EFFECT OF TALENT MANAGEMENT, WORK LIFE BALANCE AND ORGANIZATIONAL COMMITMENT ON EMPLOYEE PERFORMANCE AND JOB SATISFACTION AS INTERVENING VARIABLES IN PT. TUV NORD INDONESIA

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Abstract: Talent management, Work Life Balance, organizational commitment, Employee Performance and job satisfaction in an organization are very important areas in the workplace. This can help organizations improve and utilize their human resource capacities. Employee performance at PT. TUV NORD Indonesia is very important in determining success in achieving company goals. Based on the results of observations and initial interviews with the Management regarding staff performance and job satisfaction, as well as data obtained from the Human Resource Department of PT. TUV NORD Indonesia, several phenomena were found. Based on this, the author conducted research with the research design used in this study is quantitative with a correlational approach. The results of the study show that Talent management, Work Life Balance, organizational commitment affect job satisfaction and employee performance at PT. TUV NORD Indonesia.

Keywords: Talent management, Work Life Balance, Organizational Commitment, Employee Performance and Job Satisfaction

INTRODUCTION

Measurement of the success of an organization is based on the achievement of performance in accordance with a predetermined plan. This performance achievement shows the organization's management system is running well, thereby increasing the internal and external trust of the organization (Djamil, Ali, & Anggraeni, 2016). Employee performance in an organization is a very important area in the workplace. This can help organizations improve and utilize their human resource capacities. To achieve this, companies need to create policies that will encourage employee performance. That is why management must look for various ways to improve employee performance, including by increasing factors

such as talent management, work life balance, organizational commitment and job satisfaction.

This research was conducted at PT. TUV NORD Indonesia which is one of the management system certification companies, food testing laboratories, product certification. which is in South Jakarta. PT. TUV NORD Indonesia is committed to providing services of international standard, and aims to provide quality services for every element of society or companies in Indonesia and expatriates without having to travel abroad. Producing satisfactory services for consumers is one of the keys to the company's success in running the business in the service sector. The importance of evaluating staff performance and employee job satisfaction is carried out in order to achieve company goals in accordance with the company's vision and mission.

Based on the results of observations and initial interviews conducted with the Management regarding staff performance and job satisfaction, as well as data obtained from the human resource department of PT. TUV NORD Indonesia, several phenomena were found. One of these phenomena can be seen from table 1:

Table 1. Assessment Results of HO and Lab Staff of PT. TUV NORD Indonesia

No	Element of Assesed	2018		2019		2020	
		%	Result	%	Result	%	Result
1	Cooperation	75	Good	80	Baik	80	Baik
2	Communication	81	Baik	80	Baik	85	Baik
3	Integrity	76	Baik	85	Baik	82	Baik
4	Dicipline	85	Baik	87	Baik	83	Baik
5	Quality and Efektiveness	83	Baik	76	Baik	84	Baik
6	Works	82	Baik	85	Baik	79	Baik
7	Dicipline	85	Baik	86	Baik	84	Baik
	Total	567		579		576	
	Average	81		83		82	

Source: Processed in 2022

Based on table 1, it shows that during the last three years from 2018-2020 there was a decrease and increase in the assessment of HO and Lab staff at PT. TUV NORD Indonesia mainly assesses the orientation components of Cooperation, communication, integrity, discipline, quality and effectiveness, work results and discipline. So with the assessment data of the HO and Lab staff, it can be indicated that the staff performance and job satisfaction of employees at PT. TUV NORD Indonesia is good, although it is still not optimal.

