

**THE ROLE OF EMPLOYEE ENGAGEMENT MEDIATE THE EFFECT OF TALENT MANAGEMENT ON TURNOVER INTENTION: EXPERIENCE OF TYPE-C PRIVATE HOSPITAL NURSES**

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**ABSTRACT**

The purpose of this study is to analyze the effect of talent management on turnover intention with employee engagement as mediating variable. This research was carried out in the for Type-C Private Hospital in Denpasar City-Bali Province-Indonesia namely Prima Medika Hospital, Bhakti Rahayu Hospital, Dharma Yadnya Hospital, and Harapan Bunda Hospital. The sample was 93 nurses determined by Slovin Formula which was distributed proportionally in the four hospitals. Data were collected through interview and questionnaire. Technique analysis used was Structural Equation Modeling with variance based (Partial Least Square). The results show that talent management has a negative and significant effect on turnover intention, talent management has a positive and significant effect on employee engagement, employee engagement has a negative and significant effect on turnover intention and employee engagement emerges as mediating variable in the effect of talent management relationship on turnover intention. The result imply that improvement of talent management and employee engagement need to be considered in endeavor to reduce turn over intention of nurses.

**Keyword:** Talent Management, Employee Engagement, Turnover Intention.

**1. INTRODUCTION**

Private hospitals are a solution for the community to get health services quickly and also provide the best services when government-owned hospitals experience overload capacity or what we know as full government hospital facilities, especially considering the Covid-19 pandemic caused a shortage of facilities. health services from public hospitals so that private hospitals have a very strategic role in providing health services.

This research was conducted in four Type-C private hospital in Denpasar City-Bali Province-Indonesia namely Prima Medika Hospital, Bhakti Rahayu Hospital, Dharma Yadnya Hospital, and Harapan Bunda Hospital. The four hospitals also have a good reputation and provide good health services. However, amid their good reputation reputations, there are problems related to internal condition of human resource. In the five last year the four hospitals experienced relatively high nurse turnover (more than 10%).

The results of Ivanova's research (2019) indicates that it is important to organizations in understanding the key factors that cause turnover and immediately preparing change steps to prevent adverse things from happening. Based on this, hospital management must prepare various strategies to keep nurses from leaving the managed hospital, with a good effort or strategy from an organization, employee turnover is expected to be minimized (Pratiwi and Sriathi, 2017).

The high level of nurse turnover indicates that the four hospitals are less able to retain

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nurses so that they can stay in the hospital longer. This inability has an impact on the high nurse turnover rate which has an impact on the management of the hospital's human resources. Maintaining nurses who have good credibility with good work engagements must also be managed through talent management. Talent management is a series of activities carried out by companies to find the right nurses and place them in the right places through the process of identification, development, defense, and placement in appropriate positions (Pella and Inayati, 2017).

One way to be able to reduce employee turnover rates is through talent management, because companies want and continue to grow companies must focus on finding, attracting, and retaining their best employees (Srimulyani, 2020). Research results from Quek et al., (2021) show that to reduce the impact of turnover, leadership and employee engagement are needed because employees will feel empowered and committed to the organization, even though there are several challenges in managing talent management.

It is necessary to get special attention to employee involvement in hospital because use high employee engagement within the company will affect fewer employees' willingness to leave the company (McCarthy et al., 2020). Employees who have good employee engagement must be maintained because in the opinion of Memon et al., (2016) the most important and valuable company asset is its human resources, and success does not only depend on conventional assets such as financial and physical resources but aspects of man. The results of research conducted by Zhang et al., (2018) show that employee engagement is one of the strong factors for employees to have the intention to move.

Employee engagement has also been recognized as a strong factor in increasing turnover intention (Memon et al., 2015). The opinion is not much different from Sdanhya and Surphey (2020) where employee engagement felt by employees will, in turn, affect employees' survival, because one of the factors that can reduce turnover rates is employee engagement (Rachamatan and Kubatini, 2018). Santhanam and Srinivas (2020) in their research results conclude whether the importance of employee engagement is in reducing employee turnover. The results of research from Zhao (2017) and Collini et al., (2013) employee engagement has no significant effect on turnover intention.

