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The influence of employee engagement, digital transformation and talent management on the performance of Mercure Hotel Jakarta Kota employees

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ABSTRACT

This research aims to analyse the power of employee engagement, digital transformation, and talent management on employee performance. The population of this research is employees of the Mercure Jakarta Kota hotel. The sampling technique used is a completely filled of sample. So the total sample is 110 employees of the Mercure Jakarta Kota hotel. The research uses a quantitative approach with multiple linear regressions. The data that has been collected is calculated using the SPSS version 26 statistical program. The research results show that partially and simultaneously employee engagement, digital transformation, and talent management have a positive and important impact on the performance of Mercure Jakarta Kota hotel employees.

INTRODUCTION

Tight competition between similar companies is normal and common, along with the swift progress of technology and information in the digital era, it can influence the level of competition in the business world to increase. Likewise, the Mercure Hotel Jakarta Kota experiences quite a sharp level of competition with various hotels in Jakarta. The growth of hotels from year to year also contributes to increasingly fierce competition. Data on the number of star hotels in 2012-2022 according to BPS is presented in the following figure:



Source: Badan Pusat Statistik, 2023

The Central Statistics Agency (BPS) projected that in 2022, there were 3,763 star hotels in Indonesia. This figure represents a 6.87% increase over the 3,521 units from the previous year. In 2022, there will be 358,833 rooms in all-star hotels. Additionally, the number has climbed from the 345,062 rooms it had the previous year by 3.99%. The increase in the number of hotels in Indonesia is aligned with the advancement of the Indonesian tourism sector. Many star hotels are now starting to reopen their businesses after being temporally shut down to the Covid-19 pandemic. Based on the classification, three-star hotels have the most, namely 1,443 units with 125,620 rooms in 2022. This position is followed by two-star hotels with 765 units with 48,941 rooms. There are 752 four-star hotels with 112,494 rooms. The number of one-star hotels is 559 units with 23,919 rooms. Meanwhile, there are 244 five-star hotels with 47,859 rooms (BPS, 2022).

A high level of competition can also reduce company performance, this is in accordance with the data presented by BPS DKI Jakarta, 2022 which is presented in the following Figure 2.

In more detail, the number of star hotels fell 2.04 percent from 392 hotels in 2020 to 384 hotels in 2021. Meanwhile, non-star hotels experienced a bigger decline, namely 6.95 percent from 547 hotels in 2020 to 509 hotels in 2021.

This is thought to have occurred in the performance of employees at the Mercure Jakarta City hotel who experienced a decline in performance, did not show high work performance and lacked a sense of attachment to the company or organization. Decreased employee performance in the company can cause the company's goals not

to be entire, for this reason the company should try as early as possible how to improve employee performance.

Figure 2. Number of accommodation service businesses in Jakarta 2018-2021



Source: Jakarta Central Statistics Agency, 2022

High employee performance is a contemplation that the efficiency of the organization or company has increased. In this research, several factors can be put forward that can influence employee performance, namely: organizational culture, organizational citizenship behavior, perceived organizational support, innovative work behavior, work life quality, transformational leadership, job motivation, satisfying work and so on. In this research, employee performance is influenced by employee engagement, digital transformation, and talent management.

Schiemann (2015:211) defines employee engagement as a readiness to advocate the interests of the company, this includes a readiness to advertise the company as a place to employment, purchase and even invest in the company. Employee engagement can improve employee performance, this is in congruence with study carried out by Zein & Aridi (2018) and Ismail et al. (2019). Research by Ngaochai & Amara, (2021) also shows that employee engagement is a significant and important determinant in determining employee performance. However, this is various from analysis aimed by Rembet et al. (2020) which states that employee engagement has no impact on employee performance.

Kutnjak et al. (2019) To implement digital tools throughout the organization, digital transformation is a complicated and exacting procedure that calls for the devotion of the whole company to use resources, including person, technological, physical, organizational, and financial ones. This is because digital transformation places a special emphasis on individuals and operational procedures, which are based on changing business models. The better digital transformation will affect employee performance improvement.

