



Talent Management Capability And Career Development On Performance And Job Satisfaction As Intervening Variables In Aceh Sharia Bank

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ABSTRACT

A company's growth depends on various factors, including skills or a promising career. This factor is considered to have the most influence on a company's progress. Therefore, this research will test whether talent management and career development influence company performance at Bank Syariah Aceh. Data collection used explanatory research with a sample of 205 respondents. The research results show that talent management and career development positively and significantly affect the job satisfaction of Bank Aceh Syariah employees in Aceh Province. Talent management and career development also have a positive and significant effect on the performance of Bank employees. Apart from that, job satisfaction has a positive and significant effect on the performance of Bank Aceh Syariah employees in Aceh Province. Meanwhile, talent management and career development indirectly have a positive and significant effect on employee performance through job satisfaction at Bank Aceh Syariah, Aceh Province. The research conclusion is that all variables influence improving performance at Bank Syariah Aceh.

Keyword : Talent Management, Career Development, Performance, Job Satisfaction.

INTRODUCTION

PT Bank Aceh Syariah was founded on the initiative of the Aceh government, which the Regional People's Representative Council approved as the Aceh regional development bank. The Bank Aceh Annual Report (2022) shows that Bank Aceh recorded good performance while maintaining financial performance growth, resilience, and intermediation functions. Bank Aceh's performance is gradually increasing in line with national economic growth. Overall, Bank Aceh has performed well and experienced positive growth. Bank Aceh Syariah achieved its success because of the contribution of its employees. Performance, according to Tash et al. (2016), is defined as a person's success in an organization by considering their own responsibilities. Companies must ensure the components that influence good employee performance to achieve this. However, according to Mathis and Jackson (2003), in discussions about employee performance, it must be distinct from various factors, such as career development and talent factors.

Isanawikrama et al. (2016) define talent management as a concept that includes methods for planning, acquiring, developing, and retaining talent. In other words, talent management is part of various processes, such as development. Nila et al. (2016) stated that talent management is finding various initiatives. In addition, how the company tries to develop and retain talented employees. Staff synergy that matches strategic qualifications is needed to optimize performance and increase company excellence. It was even found that employee performance is influenced by talent management (Rahmawati, 2019; Ngiu et al., 2021; Khalil et al., 2022).

Career development is also a component that influences employee performance. If the company provides good career development, employees will try harder to do their jobs better (Febriansyah, 2016). According to Balbed and Sintaasih (2019), career development improves employees' workability to achieve their career goals. The company supports career development and expects good feedback from employees. However, according to

Wariati and Sugiati (2015), career development is a self-development effort a person makes to achieve their career goals. According to Ambar et al. (2009), two main stages of corporate career development were evaluated: Career Management and Career Planning. Therefore, career development has an impact on better employee performance levels (Katharina dan Dewi, 2020; Muthumbi dan Kamau, 2021; Iis *et al.*, 2022). To see how these three variables influence employee performance, this research combines job satisfaction as an intervening variable to see how talent management and career development variables influence employee performance indirectly. This is because few studies combine these five variables in one study. Bank Aceh Syariah is very grateful to its employees who continue to perform at their best. To ensure company performance remains stable, testing whether the talent management and career development components can maintain stability and increase is necessary.

RESEARCH METHOD

This research uses explicit research to find and limit research so that it is relevant and can be studied (Zikmund, 2000). This study is verification in nature. Nazir (2017) said verification research methodology tests hypotheses to determine causal relationships between variables. Talent management and career development are used as independent variables, job satisfaction as an intervening variable, and employee performance is used as a dependent variable. SmartPLS software uses a partial least squares approach to process all variable data to analyze the structural equation model.

Research Population and Sample

This research analyzes employees of PT Bank Aceh Syariah Aceh Province. The researcher determined the sample size by using the maximum probability estimation method of 205 respondents. In this research, there are two sampling methods: probability samples and impossibility samples (Malhotra, 2010). In the non-probability method, each individual in the population has a different chance of being sampled from the research sample unit (Malhotra, 2010). This research gives each variable a score based on a five-option Likert scale. The SS (Strongly Agree) scale received a score of 5, S (Agree) received a score of 4, N (Neutral) received a score of 3, TS (Disagree) received a score of 2, and STS (Strongly Disagree) received a score of 1. The media used are questionnaires and questionnaires.