Talent management greatly effects employees to remain in this company, according to Al-Dalahmeh and Rima (2021) who argue that developing talented employees will psychologically affect the decrease in employee intentions to leave. The success of each company is also determined by the strategy of placing employees with good talent (Sdani and Suharnomo, 2015). Talent management when not managed properly will increase turnover, according to the results of research by Dayeh and Farmanesh (2021) and McCarthy et al., (2020) talent management has a negative effect on turnover intention. Different research results show that talent management variables have a positive effect on turnover intention (Urbancova and Lucie, 2015), Munish and Rachna (2017).

Talent management of the company is also inseparable from employee engagement, the results are seen from the research results of Alias et al., (2014) stating that talent management in practice focuses on developing employee potential which is always related to employee engagement. Talent development can be described as a social process to share and obtain the necessary information for the experience of developing talented individuals in organizations (Isa et al., 2018). One of the most effective tools in ensuring that employees remain engaged and committed to their work is talent management where a sense of employee engagement fosters a

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sense of commitment to their work and ensures employees remain with the company for a long period (Padanita and Ray, 2018). ).

The issue of managing talent management and employee engagement is very important in managing management in a company (Li and Jia, 2021). Research conducted by Aljunaibi (2014) recommends in his research that companies are able to increase employee levels through employee engagement by building an appropriate talent management system that focuses on talent development and support from management. The results of research from Irmawaty and Mailani (2016) and Mohamed (2014) show that talent management has a positive effect on employee engagement. Contrary research results from Prameswara and Kartikasari (2018) and Alias (2014) that talent management has no significant effect on employee engagement.

There are not many studies that state that employee engagement mediates the effect of talent management on turnover intention, but there are research results from Latif et al., (2019) that state that employee engagement is proven to be able to mediate the effect of talent management on turnover intention because of the higher talent management in growing employee talent that causes employee engagement to be higher so that it will decrease employee turnover intention. The results of research by Zhang et al., (2018) and Coroline et al., (2015) also support employee engagement which is proven to mediate the effect of talent management on turnover intention.

## **2. LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT**

The results of research from Gede and Sunny (2019) explain that talent management has negative and significant effect on the turnover intention of employees where the company must continue to develop talent management as a basis for educating and developing employee talent so that they can suppress turnover intention. Research results from Raharja and Suwdanana (2018) on talent management negative and significant effect on turnover intention where Companies must continue to develop talent management as a basis for educating and developing employee talent so that employees do not leave the company. Dayeh and Farmanesh (2021) talent management has a negative effect on turnover intention because better understanding of talent management will be easier to develop the company. Research results from McCarthy et al., (2020) show that talent management has a negative effect on turnover intention because good human resource practices will maintain a productive workforce and decrease employee turnover intentions.

This research conducted by Dalameh et al., (2021) shows that talent management has a negative effect on turnover intention, which means that if talent management is not implemented well in the organization, it contributes badly to the level of employee turnover intention. The results of research from Rana and Abbasi (2013) that talent management has a negative effect on turnover intention, organizations that can survive and serve better than their competitors can only happen if the organization can manage its people effectively and efficiently. The results of research from Esmaili (2019) that talent management has a negative effect on turnover intention, where to overcome the impact of turnover intention the organization requires the best talent to be successful in a competitive business because now,

H<sub>1</sub>: Talent management has a negative and significant effect on turnover intention

The results of research by Ali et al., (2014) show that talent management has a positive and significant effect on employee engagement because talent management practices are an important part of influencing employee engagement. The results of the research by Irmawaty and Mailani (2016) show that there is a positive and significant effect on the talent management

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variable with employee engagement. Mohamed (2014) talent management has a positive and significant effect on employee engagement because it is important for companies to develop talent management to foster employee engagement in the company's progress. Research results Goestjahjanti et al., (2020) talent management has a positive and significant effect on employee engagement,

Research results from Jehangiret al., (2018) show that talent management has a positive effect on employee engagement, a positive and significant effect means that if talent management increases, it will have a good impact on employee engagement. Research from Sadeli (2015) states, that although talent management has a positive and significant effect on employee engagement, it still needs further development because relying on talent management alone is not enough to increase employee engagement, supported by research results from Hussein et al., (2021). management is managed and composed properly, it will affect the increase in employee engagement.