Pre survey related variables that affect the performance of PT. TUV NORD INDONESIA to 20 respondents to determine the factors that affect employee performance at PT. TUV NORD INDONESIA. The results of the pre-survey that have been conducted and processed by the author can be seen in the table below:

Table 2. Pre-Survey Results

No.	Variabel	Statement	Respondents' Answer	
			Yes	No
1	Organizational culture	Every time I work I prioritize public services over personal/group interests	12	8
2	*Talent Management*	Company assigned key positions	2	18
3	Leadership	My leader often emphasizes the importance of the task and asks me to do my job to the best of my ability	11	9
4	Work motivation	I want to always work to the maximum	12	8

5	*Work Life Balance*	I have time to be with my family after work	6	14
6	Work environment	The room where I work really supports me in improving the quality of my work	11	9
7	*Organizational Commitment	I always work more than	10	10
8	*Job satisfaction	The company provides job training on a regular basis	5	15
9	Job training	The company provides job training on a regular basis	13	7
10	Workload	Assigned tasks according to my ability	16	4

*: Variables that are suspected to affect employee performance
Source: Pre survey at PT. TUV NORD INDONESIA, 2021

The results of interviews conducted by the author to several staff there at the time of the pre survey, they explained that the staff shift system of PT. TUV NORD Indonesia is divided into 3, namely shift. Morning at 07.00 to 14.30 WIB, afternoon from 14.00 to 21.00 WIB, and evening from 21.00 to 07.00 WIB. Each staff task has been targeted in one shift must fulfill the task in handling clients.

Based on research conducted by Mendis (2017), Qodrizana (2018), and Intan (2017), it can be obtained that work life balance has a significant positive effect on employee performance. In contrast to the research conducted by Saina, et al (2016), the results show that work life balance has an effect but is not significant on employee performance. And research according to Sidik (2019) which obtained the results that work life balance has a negative effect on employee performance.

Based on this description, the researcher was interested in conducting a research entitled "The Influence of Talent Management, Work Life Balance and Organizational Commitment to Employee Performance and Job Satisfaction as Intervening Variables at PT. TUV NORD INDONESIA".

Hypothesis
H_1: There is an influence of talent management on employee job satisfaction in PT. TUV NORD INDONESIA
H_2: There is no influence of talent management on job satisfaction employees at PT. TUV NORD INDONESIA
H_1: There is an effect of work life balance on employee job satisfaction PT. TUV NORD INDONESIA
H_2: There is no effect of work life balance on employee job satisfaction PT. TUV NORD INDONESIA
H_1: There is an effect of Organizational Commitment on employee job satisfaction PT. TUV NORD INDONESIA
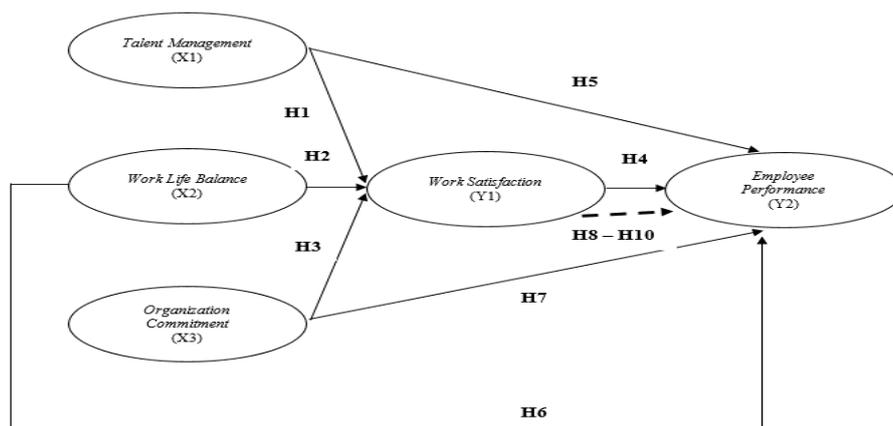H_2: There is no effect of Organizational Commitment on job satisfaction employees of PT. TUV NORD INDONESIA

Figure 1. Framework

RESEARCH METHOD

Research design

The research design used in this research is quantitative with a correlational approach. According to Creswell in Kusumastuti, et al (2020:2) quantitative research methods are methods for testing certain theories by examining the relationship between variables. Correlational research is the interdependence between two or more aspects of research situations. This study aims to examine whether there is a relationship between two or more aspects of existing situations and phenomena (Darwin, et al., 2021:9).