Validity and Reliability Test

Validity test

Construct validity is a type of validity test. The indicator model's or reflective dimension's validity can be tested by conducting convergent validity and discriminant validity tests. The convergent validity test results show that the filling factor and AVE are sufficient, with values of 0.50 to 0.60. In the discriminant validity test, it is recommended that the AVE root value must be greater than 0.50. The VIF value can also be used for analysis. The VIF value outside the model with a score < 5 indicates that the construct is valid or worthy of consideration for subsequent analysis.

Reliability Test

A reliable instrument is an instrument that produces the same data every time it measures the same object. One of the statistics most often used to evaluate the reliability of research instruments is the Cronbach's alpha coefficient. According to Sugiyono (2019), a questionnaire is considered reliable if the respondent's answers to statements are consistent occasionally. Composite reliability and Cronbach's alpha are two criteria that can be used to test the reliability of indicator models or reflective dimensions. A construct is declared reliable if the combined value and Cronbach's alpha are each above 0.70. The average value of the outer weight is used to test the reliability of the indicator model or formative dimensions. If the average value of outer weight is more than 0.70, then the indicator or dimension is considered reliable.

RESULT AND DISCUSSION

Variable Indicator Description

A description of variable indicators is needed to facilitate quantitative data analysis and conclude this research. The following are respondents' responses to the questions asked in the questionnaire. The answers were as follows: very dissatisfied or strongly disagree, (2) neither satisfied nor disagree, (3) neutral, (4) satisfied or agree, and (5) very satisfied or strongly agree.

Talent Management

Percentage of respondents' answers according to score level classification and number of respondents' answer choices for each statement about talent management. Based on research, talent management variables are described with six indicators. As for the results of the employees' answers to each statement, the average answer was agreed, which can be seen from the mean value of each statement. As for the indicator, Based on the results obtained, the affirmative answer was dominated by 88.8% with an average of 4.26 on the indicator with the statement that I always compile and maintain a list of work to be completed periodically (X12). Even

for the statement from the third indicator, the answer results were dominated by 78.0% agree answers with an average of 4.09, namely, I always manage my time effectively to complete work (X13). As well as employees assessing that they are able to understand the situation, needs, and benefits needed by fellow employees (X14), the results obtained were dominated by 79.5% agree answers with an average of 4.11.

The next indicator is that I am able to overcome obstacles by utilizing supporting factors and meeting the needs of decision-makers (X15). The results obtained were dominated by 81.5% agree answers with an average of 4.10. Meanwhile, the last indicator is that I always provide ideas, opinions, or concepts that can meet the needs of fellow employees (X16). The results obtained were dominated by 88.8% agree answers with an average of 4.19.

Career development

Percentage of respondents' answers according to score level classification and number of respondents' choice of answers for each statement about career development. The career development variable in the research is described by six indicators and the results of the employees' answers to each indicator, namely for the indicator. The average answer is 3.67. Based on the results obtained, the majority of the answers were 75.1%, with an average answer of 4.00 on the indicator, which stated that the organization always holds training programs for all its employees (X22). Even for the statement from the third indicator, the answer results were dominated by 88.8% agree answers with an average answer of 4.37, namely getting wider opportunities and confidence to be able to develop your career (X23). The employees assessed that the career development provided was in accordance with the length of service (X24). The results obtained were dominated by 88.8% agreeing answers with an average answer of 4.24.

The next indicator is that employees assess that in getting career guidance provided by the organization where they work (X25), the results obtained were dominated by 87.3% agree answers with an average answer of 4.24. The final indicator, namely receiving training and education provided to employees (X26), obtained the results of answers dominated by agree answers as much as 84.4% with an average of 4.12.