H<sub>2</sub>: Talent management has a positive and significant effect on employee engagement.

Research results from Natalia and Rosiana (2018) employee engagement have a significant effect on turnover intention. This explains that if employee engagement increases, turnover intention can also increase. The results of the research by Fauzia and Marwansyah (2020) that employee engagement has a significant negative effect on turnover intention where the employee engagement variable is one of the determinants of turnover rates. Tambunan research result set al., (2020) employee engagement has a significant negative effect on turnover intention because through human resource management also needs to be done to be able to retain employees so that these employees do not have the desire to move (turnover intention), high turnover intention can be prevented by employee engagement. The results of the same study from Zhao (2017) and Colini et al., (2015) indicate that employee engagement has no significant effect on turnover intention.

The results of research from Alias et al., (2018) employee engagement hurt turnover intention, therefore turnover is defined as an employee's process of leaving his current job or his willingness to leave the organization. So that organizations retain employee talent, organizations need to face challenges in today's fierce global competition. Employee turnover is the most important issue for most organizations, therefore this problem still requires special attention because it can affect organizational development. High employee engagement will have a low turnover rate (Bhatnagar, 2012).

H<sub>3</sub>: Employee engagement has a negative and significant effect on turnover intention.

Latifs et al., (2020) show that employee engagement has proven to be a mediator of the effect of talent management on turnover intention. Good talent management is one of the right strategies to increase employee engagement to lower the intention turnover of the employees. The results of research by Zhang et al., (2018) and Caroline et al., (2015) also show that employee engagement plays a role as a mediator of the effect of talent management on turnover intention.

Based on the literature, why is the variable employee engagement used as mediation, according to Baron and Kenny (1986) who firmly state, mediating variables are usually introduced when there is a suddenly weak or inconsistent relationship between the predictor and the criterion variable. Oluoch (2014) states that where employee engagement various results research is often used as a strong predictor as a mediator between the effects of talent management on turnover intention.

H<sub>4</sub>: Employee engagement mediates the effect of talent management on turnover intention.

**3. METHODS**

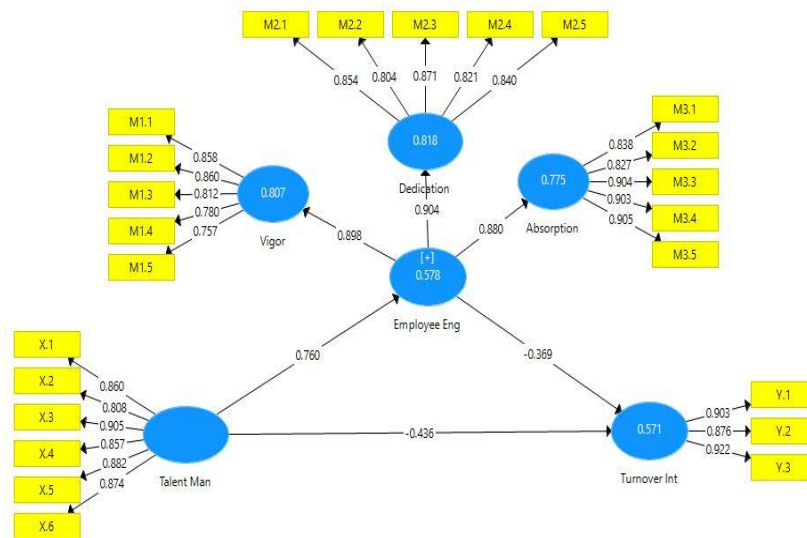
The population in this study were all Type-C Private Hospital nurses in Denpasar City in 2020 totaling of 122 nurses. The number of samples taken was calculated using the Slovin formula, so that 93 nurses were used as respondents.