The dynamic and all-encompassing process of talent management involves directly and integratedly developing the organization's most promising personnel. Research by Mohana et al. (2021) and Bibi (2019) found that talent retention, leadership and rewards have a important impact on employee performance. However, this is various from analysis carried out by Yuwono et al. (2021) which stated that talent management has no impact on employee performance.

Based on the phenomenon and prior studies which shows less consistent results, further research is needed to fill in the existing gaps. So this research will examine further the performance of employees at the Mercure Jakarta City Hotel.

LITERATURE REVIEW

Employee engagement

According to Robbins and Judge (2018: 103) is determined by individual employee involvement, satisfaction and enthusiasm for doing their work. Robinson et al (2015:4) describe employee engagement as a optimistic mindset that employees have towards the corporation where they are employed and the values that exist within that corporation. It has the potential to be concluded that employee engagement is a feeling of emotional affinity towards work and the organization, being motivated and able to provide their optimal abilities to help achieve success from a series of real benefits for the organization and individuals.

Digital Transformation

Digital transformation adapts business models outcome from the speed of technology and innovation that underlies modifications in consumer behavior (Kotarba, 2018). According to Kutnjak et al. (2019), digital transformation is a complicated and exacting procedure that demands the devotion of the whole corporation to utilise resources: person, technological, corporeal, organizational and monetary, so that digitalization carries out digital implements throughout the organization, specifically focusing on on individuals and operational procedures, derived from changing business models.

Talent Management

Talent Management is a systemic, comprehensive and organized approach to optimally utilize human resources by providing policy packages that achieve the desired goals (Saeed et al., 2022). An organization's systematic effort to engage, cultivate, and keep exceptional employees to be able to gain a competitive advantage is known as talent management (Narayanan et al., 2019). Derived from these definitions, it has the potential to be concluded that talent management is a systematic process and organizational commitment to attract, involve, develop and retain top players in an organization. It consists of all work processes, activities, strategies, practices and systems aimed at developing and maintaining a superior workforce.

Employee performance

Employee performance, according to Sinambela (2016:480), is the worker's capacity to accomplish specific tasks. Employee performance is critical as it indicates the extent to which they can complete the responsibilities that have been delegated to them. Employee performance, according to Mangkunegara (2017:93), is the outcome of the amount and quality of employment that an employee finishes while doing his or her duties in compliance with the obligations assigned to them. These criteria lead to the conclusion that an employee's performance is defined as their accomplishment of the goals set out in the job-specific standards.

Variable Relationships

Employee engagement on Employee performance

Ismail et al. (2019) stated that employee engagement has an important positivity impact on employee performance. Ekhsan et al. (2023) revealed that employees are more likely to be passionate, committed, and task-focused when they are emotionally and cognitively invested in their job. In addition to feeling more content with their professions, engaged workers are also more inclined to take the initiative and search for methods to enhance their performance. Robinson et al. (2015:90) also states the same thing, namely that engaged employees are conscious of the company's commercial environment and job with their co-workers to enhance performance in their work for the advantage of their company. So the hypothesis proposed is:

H1: employee engagement positive influence on Employee performance Hotel Mercure Jakarta Kota

Digital Transformation terhadap Employee performance

Shwedeh et al. (2023) stated that employee performance can be significantly influenced by an organization's digital transformation, which can also have an effect on efficiency and alternative regions of employment. Saranya & Vasantha, (2023) also stated that digital transformation is not about software or technology, but rather about the organization's adaptability and change to a digitalized environment. So the hypothesis proposed is:

H2: Digital Transformation positive influence on Employee performance Hotel Mercure Jakarta Kota

Talent Management terhadap Employee performance

According to Ekhsan et al. (2023), efficient talent management may assist in assigning the appropriate personnel to the appropriate duties, offering the required training and development, and making sure that staff members have the resources and tools they need to meet performance targets. Therefore, an significant appearance for organizations today is to entice, advance and hold talent which can then improve employee performance (Bibi, 2018). So the hypothesis proposed is:

H3: talent management positive influence on Employee performance Hotel Mercure Jakarta Kota

METHODS

Research object in investigation is an characteristic, nature, or human worth, object, or engagement with specific diversities, which is resolute by the researcher to study and come to findings (Sugiyono, 2019). The objects of observation in the analysis is Mercure Jakarta Kota hotel, while the research subjects are employees of the Mercure Jakarta Kota hotel. The populace in this research were all employees of the Mercure Jakarta Kota hotel. In this case, the Mercure Jakarta Kota hotel has 110 employees, the sample size reaches an acceptable level because there are more than 100 samples, so that the entire population in the study is used as a sample of 110 employees.