Job satisfaction

Percentage of respondents' answers according to score level classification and number of respondents' answer choices for each statement about job satisfaction. Job satisfaction in the research is described by six indicators, and the results of the employees' answers to each indicator are for indicator Z1: I am satisfied with the workload assigned to me. The results obtained are dominated by 77.6% agree answers with an average answer of 3.98. Based on the results obtained, the affirmative answer was dominated by 89.3% with an average answer of 4.27 on the indicator with the statement I am satisfied with the facilities provided by the agency (Z2). Even for the statement from the third indicator, the answer results were dominated by 79.5% agree answers with an average answer of 4.03, namely, the salary and allowances I received were in accordance with the job demands imposed on me (Z3) as well as the employees assessing that all employees in my agency are given the same opportunity for promotion (Z4). The results obtained were dominated by 92.7% agree answers with an average answer of 4.37.

The next indicator is that employees assess that my colleagues always provide the information I need to support my work (Z5). The results obtained were dominated by 81.0% agree answers with an average answer of 4.00. The final indicator is that my boss can be relied on when I experience problems in my work (Z6). The results obtained were dominated by 94.1% agree answers with an average of 4.35.

Employee Performance

Percentage of respondents' answers according to score level classification and number of respondents' choice of answers for each statement about employee performance. The findings show that the employee performance variables in the research are described by seven indicators, and the results of the employees' answers to each indicator show that for indicator Y1, the employee is able to determine and manage work priorities effectively. The results obtained are dominated by 88.8% agree answers with an average of - The average answer is 4.28. Based on the results obtained, the affirmative answer was dominated by 89.3% with an average answer of 4.30 on the indicator with the statement that this employee is able to use time efficiently in carrying out all the tasks assigned to him (Y2). Even for the statement from the third indicator, the answer results were dominated by 96.6% agreeing answers with an average answer of 4.54, namely that this employee is able to maintain effective working relationships (Y3). The next indicator states that this employee is responsible for the work assigned to him (Y4). The answer results were dominated by 89.3% agree answers with an average answer of 4.28.

The next indicator is that this employee always obeys orders or instructions from superiors (Y5). The results obtained were dominated by 91.7% agree answers with an average answer of 4.39. The statement stating that this employee always arrives on time as stipulated in the regulations (Y6) resulted in answers dominated by 93.2% agreeing answers with an average answer of 4.38. The final indicator is that this employee often proposes new ideas and initiatives to complete the work (Y7). The results obtained were dominated by 92.7% agree answers with an average answer of 4.37.

SEM Test Results

Evaluation of Measurement Models (*Outer Model*)

This is a measurement model used to test the validity and reliability of the measurement model. The value of this test functions as a standard that must be met by a component so that it can be said that the test has validity and reliability for the data used. It is necessary to evaluate this measurement model to find out how big the influence is between indicators and constructs or variables. The measurement model for latent variables in SEM PLS consists of two models: a reflective model and a formative model. In this research, the reflective model is used to carry out evaluations using convergent validity, discriminant validity, and composite reliability criteria. On the other hand, the formative model measures its indicators based on substantive content, namely comparing the amount of weight and its significance value. It is not possible to analyze structures with formative indicators using convergent validity and composite reliability. The variable literacy results show that one indicator does not meet the requirements. The validity requirement for the convergent construct validity test is that the factor loading of all reflective indicators must be more than 0.6. However, if there is an indicator whose factor loading is less than 0.6, it must be calculated again to create a valid model. The results show that all variables meet the validity requirements if the loading factor value of all reflective indicators is greater than 0.6. In addition, if each latent variable with reflective indicators has an AVE greater than 0.5, then the validity of the PLS-SEM model meets the requirements. The AVE value of each latent variable is greater than 0.5, as shown by the analysis results shown in Table 10 below.

Table 1. AVE Validity Test

Latent Variables	AVE
Talent Management	0.627
Career development	0.651
Job satisfaction	0.512
Employee Performance	0.675

Next, construct reliability testing was carried out by looking at the composite reliability value and Cronbach's alpha value for each latent variable. If the composite reliability value and Cronbach's alpha value for each latent variable are more than 0.7, then the model is considered reliable. The values shown in Table 1 show that each latent construct has good, accurate, and consistent reliability.