This study uses a component or variance-based SEM (Structural Equation Model) analysis technique, namely Partial Least Square (PLS). This technique used to determine whether a particular model is valid or not and can also be used for theory confirmation. Hypothesis testing is done by statistical test t (t-test).

**4. RESULTS AND DISCUSSION**

**Analysis Inferential**

The inferential analysis is used to test the empirical model and hypotheses proposed in this study. The analysis technique used is a variance-based or component-based SEM structural equation model, known as Partial Least Square (PLS). The inner model can be seen in Figure 1.



**Figure 1.** Inner Model

**Evaluation of Measurement Model or Outer Model**

**a) Convergent Validity**

**Table 1. Convergent Validity Test Results**

Variables / Dimensions	Indicator	Outer Loading
Talent Management	X.1	0.860
	X.2	0.808
	X.3	0.905
	X.4	0.857
	X.5	0.882

Variables / Dimensions	Indicator	Outer Loading
	X.6	0.874
Employee Engagement (Vigor)	M.1.1	0.858
	M.1.2	0.860
	M.1.3	0.812
	M.1.4	0.780
	M.1.5	0.757
	M.1.6	0.854
(Dedication)	M.1.7	0.804
	M.1.8	0.871
	M.1.9	0.821
	M.1.10	0.840
(Absorption)	M.1.11	0.838
	M.1.12	0.827
	M.1.13	0.904
	M.1.14	0.903
	M.1.15	0.905
Turnover Intention	Y.1	0.903
	Y.2	0.876
	Y.3	0.922

Primary Data, 2022

Table 1 shows that all values for outer loading talent management, employee engagement, and turnover intention are greater than 0.7. All research variables have indicators whose outer loading value is greater than 0.7 so they are classified as valid categories.

**b) Discriminant Validity**

**Table 2. Discriminant Validity**

Variable	AVE	Correlation		
		Talent Management	Employee Engagement	Turnover Intention
Talent Management	0.748	1,000	0.760	-0.717
Employee Engagement	0.567	0.760	1,000	-0.700
Turnover Intention	0.811	-0.717	-0.700	1,000

Primary Data, 2022

Table 2 shows that all variables have an AVE value greater than 0.50 and the correlation value for each variable is higher than the correlation between variables. Based on the results of this analysis, it can be said that the data has a valid discriminant validity.

**c) Composite Reliability**

Testing the outer model to assess the reliability between the indicator blocks of the constructs that make it up. The indicator group that measures a variable has good composite reliability if it has a composite reliability value above 0.70 and a variable has good reliability if it

has a Cronbach's Alpha value above 0.60. The results of composite reliability can be presented in Table 3.

**Table 3. Composite Reliability**

No	Variable	Cronbach's Alpha	Composite Reliability	Information
1	Talent Management	0.932	0.947	Reliable
2	Employee Engagement	0.945	0.952	Reliable
3	Turnover Intention	0.883	0.928	Reliable

Primary Data, 2022

Table 3 shows that both the composite reliability value and Cronbach's Alpha value for all constructs are more than 0.70, so it can be concluded that each research construct has good reliability.

**Evaluation of the Measurement Model or Inner Model**

**Table 4. R-square**

Variable	R-Square
Turnover Intention	0.571
Employee Engagement	0.578

Primary Data, 2022

Table 4 shows that the R-square value of the turnover intention variable is 0.571, it can be interpreted that 57.1% of construct variability is explained by employee engagement and talent management variables, while the remaining 43.9% of turnover intention is explained by variables outside the model. In the employee engagement variable, the R-square value is 0.578. It can be interpreted that 57.8% of the variability of the talent management construct is explained by variables, while 43.2% of employee engagement variables are explained by variables outside the model.