Data obtained from the results of distributing questionnaires will be processed using SPSS 26 software. The normality, multicollinearity, and heteroscedasticity tests make up the traditional assumption test. According to Ghazali, (2018b) the normalcy test is used to test in case in the regression model, the residuals have a typical dispersion. If it is consequential $> \alpha$ (0.05) then the residual data is typically dispersed. According to Ghazali, (2018b), the multicollinearity test objectives to test inquire about the regression model finds a relationship among independent variables. If the threshold value is > 0.1 and $VIF < 10$, then there is no multicollinearity among the independent variables and the regression model. According to Ghazali (2018b), the heteroscedasticity test objectives to test inquire in the regression model there is inequality of dispersion from the residuals of one instance to another observation. If the significant value is $> \alpha$ (0.05), then heteroscedasticity does not happen. On the other hand, if the important value is $< \alpha$ (0.05), then heteroscedasticity happens. If the classical assumptions are met, a multiple linear regression test will be carried out.

RESULTS AND DISCUSSION

Result

Validity and Reliability

Based on the Table 1, all employee performance variable statement items have a calculated r value $> r$ table 0.1576. So all employee performance variable statement items are said to be valid. And the Cronbach's Alpha value > 0.60 then all questionnaires from the four variables are declared reliable.

Table 1. Validity and reliability test results

Dimensions and items	r count	r table	Alpha
<i>Employee Engagement</i>			
I am passionate about doing my job	0,784	0.1576	0,929
I am ready to adapt to my job	0,739	0.1576	
I always try my best at work	0,725	0.1576	
I never give up on completing the work given	0,762	0.1576	
I am ready to make sacrifices to give enthusiasm to the work given by the company	0,756	0.1576	
I feel proud to be able to do the work given by the company	0,756	0.1576	
I have inspiration and perseverance in doing the work until it is finished	0,781	0.1576	
I feel that I have gained valuable experience from the work done	0,756	0.1576	
I feel that the work given is a challenge to be completed well	0,723	0.1576	
I have full attention to the work assigned	0,727	0.1576	
I have high concentration in completing the work	0,730	0.1576	
I am always serious in completing the work given by the company	0,747	0.1576	
<i>Digital Transformation</i>			
Mercure Jakarta Kota Hotel Management carries out digital transformation considering ease of use for customers	0,731	0.1576	0,928
Mercury Jakarta Kota Hotel Management carries out digital transformation tailored to customer needs	0,723	0.1576	
Mercury Jakarta Kota Hotel Management carries out digital transformation tailored to customer segmentation	0,721	0.1576	
Employee training on digitalization is carried out intensively in support of digital transformation	0,746	0.1576	
Employee skills on digitalization are improved in support of digital transformation	0,734	0.1576	

The influence of employee engagement ...