Table 2. Cronbach's Alpha Reliability Test and Composite Reliability

Latent Variables	Cronbach's Alpha	Composite Reliability
Talent Management	0.880	0.909
Career development	0.816	0.881
Job satisfaction	0.810	0.863
Employee Performance	0.919	0.935

Discriminant validity was tested thereafter. The principle used to test discriminant validity is that variables that show (manifest variables) of various constructs should not have a high correlation. One way to test discriminant validity is to compare the average variance extracted (AVE) root value of each construct with the correlation between the construct and other constructs.

Table 3. Discriminant Validity Test

Latent Variables	AVE	\sqrt{AVE}
Talent Management	0.627	0.792
Career development	0.651	0.807
Job satisfaction	0.512	0.716
Employee Performance	0.675	0.822

According to Table 3, it is true that the AVE root value is higher in the correlation between constructs and other constructs, so it can be said that the model has met the requirements for discriminant validity.

Structural Model Evaluation (*Inner Model*)

Testing in the model, also known as a structural model, is carried out to identify the relationship between variables, significance values, and the rectangular R of the research model. The dependent variable is tested with rectangular R, and the structural path parameter coefficients are assessed with rectangular R. Rectangular estimation results can be accessed here.

Table 4. R-Square Value

	R-square	R-square Adjusted
Job satisfaction	0.726	0.722
Employee Performance	0.720	0.714

From the R-square value above, it means that talent management and career development are able to explain the variation in job satisfaction by 72.6%, and the remaining 27.4% is explained by other independent variables that are not in the research model formulated in this study, while talent management, career development, and job satisfaction is able to explain the diversity of employee performance by 72.0% and the remaining 28% is explained by other independent variables that are not in the research model formulated in this study.

Hypothesis test

After all measurement requirements are met, the next step can begin, namely testing the hypothesis using the bootstrapping method in SmartPLS. Based on Efron and Tibshirani (1998), the bootstrapping method is a process of repeatedly taking new samples of N samples from initial data of size n ; each sample point is taken from the initial data n times. In this research, the bootstrapping method was used by repeating the sample five hundred times. After bootstrapping five hundred times, the t -value and p -value were obtained. Five hundred times, bootstrapping was used to make the research results more stable and ensure that the statistical significance values remained consistent. Hypothesis decisions are made by comparing the calculated t -value with the t -table value, also known as the probability value, taking into account the level of confidence. In this case, the confidence level used is $\alpha = 0.05$, and the t -table value is 1.96. This study will evaluate research models based on direct and indirect relationships between exogenous and endogenous variables.

Direct Influence (*Direct Effect*)

In this research, direct influence testing is needed to determine the direct influence of exogenous variables on endogenous variables. The results of the direct influence can be seen through the path coefficient obtained based on testing using SmartPLS. The following results of the path coefficient obtained are presented in Table 5.

Table 5. Direct Effect Hypothesis Test Results

Hypothesis	Original Sample	t -statistics	p -values	Conclusion
H1 Talent Management \rightarrow Job Satisfaction	0.205	2.766	0.006	Accepted
H2 Career Development \rightarrow Job Satisfaction	0.288	4.002	0.000	Accepted
H3 Talent Management \rightarrow Employee Performance	0.150	2.183	0.030	Accepted
H4 Career Development \rightarrow Employee Performance	0.410	5.224	0.000	Accepted
H5 Job Satisfaction \rightarrow Employee Performance	0.600	6.285	0.000	Accepted

The first hypothesis states that talent management has a positive and significant effect on job satisfaction. Based on the calculation results, the influence of talent management on job satisfaction is significant, as indicated by the p -value (0.006) being smaller than (0.05). The original sample value of 0.205 indicates that the direction of the relationship between talent management and job satisfaction is positive, or the better the talent management, the greater the increase in job satisfaction by 0.205. Thus, H1 in this research, which states that talent management has a positive and significant effect on job satisfaction, is accepted.

The second hypothesis states that career development has a positive and significant effect on job satisfaction. Based on the calculation results, the influence of career development on job satisfaction is significant, as indicated by the p -value (0.000) being smaller than (0.05). The original sample value of 0.288 indicates that the direction of the relationship between career development and job satisfaction is positive, or the better the career development, the greater the increase in job satisfaction by 0.288. Thus, H2 in this research, which states that career development has a positive and significant effect on job satisfaction, is accepted.