The R-square value is used later to measure the value of Q-Square predictive relevance for the structural model measures how well the observed values are generated by the model and also the parameter estimates. The value of  $Q^2 > 0$  indicates the model has predictive relevance. The quantity  $Q^2$  has a value with a range of  $0 < Q^2 < 1$ .  $Q^2$  is getting closer to the value 1, which means that the model is getting better. The reference in calculating the value of predicate relevance ( $Q^2$ ) is as follows:

$$\begin{aligned}
 Q_2 &= 1 - (1-R1^2) (1-R2^2) \\
 &= 1 - (1-0.571) (1-0.578) \\
 &= 1 - (0.429) (0.422) \\
 &= 1 - 0.207 \\
 &= 0.793
 \end{aligned}$$

The results of this calculation show that the value of  $Q^2$  is greater than which is equal to 0.739. So it can be interpreted that the model is good because it has a relevant predictive value, which is 73.9%. This shows that the variation in the turnover intention variable can be explained

by the variables used, namely the talent management and employee engagement variables, while 26.1% is explained by other variables outside this research model.

**Result of Hypothesis Testing**

Hypothesis testing is done by looking at the p-value. If the p-value (less than significance) < 0.05, then the hypothesis is accepted, the following are the results of hypothesis testing which can be presented in Table 5.

**Table 5. Summary of Research Results**

Variable Relationship	Path Coefficient	T-statistics	P-value	Information
Talent Management-> Turnover Intention	-0.436	3.185	0.002	Significant
Talent Management-> Employee Engagement	0.760	15,410	0.004	Significant
Employee Engagement -> Turnover Intention	-0.369	2,930	0.000	Significant
Talent Management-> Employee Engagement-> Turnover Intention	-0.280	2,765	0.006	Significant

Primary Data, 2022

**The Effect of Talent Management on Turnover Intention**

Table 5 shows that talent management has a negative and significant effect on the turnover intention with a path coefficient value of -0.436 and a p-value of 0.002 or <0.05, so hypothesis 1 is (H1) accepted. This shows that the poor management of talent management, the higher the level of turnover intention carried out by nurses at four Type-C Private Hospitals in Denpasar City.

The results of the talent management research have a negative and significant effect on turnover intention, this means that talent management carried out by four Type-C Private Hospitals in Denpasar City is still very lacking optimize individual development for existing needs and developing talent potential faster than other hospitals also still felt fewer nurses want to leave the hospital is increasing.

Nurses at 4 (four) Type-C Private Hospitals in Denpasar City have the perception that the individual development of each nurse is not yet optimal so the competencies that should be improved cannot be realized because the four Type-C Private Hospitals in Denpasar City have not been fully developed. thoroughly develop the talents or talents of nurses they have. In this case, the hospital must be able to identify talented individuals in it. Hospitals must be able to optimize individual development for existing needs, submit the right individual for the right job at the right time, develop the potential of individual talents and see that each individual will be successful if they have talent,

Hospitals in Bali must be able to develop talent management as a basis within the company because companies need talent management to be able to support employee performance so that they feel safe in doing a job. The four private hospitals in Denpasar City implementing good talent management have a negative effect on turnover intention because of the encouragement of wise



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management.

Research from Gede and Sunny (2019) talent management negative and significant effect on turnover intention employees, the company should continue to develop talent management as a basis for educating and developing employee talent so that they can suppress turnover intention. Research results from Raharja and Swadanana (2018) talent management negative and significant effect on turnover intention where Companies must continue to develop talent management as a basis for educating and developing employee talent so that employees do not leave the company. Dayeh and Farmanesh (2021) talent management has a negative effect on turnover intention because with a better understanding of talent management it will be easier to develop the company. Research results from McCarthy et al., (2020) show that talent management has a negative effect on turnover intention because good human resource practices will maintain a productive workforce and reduce employee turnover intentions.

Research results from Rana and Abbasi (2013) talent management has a negative effect on turnover intention. Organizations that can survive and serve better than their competitors can only happen if the organization can manage their people effectively and efficiently. The results of research from Esmaili (2019) that talent management has a negative effect on turnover intention, where to overcome the impact of turnover intention the organization requires the best talent to be successful in a competitive business because now, talent management has been considered more seriously as an organizational task and responsibility in all parts of the organization. organization.

