serve as a reference in developing further studies on factors influencing employee retention, while future research is recommended to include other variables such as organizational culture or compensation, and to expand the research scope and methods to obtain more representative and comprehensive results.

## ACKNOWLEDGEMENT

The author sincerely thanks the supervising lecturers for their valuable guidance, advice, and continuous support throughout the preparation of this journal. Appreciation is also extended to PT Mineski Palembang for the opportunity, facilities, and cooperation provided during the research process. The author hopes that this journal can contribute positively to academic development and serve as a useful reference for future studies and related fields.

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