The third hypothesis states that talent management has a positive and significant effect on employee performance. Based on the calculation results, the influence of talent management on employee performance is significant, as indicated by the p -value (0.030) being smaller than (0.05). The original sample value of 0.150 indicates that the direction of the relationship between talent management and employee performance is positive, or the better the talent management, the more employee performance will increase by 0.150. Thus, H3 in this research, which states that talent management has a positive and significant effect on employee performance, is accepted.

The fourth hypothesis states that career development has a positive and significant effect on employee performance. Based on the calculation results, the influence of career development on employee performance is significant, as indicated by the p -value (0.000) being smaller than (0.05). The original sample value of 0.410 indicates that the direction of the relationship between career development and employee performance is positive, or the better the career development, the more employee performance will increase by 0.410. Thus, H4 in this research, which states that career development has a positive and significant effect on employee performance, is accepted.

The fifth hypothesis states that job satisfaction has a positive and significant effect on employee performance. Based on the calculation results, the influence of job satisfaction on employee performance is significant, as indicated by the p -value (0.000) being smaller than (0.05). The original sample value of 0.600 indicates that

the direction of the relationship between job satisfaction and employee performance is positive, or the better talent management, the more employee performance will increase by 0.600. Thus, H7 in this study, which states that job satisfaction has a positive and significant effect on employee performance, is accepted.

Indirect Influence (*Indirect Effect*)

The indirect effect is the magnitude of the product of the direct effect of the independent variable on the mediating variable and the direct effect of the mediating variable on the dependent variable. By using the output from SmartPLS, the overall magnitude of the indirect effect is summarized in Table 6 below :

Table 6. Indirect Effect Hypothesis Test Results

Hipotesis	Original Sample	t-statistics	p-values	Conclusion
H6 Talent Management → Job satisfaction → Employee Performance	0.123	2.404	0.017	Accepted
H7 Career development → Job satisfaction → Employee Performance	0.173	5.096	0.000	Accepted

The sixth hypothesis states that talent management / has a positive and significant effect on employee performance through job satisfaction. If you look at the calculation results, the influence of talent management on employee performance through job satisfaction is significant, as indicated by the p-value (0.017), which is smaller than (0.05). The original sample value of 0.123 indicates that the direction of the relationship between talent management and employee performance through job satisfaction is positive. Thus, H8 in this research, which states that talent management has a positive and significant effect on employee performance through job satisfaction, is accepted.

The seventh hypothesis states that career development has a positive and significant effect on employee performance through job satisfaction. If you look at the calculation results, the influence of career development on employee performance through job satisfaction is significant as indicated by the p-value (0.000) being smaller than (0.05). The original sample value of 0.173 indicates that the direction of the relationship between career development and employee performance through job satisfaction is positive. Thus, H7 in this research, which states that career development has a positive and significant effect on employee performance through job satisfaction, is accepted.

Discussion

The Influence of Talent Management on Job Satisfaction

The research results show that talent management has a positive effect on the level of employee satisfaction at Bank Aceh Syariah, Aceh Province. In other words, if the level of talent management in the company is improved, then employees will be more satisfied with their jobs. Nowadays, it is considered very important to manage talent. According to some experts, talented employees are highly talented and highly talented employees who can significantly influence the company's performance. They also argue that talent management pays attention to key individuals, namely talented people who will be at the top (Smilansky, 2008).

Talent management strategies are related to improving organizational performance and are crucial in determining employee attitudes. Training and development opportunities increase discretion motivation, improving employee behavior and satisfaction with career development opportunities (Latief et al., 2019). Ultimately, this increases overall job satisfaction. Job satisfaction and performance increase when someone works in a workplace with a broad scope and opportunities for collective development. Achieving better employee performance at lower costs and employee satisfaction is the most important thing for organizations (Theo & Voordt, 2004). Satisfaction drives commitment, which produces high commitment in the organization (Preez and Bendixen, 2015). One of the problems that hinders a company's progress is how to increase employee satisfaction. A company's financial status may reflect employee satisfaction (Cao and Chen, 2016). Prosperous organizations typically employ various talent management strategies to increase employee satisfaction.