### **The Effect of Talent Management on Employee Engagement**

talent management has a positive and significant effect on employee engagement with a path coefficient value of 0.760, and a p-value of 0.004 or  $<0.05$ , then hypothesis 2(H2) is accepted. This shows that the better the management of talent management, the higher the employee engagement of nurses who work at four Type-C Private Hospitals in Denpasar City.

The results of the talent management research have a positive and significant effect on employee engagement. This means that the talent management carried out by the four Type-C Private Hospitals in Denpasar City is good because directly nurses are more enthusiastic and have a sense of emotional involvement in the work they do in other words nurses view their work as a price. or responsibilities that nurses must be able to complete.

The assessment of nurses at the four Type-C Private Hospitals in Denpasar City means that the development of talent management is felt by nurses from the hospitals where they work and can identify talented individuals in them, this hospital identifies talented individuals in it, the hospital this hospital optimizes individual development for the needs at hand, this hospital assigns the right individual to the right job at the right time, this hospital develops individual talent potential faster than any other hospital, this hospital believes that every individual will be successful if they have talents hospital provides opportunities for change for each individual to be part of the strategic initiatives that have been set so that employee engagement of staff increases so that they are more responsible for their work.

Nurses at four Type-C Private Hospitals in Denpasar City have the perception that the individual development of each nurse has not been optimal so that the competencies that should be improved cannot be realized because the four Type-C Private Hospitals in Denpasar City have not thoroughly developed talent. or nursing talent they have. In this case, the hospital must be able to identify talented individuals in it. Hospitals must be able to optimize individual development

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for existing needs, submit the right individual for the right job at the right time, develop the potential of individual talents and see that each individual will be successful if they have talent,

Private hospitals in Denpasar City in implementing talent management greatly affect the enthusiasm and dedication of employees, employees at work supported by good planning and development will have an impact on the orderliness of employees at work, this can encourage good performance by employees given to the company.

Supported the results of research from Jehangir et al., (2018), show that talent management has a positive effect on employee engagement, a positive and significant effect means that if talent management increases, it will have a good impact on employee engagement. Research from Sadeli (2015) states, that although talent management has a positive and significant effect on employee engagement, it still needs further development because relying on talent management alone is not enough to increase employee engagement, supported by research results from Hussein et al., (2021). management is managed and composed properly, it will affect the increase in employee engagement.

### **The Effect of Employee Engagement on Turnover Intention**

Employee engagement has a positive and significant effect on the turnover intention with a correlation coefficient value of -0.369, and a p-value of 0.000 or <0.05, then Hypothesis 3(H3) is accepted. This shows that the lower the employee engagement of nurses, the higher the turnover intention of nurses who work at four Type-c private hospitals in Denpasar City.

The results of the research on employee engagement have a negative and significant effect on turnover intention. This means that the employee engagement carried out by four Type-C Private Hospitals in Denpasar City is still very lacking in providing enthusiasm and a sense of dedication that nurses have and they are still lacking so that nurses' enthusiasm for work decreases.

In line with the results of the study, it showed that nurses at four Type-C Private Hospitals in Denpasar City did not feel happy when doing work. This relates to the enthusiasm of nurses at four Type-C Private Hospitals in Denpasar City, the desire to go to work, the energy contained in nurses to work, the length of time in work, tenacity in work, enthusiasm for work, meaning in work, inspiration at work, perceived time at work, involvement at work, and control at work. When employee engagement is felt by nurses below, it triggers the desire to leave the hospital where they work.

The results of research from Alias et al., (2018) employee engagement has a negative effect on turnover intention, therefore turnover is defined as an employee's process of leaving his current job or his willingness to leave the organization. So organizations need to retain employee talent, organizations need to face challenges in today's fierce global competition. Employee turnover is the most important issue for most organizations, therefore, this issue still requires special attention because it can affect the development of the organization. High employee engagement will have a low turnover rate (Bhatnagar, 2012).