Dimensions and items	r count	r table	Alpha
Employee knowledge on digitalization is improved in support of digital transformation	0,789	0.1576	
Management processes on service quality are improved in support of digital transformation	0,743	0.1576	
Supporting processes on creating value for internal customers are improved in support of digital transformation	0,725	0.1576	
Operational processes on creating value for external customers are improved in support of digital transformation	0,782	0.1576	
Mercury Jakarta Kota Hotel Management offers new service products through digitalization	0,751	0.1576	
Mercury Jakarta Kota Hotel Management offers new service product models through digitalization	0,757	0.1576	
Mercury Jakarta Kota Hotel Management offers new business models through digitalization	0,764	0.1576	
<i>Talent Management</i>			
Recruitment and selection process in Mercure Jakarta Kota hotel about talent needed is very important.	0,73	0.1576	0,947
In Mercure Jakarta Kota hotel employee skill identification is very important to improve performance	0,802	0.1576	
Employees are often evaluated to find new initiatives that can be developed	0,798	0.1576	
In Mercure Jakarta Kota hotel development needs for employee talent need to be identified	0,779	0.1576	
In Mercure Jakarta Kota hotel well-identified talent has many opportunities for upward mobility.	0,798	0.1576	
In Mercure Jakarta Kota hotel good talent has a clear career path	0,742	0.1576	
Company management motivates employees in working in Mercure Jakarta Kota hotel	0,783	0.1576	
Company management gives extra effort to employees in working in Mercure Jakarta Kota hotel	0,768	0.1576	
Company management encourages employees to really focus on working in Mercure Jakarta Kota hotel	0,79	0.1576	
Promotion in Mercure Jakarta Kota hotel is based on work performance, not seniority.	0,793	0.1576	
Targets and deadlines are clearly communicated to employees	0,793	0.1576	
Mercure Jakarta Kota Hotel Management has a competitive compensation system, which is a motivating factor for employees.	0,795	0.1576	
Mercure Jakarta Kota Hotel Management has an internal recruitment policy that helps improve employee loyalty and morale.	0,783	0.1576	
<i>Employee Performance</i>			
I have a good attitude towards fellow co-workers	0,772	0.1576	0,938
I have a good appearance in carrying out work	0,774	0.1576	
I have a quick initiative in carrying out work	0,775	0.1576	
I can achieve good development in the organization	0,743	0.1576	
I can work well with fellow co-workers	0,798	0.1576	
I can provide good service to the company	0,707	0.1576	
I have good knowledge according to my job	0,752	0.1576	
I have a good level of skills according to my job	0,723	0.1576	
I have technical behavior in carrying out work	0,763	0.1576	
I can do work according to company targets	0,736	0.1576	
I can complete work on time	0,748	0.1576	
I can change the past into present achievements	0,729	0.1576	
I can work with a focus on future progress	0,834	0.1576	

Normality Test

Normalcy test outcomes can be observed in the subsequent Table 2. Established on Table 2, it is notable that the sig value is 0.200 or more than 0.05. So it can be inferred that the study data is typically dispersed.

Table 2. Normality test results

Criteria	Results
Asymp. Sig. (2-tailed) > 0,05	0,200

Source: Data handled by researchers

Multicollinearity Test

It can be seen in table 3 that the threshold value is > 0.1 and $VIF < 10$, so there is no multicollinearity within the independent variables and the regression model.

Table 3. Multicollinearity Test Results

Variable	Tolerance	VIF	Conclusion
Employee Engagement	0,128	7,843	There is no multicollinearity
Digital Transformation	0,105	9,486	There is no multicollinearity
Talent Management	0,111	9,008	There is no multicollinearity

Source: Data handled by researchers

Heteroscedasticity Test

It is observable in table 4 that the significant values of the three independent variables are $> \alpha$ (0.05), so it can be said that the model in this research does not have heteroscedasticity.

Table 4. Heteroscedasticity Test Results

Variable	Sig	Conclusion
Employee Engagement	0,070	There is no heteroscedasticity
Digital Transformation	0,922	There is no heteroscedasticity
Talent Management	0,292	There is no heteroscedasticity

Source: Data handled by researchers

F Test

Based on table 5, the outcomes of the model suitability test (F test), the calculated F result of this research is 300.972 or more than $F_{table} = 2.69$ ($Df_1=3$, $Df_2=107$) and has a significance value of 0.000 or less than α (0.05), then it can be ended that the employee engagement, digital transformation, and talent management has a simultaneous effect on the employee performance.