In general, employee job satisfaction is directly influenced by talent management (Sunarno et al., 2022; Febrianti et al., 2020). One of the best indicators of talent management is a job list that is always compiled and kept. This indicates that employees manage their talent by regularly compiling and maintaining job lists. This shows that Bank Aceh Syariah Aceh Province employees are cautious in compiling a list of tasks that must be completed according to time and priority. This will increase employee satisfaction because it will be easier to prioritize which tasks to complete first.

The Effect of Career Development on Job Satisfaction

The research results show that career development factors positively impact employee job satisfaction at Bank Aceh Syariah Aceh Province. This means that employee job satisfaction will increase if the company provides more career development. According to Marwansyah (2012), career development is self-development activities carried out by someone to achieve their career plans. Companies or HR managers have made previous plans to

improve employees' careers while they work with this development (Kadarisman, 2015). As a form of social responsibility, companies are responsible for providing welfare to their employees through career development. Organizations must conduct career development to help employees prepare for future career advancement and opportunities. Good career planning will help companies change attitudes (Aguinis, 2013; Ingtyas et al., 2021). Besides, employee job satisfaction can be achieved with good career development and pleasant working conditions (Nurdini et al. 2019; Hanifah & Purba, 2021). According to many studies, career development has a positive and significant effect on job satisfaction (Sunarno et al., 2022; Iis et al., 2022; and Febriyanti et al., 2020). Getting more opportunities and confidence to develop your career is the strongest indicator of career development. This shows that employee job satisfaction will increase if the company gives them the opportunity and trust to develop their careers.

The Influence of Talent Management on Employee Performance

Nila et al. (2016) stated that talent management selects various initiatives to help companies develop and retain talented employees. Staff synergy that matches strategic qualifications is needed to optimize performance and increase company excellence. Talent management is an action taken by a company to ensure that a leader is available for an essential position in the future (Pella & Afifah, 2011; Wickramaaratchi & Perera, 2020). Performance is influenced by talent management, meaning that the better the talent management, the better the employee's performance (Octavia & Susilo, 2018). The research results show that talent management positively and significantly impacts employee performance; in other words, more talent management means more employee performance. The indicator that best shows talent management is compiling and maintaining a list of tasks that must be completed regularly, while the indicator that shows employee performance This shows that employee performance and talent management are positively correlated (Tash et al., 2016; Dixit & Arrawatia, 2018; Prasetya et al. al., 2016).

The Influence of Career Development on Employee Performance

To attract, develop, and retain high-potential employees at all levels, various initiatives are known as career development. According to Martoyo (2007), career development is a condition that shows that a person's status in an organization increases by the career path the organization has determined. Meanwhile, Gorda (2004) stated that career development in a company would increase employee satisfaction, loyalty, and creativity, thereby increasing employee performance. Employees must receive career development in each job to increase their work morale and provide the best service. If companies ignore this, employees will not be highly competitive and less satisfied with their jobs. This will, of course, have an impact on performance, which in turn will result in a decrease in company profits. Therefore, Iis et al. (2022) stated that guaranteed employee career improvement or development provided by the company will have an impact on improving employee performance.

These statements and research results are based on previous research findings, which found that career development impacted the performance of Bank Aceh Syariah employees in Aceh Province. In this research, the indicator that best shows career development is getting more opportunities and self-confidence to advance. In addition, an employee performance indicator is the employee's ability to maintain effective working relationships. This can be seen at PT Bank Aceh Syariah, where employees have more opportunities to develop their careers, impacting employee performance (Balbed & Sintaasih, 2019; Muthumbi & Kamau, 2021).

The Effect of Job Satisfaction on Employee Performance

Good employees indicate an excellent organization. Management processes and an efficient workplace are essential to increasing employee productivity (El-Zeiny, 2012). Job satisfaction is one component that influences employee performance. Performance and job satisfaction are interconnected (Eliyana et al., 2019). Job satisfaction is a positive and optimistic emotional state regarding assessing work results and work experience (Padmanabhan, 2021). High job satisfaction usually results in better performance for employees. Organizations with employees who are satisfied with their work tend to be more productive and effective (Eliyana et al., 2019). The principle of job satisfaction is feelings of pleasure or dislike towards the work done. Employees who see their work as something enjoyable will tend to have high productivity, and this will improve employee performance.