### **The Role of Employee Engagement Mediation on The Effect of Talent Management on Turnover Intention**

Employee engagement can mediate the effect of talent management on turnover intention, with a path coefficient value of -0.280, and a p-value of 0.006 or <0.05, then Hypothesis 4 (H4) is accepted, it shows that employee engagement can mediate the effect of talent management on

turnover intention. Based on the data above, it can be concluded that the hypothesis in this study is entirely accepted.

The results showed that employee engagement was able to mediate the effect of talent management on the turnover intention of nurses from four Type-C Private Hospitals in Denpasar City, namely Prima Medika RSU, Bhakti Rahayu RSU, Ibu, and Anak Harapan Bunda RSU, and Dharma Yadnya RSU.

The assessment from nurses at the four Type-C Private Hospitals in Denpasar City means that employee engagement can mediate the effect of talent management on turnover intention, meaning that employee engagement has an important factor for the four Type-C Private Hospitals in Denpasar City to strengthen talent management so that expected to be able to reduce the level of turnover intention in the hospital. However, the results showed that nurses at four Type-C Hospitals in Denpasar City had a desire to leave the hospital where they worked. Of course, this will be detrimental to the hospital because it will cause instability in the management of their employees, especially nurses which will have a negative effect in the long term on the management of human resources of the four Type-C Private Hospitals in Denpasar City. The thing that must be considered is that the hospital pays more attention to when there are nurses who are thinking of leaving the hospital, as well as paying attention to nurses who are thinking of looking for a new job next year, and nurses who are thinking of leaving the hospital as soon as possible.

Supported by the results of research by Latif et al., (2020) where employee engagement is proven to be a mediator, this implies that employee engagement can be a link between the effect of talent management variables on turnover intention, and good talent management is one of the right strategies for increasing employee engagement to reduce employee turnover intentions. The results of research by Zhang et al., (2018) and Coroline et al., (2015) also support employee engagement which is proven to mediate the effect of talent management on turnover intention, where employee engagement is a mediator in examining the effect of talent management variables on turnover intention.

**Table 6. Recapitulation of Mediation Variable Test Results**

Variable Relationship	Effect				Information
	(A)	(B)	(C)	(D)	
Talent Man -> Employee Eng -> Turnover Int	0,006	0,002	0,000	0,004	Partial Mediation

Primary Data, 2022

Employee engagement is able to mediate the influence of talent management on turnover intention. This can be seen from several indicators, namely nurses often think about quitting the hospital where they work, think about looking for a new job next year and leave this hospital as soon as possible. This result is shown by looking at the results of testing the indirect effect of talent management on turnover intention by involving the employee engagement variable to get significant results. Then, the direct influence of talent management on turnover intention got significant results and the direct influence of employee engagement variable on turnover intention

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got significant results. Thus, employee engagement is able to mediate partially (partial mediation) or complementary mediation on the influence of talent management on turnover intention. Based on these results, it can be interpreted that the higher the talent management, the higher the employee engagement, so that ultimately the turnover intention will decrease.

## **5.CONCLUSION**

This research can change the employee paradigm from negative to positive regarding the importance of talent management applied by management. This research will help create a healthy competition between employees with one so that there is no discrimination between employees. This research will determine employees who have good potential and performance because they are assessed based on clear benchmarks. This research will be able to create effective and efficient conditions, not only for the development of the employee's human resources itself but will create employee engagement with the company. To increase employee engagement to remain loyal and stay in the hospital, several things need to be considered and further improved in terms of talent management, hospitals are required to pay more attention to optimizing individual development, developing individual talent potential faster than other hospitals, providing appropriate compensation and can provide rewards for employees who are loyal to the hospital so that turnover intention can decrease. Furthermore, it is seen from turnover intention, namely where hospitals are required to pay attention to their employees. If the nurse is not thinking about quitting the hospital, looking for a new job,

## **Research Limitations**

This research still needs further development because there is still limited literature that is used as a reference on employee engagement variables as a mediating variable for the effect of talent management on turnover intention, while there are many other factors that affect employee engagement such as meaningful work and personal resources.

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