Table 5. Model Suitability Test Results (F Test)

F Hitung	F Table	Sig.	Conclusion
300,972	2,690	0,000	Significant

Source: Data handled by researchers

t Test

Established on the results of the hypothesis test, the following equation results can be formulated:

$$Y = 1,727 + 0,339 X_1 + 0,273 X_2 + 0,424 X_3$$

Conclusion :

X₁ = Employee Engagement
X₂ = Digital Transformation
X₃ = Talent Management
Y = Employee performance

Based on the outcomes of the t test for the employee engagement variable, a calculated t value of $3.367 > 1.659$, a importance value of $0.001 < 0.05$, and a positive Unstandardized Coefficients beta value of 0.339 were obtained. So it has potential to be concluded that employee engagement has a important positive impact on employee performance. Based on the outcomes of the t test for the digital transformation variable, a calculated t value of $2.531 > 1.659$, a important value of $0.013 < 0.05$, and a positive Unstandardized Coefficients beta value of 0.273 were obtained. So it may be inferred that digital transformation has a important positive effect on employee performance. Based on the outcomes of the t test for the aptitude management variable, a calculated t value of $4.536 > 1.659$, a importance value of $0.000 < 0.05$, and a positive Unstandardized Coefficients beta value of 0.424 were obtained. So it may be inferred that aptitude management has a important positive impact on employee performance.

Table 5. Regression Coefficient Test Results (t Test)

Variable	Unstandardized Coefficients	Standardized Coefficients	t	Sig.
Constant	1,727		1,016	0,312
Employee Engagement	0,339	0,297	3,367	0,001
Digital Transformation	0,273	0,245	2,531	0,013
Talent Management	0,424	0,429	4,536	0,000

Source: Data handled by researchers

R-Square

According to Ghazali (2018), coefficient determination indicates how far the model's capability is to elucidate versions in the reliant variable. The outcomes of the determination is displayed in Table 6.

Table 6. Determination Test Results (R Square)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.946 ^a	.895	.892	3,078
a. Predictors: (Constant), Talent_Management, Employee_Engagement, Transformasi_Digital				

Source: Data handled by researchers

The coefficient of determination (R Square) value is 0.895 or 89.5%. It shows that employee performance can be clarified by employee engagement, digital transformation and talent management by 89.5%, as the rest is clarified by other variables outside the research.

Discussion

Employee engagement on Employee performance

Employee engagement has a important favourable effect on employee performance. This indicates that Mercure Jakarta Kota hotel employees have an attachment that is displayed through their physical and cognitive prowess when doing their employment. Employees also have an emotional attachment to their work and employee engagement is also characterised by the conduct of employees who give undivided focus to their employment.

Digital Transformation on Employee performance

Digital transformation has a important favourable impact on employee performance. This can mean that Mercure Jakarta Kota hotel employees have high standards that are customer-oriented by implementing innovation, technology, creativity and digitalization in their work so that they can improve their performance. The company has a clear business process with a series of organized activities with clear input and output and the business model implemented by the company leads to a new digital ecosystem in the medium and long term.

Talent management on Employee performance

Talent management has a important positive impact on employee performance. It can be concluded that the Mercure Jakarta Kota hotel management has an organizational strategic initiative to entice, advance and hold employees who have talent so that employee performance will increase. In order to help workers grow their skills and abilities at work, the organization supports employee talent management via hiring and training staff members who already possess the necessary skills or abilities.

MANAGERIAL IMPLICATION

Employee engagement, digital transformation and talent management influence employee performance. So the management of the Mercure Jakarta Kota hotel must continue to maintain employee performance so that it continues to improve because human resources play an important role in a business because it allows people to use all the potential of their resources to successfully achieve goals both inside and outside the company.

CONCLUSION

The study outcome showing that employee engagement has a significant positive impact on employee performance. This indicates that Mercure Jakarta Kota hotel employees have a positive attitude towards the company. Digital transformation has a important positive impact on employee performance. This can mean that Mercure Jakarta Kota hotel employees have innovation, technology, creativity and digitalization in their work so they can improve their performance. The research outcomes showing

that aptitude management has a significant positive impact on employee performance. It can be concluded that the Mercure Jakarta Kota hotel management has an organizational strategic initiative to entice, advance and hold talented employees so that employee performance will increase. The research was conducted on Mercure Jakarta Kota hotel employees with different job sections, so the factors that influence their performance are also different. It is recommended that further research use homogeneous samples with respondents who have the same position or field of work, which is expected to be better able to describe the factors that influence employee performance.

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