Variable Operations

Table 3. Operationalization of Variables

VARIABEL	DIMENSION	INDICATOR	SIZE	SCALE
Talent Management	Recruit	The recruitment and selection process is related to the search for talented employees	- Source of recruitment information - recruitment support data - company selection process	Interval
		The orientation process is related to how the company designs programs to welcome new talents	- Employees attend mass work preparation orientation - Employees are given an explanation about the company's work culture - Employees are given time to adapt to new coworkers - Employees are given time to adapt to the new job - Employees are given an explanation of the job description to be carried out	
	Retain	Retain The performance management process is related to how the organization manages performance consistently	- Internal selection within the company - Opportunity to take further education independently - The leadership cares for its employees	
		The recognition and retention process recognizes and utilizes incentives and rewards to reward talent, retaining employees according to individual differences in employee	- Rewards from the company - Job promotion	

VARIABEL	DIMENSION	INDICATOR	SIZE	SCALE
	Developing	*preferences* *The education and training process develops employees*	- *Every employee in the company has the same opportunity to participate in training programs to improve their performance* - *Employees are given the opportunity to attend training according to the type of work*	
		Provide opportunities to upgrade skills to meet current and future business priorities	- *Employees have the opportunity to rotate positions to carry out greater duties and responsibilities* - *Employees are always given new challenges in working from the company to improve their abilities* - *Employees are motivated to contribute more than what is expected to be targeted*	
Work Life Balance McDonald et al. (dalam Rondonuwu, 2018)	*Time Balance*	*Availability of time*	- *the level of sufficient time to be with family after work Interval* - *the level of sufficient time to handle all the tasks assigned to me*	Interval
	Involvement Balance	*Psychological involvement*	- *level of sense of belonging to work as part of personal life*	
		Commitment	- *the level of getting things done that is beneficial for work and family*	
	Satisfaction Balance	*Satisfaction with self*	- *the level of doing the best work possible because the results obtained are for family needs*	
Organizational Commitment According to Wilson Bangun (2014:312)	*Affective Commitment*	*Employee will*	*Level of employee commitment to the company*	Interval
	Continuing Commitment	*Employee loyalty*	*Level of employee loyalty to the company*	
	Normative Commitment	*Employee pride towards the Organization*	*Employee's level of responsibility towards work*	
Job Satisfaction According to Robbins (2014,89)	*Wages*	*Need Fulfillment*	*in Level of Work and Salary Given*	
	The work itself	*Satisfaction*	*Job Difficulty Level* *Level of Fairness Between Employee Rights*	
	Work environment	*Justice*	*Level of Communication in terms of Difference*	
	Coworkers	*Justice*		
Employee performance	*Quality.*	*Work Result*	*The level of conformity of work results with orders.*	Interval
		Ability	*The level of ability to do the job.*	

VARIABEL	DIMENSION	INDICATOR	SIZE	SCALE
(Robbins & Judge, 2017)		Skill	Skill level doing the job. The level of completion of the work in accordance with the target.	
	Quantity.	Work on target	The rate of completing work according to deadlines.	
	Punctuality.	Completing work according to deadlines..	The level of effective use of resources	
	Effectiveness.	Effective use of resources	The level of commitment with other agencies.	
		Work commitment.	The level of responsibility in every job.	
	independence.	Responsibility		

Population and Sample
Population
"Population is the whole object of research or object under study" (Notoatmodjo, 2017: 115). The population in this study were employees of PT. TUV NORD Indonesia with a population of 182 employees.

Sample
The sampling technique in this study used a saturated sample. And in this case only employees of PT. TUV NORD Indonesia with a population of 182 employees.

Method of collecting data. The data needed in this research will be collected through:

1) Observation
   Observation is an effort to collect data that is carried out when researchers go directly to the field to observe the behavior and activities of individuals at the research site (Creswell, 2016).