This statement is based on research findings that job satisfaction positively and significantly impacts employee performance. This shows that if employee satisfaction increases, employee performance will increase. The indicator that best shows job satisfaction is that superiors can be relied on when employees experience problems in their workplace. The indicator that shows employee performance is the employee's ability to So, job satisfaction will have a positive impact on employee performance (Rodrigo et al., 2022; Susanto et al. ., 2022).

The Influence of Talent Management on Employee Performance Through Job Satisfaction

A company will become more competitive if its talents are managed and adapted to needs (Novitasari & Asbari, 2020). Companies are increasingly aware of talent; they compete to get highly talented employees through training and regeneration and looking for employees from outside. Since talent shortages can negatively impact a company's future growth, recruiting and retaining talented employees is crucial (Khairina et al.,

2022; Amal et al., 2022). The amount of talent lost to businesses has reduced labor availability and organizational demand, impacting employee satisfaction and performance. Every organization must consider the employee satisfaction factor, which is considered very important. Often, a person's performance is influenced by their job satisfaction. A higher level of job satisfaction is related to the resulting performance (Nurhasanah et al., 2022; Siahaan et al., 2022).

This is to research findings that show that job satisfaction can mediate the influence of talent management on employee quality. This suggests that more talent management goes hand in hand with employee job satisfaction levels, leading to improved employee performance. This conclusion aligns with the findings, which show that the indicator that best shows talent management in this research is that employees always draft their work.

The Influence of Career Development on Employee Performance Through Job Satisfaction

Performance increases as a result of career development. So, career development does not simply mean promotion or a higher position, but encouraging you to advance in your work at the company. According to Khan et al. (2016), providing employees with appropriate training and development programs can encourage them to improve their skills, impacting their work results. According to Shujaat et al. (2013), employee job satisfaction depends on the career development opportunities available in the organization. This study shows that management tries hard to keep employees satisfied and attract new employees. Employees tend to be happier with their level of career development (Umar, 2015; Amin et al., 2021). Jusuf et al. (2016) state that employee satisfaction is positively correlated with the level of opportunities for employees to develop their careers. According to Trivellasa et al. (2015), if employees are placed in positions that suit their interests and abilities, they will work well and have high job satisfaction. Instead, career success and job demands are shaped by the roles and tasks assigned to them.

The research results show that the career development variable positively affects employee performance through job satisfaction at Bank Aceh Syariah, Aceh Province. This shows that job satisfaction can mediate the relationship between career development and employee performance. The results show that the indicator that best describes career development is getting wider opportunities and confidence to continue your career. One of the indicators that best shows job satisfaction is that my boss can be relied on when I face problems in my work. Apart from that, an indicator that shows employee performance is that employees can maintain effective working relationships. This aligns with the company, providing wider opportunities and trust for employees to improve their careers. Superiors play a role in encouraging them to do so, In addition, superiors play a role in encouraging employees by helping them complete their tasks. Thus, career development positively and significantly impacts performance through job satisfaction (Sudiarditha et al., 2019; Sofyan et al., 2016).

CONCLUSION

Based on the results of the tests that have been carried out, it can be concluded that several research results were found, namely as follows :

- a. Talent management positively and significantly affects employee job satisfaction at Bank Aceh Syariah Aceh Province.
- b. Career development has a positive and significant effect on the job satisfaction of Bank Aceh Syariah employees in Aceh Province.
- c. Talent management positively and significantly affects the performance of Bank Aceh Syariah employees in Aceh Province.
- d. Career development positively and significantly influences the performance of Bank Aceh Syariah employees in Aceh Province.
- e. Job satisfaction positively and significantly affects the performance of Bank Aceh Syariah employees in Aceh Province.
- f. Talent management positively and significantly affects employee performance through job satisfaction at Bank Aceh Syariah Aceh Province.
- g. Career development has a positive and significant effect on employee performance through job satisfaction at Bank Aceh Syariah Aceh Province.

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