2) Interview
   Interviews are a data collection technique by which researchers can conduct face-to-face interviews (face-to-face interviews) with participants (Creswell, 2016)

3) Questionnaire
   The data collection technique that will be carried out in the study is using a questionnaire or questionnaire, by submitting a list of questions or statements to respondents online using the google form. (Herlina, 2019) namely "questionnaire is a data collection technique by providing several questions to be filled out by respondents which are then analyzed so that information is obtained". The questionnaire that will be given has criteria and value weights based on a Likert scale.

Data analysis method
Descriptive statistics
Descriptive statistics provide an overview or description of a data seen from the average value (mean), standard deviation, maximum, and minimum (Ghozali, 2016:19)

Inferential Statistics. Inferential statistics in this study using Structural Equation Modeling (SEM) analysis with Partial Least Square (PLS) method. The steps for the SEM-PLS analysis are as follows:

Designing the Measurement Model (Outer Model)
Outer Model is a model that connects indicators with their latent variables, also known as outer relation or measurement model, which defines the characteristics of the construct and its manifest variables. To measure the validity of a latent variable, two validity

tests were carried out called convergent validity and discriminant validity. Convergent validity is seen based on individual item reliability and the average variance extracted (AVE) value obtained through partial least square regression. Examination of individual item reliability can be seen from the standardized loading factor value. The loading factor value used in this study is > 0.7. The AVE value must be greater than 0.50 in order to be considered valid (Ghozali & Latan, 2012).

Based on the description above, a summary of the rule of thumb in the evaluation of the outer model is summarized as in Table 4:

Table 4. Summary of Rule of Thumb Evaluation of Outer Model

Criteria	Parameter	Rule of Thumb
Validity Convergent	Loading Factor	• > 0,7 for Confirmatory Research • > 0,6 for Exploratory Research
	Average Variance Extracted (AVE)	> 0.5 for confirmatory and exploratory research
Validity Discriminant	Cross Loading	> 0,7 for each variable
	Square root of AVE and correlation between Latent constructs	Square root of AVE > Correlation between Latent construct
Reliabilitas	Composite Reability	• >0,7 for Confirmatory Research • 0,6 – 0,7 s still acceptable for Exploratory Research

Source: Adopted from Ghozali and Latan (2012)

Designing a Structural Model (Inner Model)

Inner model or structural model is a model that connects latent variables. In this study, the structural model was formed based on the theory and the results of empirical research (previous research). To assess the inner model or structural model, it is done to see the coefficient of determination, predictive relevance, estimated path coefficient and parameter coefficient (Ghozali & Latan, 2012). The SEM-PLS anal*ysis model in this study is illustrated in Figure 2. following:*
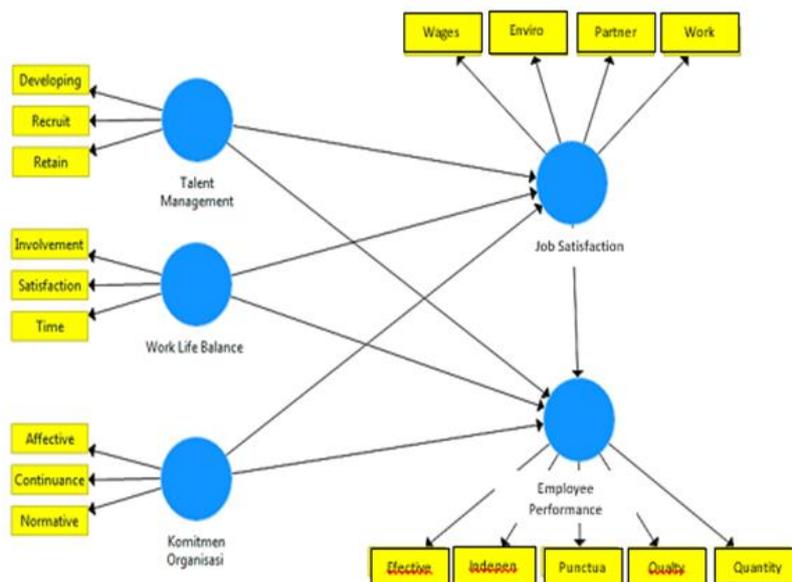

Figure 2. Research Analysis Model

FINDINGS AND DISCUSSION
Overview of Research Objects
　　　This research was conducted at PT. TUV NORD Indonesia which is one of the management system certification companies, food testing laboratories, product certification. which is in South Jakarta.

Respondent's Descriptive
　　　Characteristics of respondents will be explained based on gender, age, years of service, and the latest education in a total of 182 employees of PT. TÜV NORD Indonesia.

Characteristics of Respondents Based on Gender
　　　Gender in general gives a difference in a person's attitude and behavior. The presentation based on the gender of the respondent can be seen in Table 5:

Table 5. Characteristics of Respondents by Gender

No	Gender	Total (Person)	Persentage (%)
1	Male	123	67,6
2	Female	59	32,4
	Total	182	100,0

Source: Primary data processed (2022)

　　　Based on Table 8, it can be seen that the majority of employees with a Bachelor's education are 120 people (65.9%) and the lowest is 4 people (2.2%).

Partial Least Square Analysis Results
Measurement Model Test Results (Outer Model)
Validity Test
Convergent Validity
　　　The first stage of the validity test in the PLS test uses convergent validity, which is seen based on individual item reliability. Convergent validity can be seen from the Outer Model (Outer Loadings) table as follows:

Table 9. Outer Model (Outer Loadings)

Variabel	Construct	Outer Loadings	Remarks
Talent Management (X_1)	Recruit	0,856	Valid
	Retain	0,828	Valid
	Developing	0,974	Valid
Work Life Balance (X_2)	Time Balance	0,952	Valid
	Involvement Balance	0,971	Valid
	Satisfaction Balance	0.950	Valid
Organization Commitment (X_3)	Afectif	0,891	Valid
	Continue	0,965	Valid
	Normatif	0,918	Valid
Job Satisfaction (Y_1)	Wages	0,848	Valid
	Job Itself	0,844	Valid
	Work Environment	0,892	Valid
	Work Partner	0,876	Valid
Employee Performance (Y_2)	Quality	0,956	Valid
	Quantity	0,854	Valid
	Punctual	0,923	Valid
	Efectiveness	0,951	Valid
	Independences	0,924	Valid

Source: PLS 3.0 Processed Products (2022)

Based on the results of data processing with SmartPLS version 3.0 Table 9, it can be seen that all constructs of each variable have a loading factor value of > 0.70 (Ghozali & Latan, 2012). This shows that the overall data collected is valid and has good convergent validity.

Descriminant Validity

This test is based on the value of the cross loading factor and Average Variance Extracted (AVE). The decision making is that if the correlation value of the construct with the measurement item is greater than the other constructs, the construct has a high discriminant value, so it can be said that the research model is valid (Ghozali & Latan, 2012).

Table 10. Cross Loading Values of Each Variable and Research Model Construct

Konstruk	Talent Management	Work Life Balance	Organization Commitment	Job Satisfaction	Employee Performance
Recruit	**0,856**	0,247	0,037	0,336	0,366
Retain	**0,828**	0,238	0,046	0,207	0,296
Developing	**0,974**	0,300	0,054	0,310	0,366
Time Balance	0,301	**0,952**	0,272	0,395	0,683
Involvement Balance	0,309	**0,971**	0,288	0,427	0,722
Satisfaction Balance	0,236	**0,950**	0,268	0,363	0,665
Afectif	0,051	0,264	**0,891**	0,297	0,347
Continue	0,022	0,268	**0,965**	0,303	0,359
Normatif	0,069	0,269	**0,918**	0,291	0,407
Wages	0,239	0,312	0,286	**0,848**	0,437
Job Itself	0,258	0,244	0,203	**0,844**	0,378
Work Environment	0,283	0,421	0,265	**0,892**	0,495
Work Partner	0,338	0,416	0,336	**0,876**	0,542
Quality	0,371	0,692	0,375	0,514	**0,956**
Quantity	0,373	0,611	0,375	0,374	**0,854**
Punctual	0,365	0,683	0,347	0,557	**0,923**
Effectiveness	0,369	0,672	0,362	0,517	**0,951**
Indepences	0,320	0,663	0,396	0,536	**0,924**

Source: PLS 3.0 Processed Products (2022)

Based on Table 10, it shows that all indicators have a cross loading value of their constructs that is greater than the cross loading value of other constructs so that they are declared valid. Furthermore, for the test of discriminant validity, it is done by checking the AVE value. The AVE value must be greater than 0.50 in order to be considered valid (Ghozali & Latan, 2012).

Table 11. Average Variance Extracted (AVE) Research Model

Variabel	AVE
Talent Management (X₁)	*0.789*
Work Life Balance (X₂)	*0.917*
Organization Commitment (X₃)	*0.856*
Job Satisfaction (Y₁)	*0.748*
Employee Performance (Y₂)	*0.850*

Source: PLS 3.0 Processed Products (2022)

Table 11 shows that the AVE value of each variable is above 0.50 so that the AVE value for the descriminant validity test has met the requirements of the next test.

Reliability Test

Reliability in this study uses a Composite Reliability (CR) value greater than 0.7 although a value of 0.6 is still acceptable and Cronbach's Alpha is more than 0.6 (Ghozali & Latan, 2012). The following is the output of the outer model from Composite Reliability and Cronbach's Alpha:

Tabel 12. *Construct Reliability and Validity*

Variabel	Cronbach's Alpha	Syarat	Composite Reability	Requirements	Description
Talent Management (X_1)	0.865	>0,6	0.918	> 0,7	**Reliabel**
Work Life Balance (X_2)	0.955	>0,6	0.971	> 0,7	**Reliabel**
Organization Commitment (X_3)	0.915	>0,6	0.947	> 0,7	**Reliabel**
Job Satisfaction (Y_1)	0.889	>0,6	0.922	> 0,7	**Reliabel**
Employee Performance (Y_2)	0.956	>0,6	0.966	> 0,7	**Reliabel**

Source: PLS 3.0 Processed Products (2022)

In table 12 above, it is known that the Cronbach's Coefficient Alpha value for all variables is > 0.6 or even close to 1 and the Composite reliability value is > 0.7, so that all variables in this study are declared reliable.

Structural Model Evaluation (Inner Model)

The path diagram construction in this study uses 3 exogenous variables and 2 endogenous variables that describe the relationship between variables as shown in Figure 3:
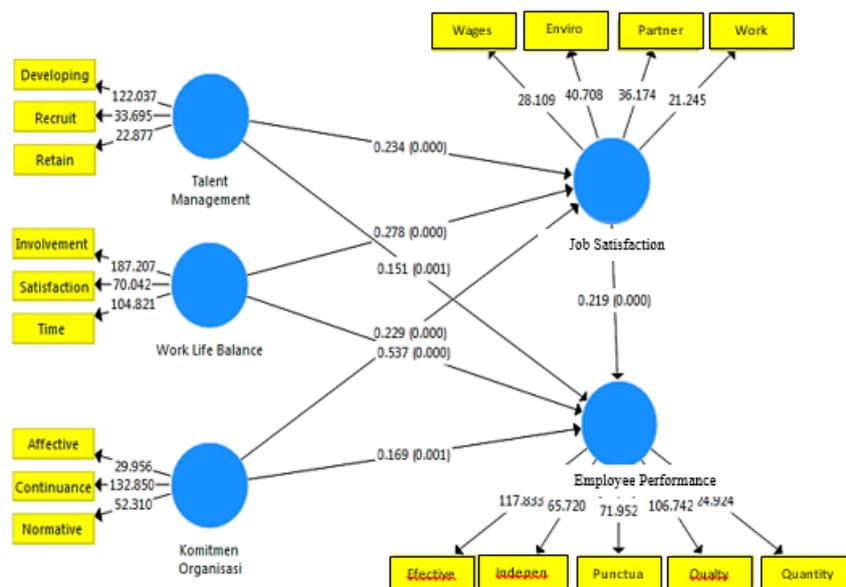

Figure 3. Results of the Structural Model (Inner Model)

Evaluation of the Coefficient of Determination

The coefficient of determination can be seen from the Adjusted R-square value, this is because there are more than two exogenous variables.

Table 13. Test Results for the Coefficient of Determination

Variabel	R-Square Adjusted
Job Satisfaction (Y1)	0.253
Employee Performance (Y2)	0.625

Source: PLS 3.0 Processed Products (2022)

Based on Table 13, it shows that the variation in the value of the job satisfaction variable can be explained by the variable talent management, work life balance, organizational commitment by 25.3%, while the remaining 74.7% is explained by other variables outside the analysis model. The value of the coefficient of determination of employee performance (Y2) produces a value of 62.5%. This value shows that 62.5% of the variation in employee performance variable values can be explained by talent management, work life balance, organizational commitment, and job satisfaction, while 37.5% is explained by other variables outside the analysis model.

Hypothesis Test

Based on Figure 4 the results of the direct and indirect effects can be tabled as follows:

Table 14. Test Results of Direct and Indirect Effects of Research Variables

Pengaruh Antar Variabel	Coefisien Regresion	T Statistic	P Values	Remarks
Talent Management -> Job Satisfaction	0,234	3,712	0,000	Significant
Work Life Balance -> Job Satisfaction	0,278	4,447	0,000	Significant
Organization Commitment -> Job Satisfaction	0,229	3,682	0,000	Significant
Talent Management -> Performance	0,151	3,372	0,001	Significant
Work Life Balance -> Performance	0,537	11,562	0,000	Significant
Komitmen Organisasi -> Performance	0,169	3,408	0,001	Significant
Job Satisfaction -> Performance	0,219	3,837	0,000	Significant
Talent Management -> Job Satisfaction -> Performance	0,051	2,670	0,008	Significant
Work Life Balance -> Job Satisfaction -> Kinerja	0,061	2,897	0,003	Significant
Komitmen Organisasi -> Job Satisfaction -> Performance	0,050	2,662	0,007	Significant

Source: PLS 3.0 Processed Products (2022)

The results of statistical calculations obtained are presented in table 4.16 for the structural model with the following hypothesis.

1) Hypothesis 1 – There is an effect of talent management on employee job satisfaction
   The original sample value (regression coefficient) was 0.234 (positive) with a value of tcount (3.712) > tTable (1.96) and a p value of 0.000 (significant), thus Ha was accepted ($p < 0.05$) and H0 was rejected, so it can be concluded that talent management significantly affects job satisfaction.

2) Hypothesis 2 – There is an effect of work life balance on employee job satisfaction
   The original sample value (regression coefficient) was 0.278 (positive) with a value of tcount (4.447) > tTable (1.96) and a p value of 0.000 (significant), thus Ha was accepted ($p < 0.05$) and H0 was rejected, so it is concluded that work life balance significantly affects job satisfaction.

3) Hypothesis 3 – There is an effect of organizational commitment on employee job satisfaction
   The original sample value (regression coefficient) was 0.229 (positive) with a value of tcount (3.682) > tTable (1.96) and a p value of 0.000 (significant), thus Ha was accepted ($p < 0.05$) and H0 was rejected, so it can be concluded that organizational commitment significantly affects job satisfaction.

4) Hypothesis 4 – There is an effect of talent management on employee performance
   The original sample value (regression coefficient) was 0.151 (positive) with a value of tcount (3.372) > tTable (1.96) and a p value of 0.001 (significant), thus Ha was accepted

(p < 0.05) and H0 was rejected, so it is concluded that talent management significantly affects employee performance

5) Hypothesis 5 – There is an effect of work life balance on employee performance

The original sample value (regression coefficient) was 0.537 (positive) with a tcount (11.562) > tTable (1.96) and a p value of 0.000 (significant), thus Ha was accepted (p < 0.05) and H0 was rejected, so it is concluded that work life balance significantly affects employee performance

6) Hypothesis 6 – There is an effect of organizational commitment on employee performance

The original sample value (regression coefficient) was 0.169 (positive) with a value of tcount (3.408) > tTable (1.96) and a p value of 0.001 (significant), thus Ha was accepted (p < 0.05) and H0 was rejected, so it can be concluded that organizational commitment significantly affects employee performance.

7) Hypothesis 7 – There is an effect of job satisfaction on employee performance

The original sample value (regression coefficient) was 0.219 (positive) with a value of tcount (3.837) > tTable (1.96) and a p value of 0.000 (significant), thus Ha was accepted (p < 0.05) and H0 was rejected, so it is concluded that job satisfaction significantly affects employee performance.

8) Hypothesis 8 – Job satisfaction mediates the effect of talent management on employee performance

The estimation parameter of talent management on employee performance through job satisfaction shows significant results with a Z Sobel value of 2.670 > 1.96 with a significance level of <0.05 (5%), it can be said that talent management indirectly significantly affects employee performance through job satisfaction.

9) Hypothesis 9 – Job satisfaction mediates the effect of work-life balance on employee performance

The estimated parameter of work-life balance on employee performance through job satisfaction shows significant results with a Z Sobel value of 2.897 > 1.96 with a significance level of <0.05 (5%), it can be said that work-life balance indirectly significantly affects employee performance. through job satisfaction.

10)   Hypothesis 10 – Job satisfaction mediates the effect of organizational commitment on employee performance

The parameter estimation of organizational commitment to employee performance through job satisfaction shows significant results with a Z Sobel value of 2.662 > 1.96 with a significance level of <0.05 (5%), it can be said that organizational commitment indirectly significantly affects employee performance through job satisfaction.

CONCLUSION

Conclusions that can be drawn based on the results of the analysis in the previous chapter are as follows: Talent management significantly affects employee job satisfaction. This explains that talent management is important for the company because it utilizes employees as the company's most important asset. Talent management helps companies to maximize the value of employees. Work Life Balance significantly affects employee job satisfaction. This explains that if employees are able to align their time and involvement directly between work and personal life, employees will be enthusiastic, focus on work, be more effective and improve the quality of their work.

Organizational commitment significantly affects employee job satisfaction. This explains that employees who have a high attitude of love and responsibility towards the organization will motivate them to complete the work assigned to them, which in turn increases employee job satisfaction. Talent management significantly affects employee performance. This explains that talent management is an important factor in improving the

performance of employees of PT. TUV NORD Indonesia. That is, the better the talent management, the higher the employee performance. The greater the value of talent management, it means that a company has a good talent management program so as to improve employee performance. Work Life Balance significantly affects employee performance. This explains that balance is achieved when there is harmony between work and life. Work-life balance has been seen as important for both organizations and employees, and has indeed been proven to contribute greatly to increasing employee productivity which in turn has a positive impact on organizational performance.

Organizational commitment significantly affects employee performance. This explains that organizational commitment makes employees to stay and do work not only for themselves but for the benefit of the company. When employees have a strong organizational commitment, employees will have a strong will to work for the company and the degree to which they still want to be members of the company. Job satisfaction significantly affects employee performance. This explains that the company must increase the monthly wages of employees to increase job satisfaction. In addition, it can also reward employees with promotions to further increase job satisfaction. Another important way to satisfy employees is to create a conducive work environment. Talent management indirectly significantly affects employee performance through job satisfaction. This explains that high job satisfaction can encourage the influence of talent management on employee performance. Work Life Balance indirectly significantly affects employee performance through job satisfaction. This explains that high job satisfaction can encourage the influence of Work Life Balance on employee performance. Organizational commitment indirectly significantly affects employee performance through job satisfaction. This explains that high job satisfaction can encourage the influence of organizational commitment on employee performance.

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