

Strategic Agility and Talent Management on Employee Performance: The Mediating Role of Employee Engagement

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Abstract:

This study aims to examine and analyze the effects of strategic agility and talent management on employee performance through employee engagement at PT. XYZ. The analytical method employed in this study was Structural Equation Modeling–Partial Least Squares (SEM-PLS). The population consisted of 147 employees of PT. XYZ, and all 147 employees were included as the sample. Therefore, a saturated sampling technique was applied.

The findings reveal that: (1) Strategic agility has a positive and significant effect on employee engagement; (2) Talent management has a positive and significant effect on employee engagement; (3) Strategic agility has a positive and significant effect on employee performance; (4) Talent management has a positive and significant effect on employee performance; (5) Employee engagement has a positive and significant effect on employee performance; (6) Strategic agility positively and significantly affects employee performance through employee engagement; and (7) Talent management positively and significantly affects employee performance through employee engagement.

Keywords: strategic agility, talent management, employee engagement, employee performance

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INTRODUCTION

Strategic Human Resource Management (SHRM) views human resources not merely as a factor of production, but as a strategic asset that drives organizational resilience, adaptability, and sustainable performance. From this perspective, human resource practices must be aligned with the organization's strategic direction so that the organization is not only operationally efficient, but also capable of responding effectively to environmental changes. Permana et al. (2024) found that SHRM practices are associated with stronger organizational resilience and improved employee retention, highlighting the important role of strategic human resource management in achieving organizational goals.

The business environment, characterized by uncertainty, rapid technological advancement, and intense competitive pressure, requires organizations to develop strong adaptive capabilities. Organizations that fail to respond quickly to change risk

losing competitiveness, experiencing lower work effectiveness, and facing declines in employee performance. Al Jabri et al. (2024) found that dynamic capabilities influence firm agility, particularly when organizations must adapt to technological and market changes. This finding suggests that agility is a critical component of organizational success.

One concept that has attracted considerable attention in this context is strategic agility. It refers to an organization's ability to sense change, make timely decisions, and reconfigure resources and strategies flexibly. Alkandi & Helmi (2024) argued that strategic agility enhances organizational performance through market orientation and innovation capabilities. This suggests that strategic agility is not merely a top management concern, but is also closely linked to an organization's operational effectiveness.

From an organizational behavior perspective, strategic agility is also important because it shapes employees' work experiences. Organizations that are strategically agile typically demonstrate clearer direction, faster responsiveness, and greater flexibility in dealing with change. Such conditions can create a more supportive work environment that encourages employees to remain engaged in their work. Ludviga & Kalvina (2023) found that employees' perceptions of organizational strategic agility positively influence work engagement and well-being. This finding strengthens the argument that strategic agility may serve as an important antecedent of employee engagement.

In addition to influencing engagement, strategic agility is also expected to have a direct effect on employee performance. Strategically agile organizations are generally more capable of accelerating decision-making, aligning work priorities, and allocating resources more effectively. These conditions enable employees to work more adaptively and productively. Halalmeh (2021) found that strategic agility has a positive effect on employees' performance in commercial banks in Jordan. This indicates that an organization's ability to respond strategically and flexibly to change can be translated into improved individual performance.

Besides strategic agility, another important variable in this study is talent management. This concept encompasses a series of processes involving the identification, development, placement, and retention of high-potential employees so that they can contribute optimally to the organization. In an increasingly competitive business environment, organizations require effective talent management systems to ensure the sustained availability of high-quality human resources. Kravariti et al. (2023) found that talent management is associated with improved performance through organizational and supervisor support for employee development.

The importance of talent management has increased because organizations today face not only market competition, but also competition in attracting and retaining the best human resources. Failure to manage talent effectively may lead to high turnover, limited competency development, and weakened organizational performance. Conversely, effective talent management can become a source of sustainable competitive advantage. Kravariti et al. (2023) also showed that organizational and line manager support for talent development is linked to improved performance outcomes.

The relationship between talent management and employee engagement has also received strong empirical support. Employees who are provided with development opportunities, career clarity, and recognition of their potential tend to demonstrate higher levels of engagement in their work. Abdullahi et al. (2022) found that talent management practices have a significant effect on employee engagement. This finding indicates that when organizations devote serious attention to talent development, employee engagement is likely to increase as well.

Talent management has also been directly associated with employee performance. Organizations that are able to place the right people in the right positions, develop their capabilities, and retain valuable talent are more likely to achieve higher levels of employee performance. Abdullahi et al. (2022) found that talent management practices significantly affect employee performance, with employee engagement also playing a mediating role in this relationship. Therefore, talent management is considered an important factor in enhancing employee work outcomes.

Another key variable in this study is employee engagement. In organizational behavior, employee engagement is understood as a condition in which employees demonstrate high energy, strong dedication, and deep absorption in their work. Engaged employees are generally more proactive, more responsible, and more committed to accomplishing their tasks. Neuber et al. (2022), based on meta-analytic findings, reported that work engagement is positively related to performance and negatively related to absenteeism. This confirms the position of employee engagement as an important determinant of individual performance.

The positive relationship between employee engagement and employee performance is also supported by other empirical studies. Nazir & Islam (2017) found that employee engagement contributes to improved employee performance while also strengthening organizational commitment. Thus, engagement is not only a desirable psychological condition, but also a strategic factor that contributes to the achievement of organizational goals through enhanced employee performance.

In this research model, employee engagement is positioned not only as an independent variable, but also as a mediating variable. Conceptually, this position is relevant because strategic agility and talent management may not always influence employee performance directly. Instead, both variables may first shape positive work experiences and employees' psychological attachment to their work, which are then translated into improved performance. Saptarini & Mustika (2023) found that work engagement mediates the effect of workforce agility on adaptive performance, thereby providing additional support for the role of engagement as a mediating mechanism in agility-based relationships.

More specifically, the mediating pathway between talent management and employee performance through employee engagement has received considerable empirical support. Abdullahi et al. (2022) found that employee engagement mediates the relationship between talent management practices and employee performance in the context of private universities in Malaysia. These findings suggest that talent management is likely to be more effective in improving performance when the organization is also able to foster a high level of employee engagement.

Although the individual relationships among these variables have received substantial attention in previous studies, research integrating strategic agility, talent management, employee engagement, and employee performance into a single comprehensive model remains relatively limited, particularly in the context of business organizations in Indonesia. In fact, integrating these four variables is important to explain how organizational strategic capabilities and talent management can enhance employee engagement, which ultimately leads to improved performance. Therefore, this study is important because it examines the effects of strategic agility and talent management on employee performance through employee engagement at PT. XYZ.

H1: Strategic Agility has a positive and significant effect on Employee Engagement

Strategic agility reflects an organization's ability to respond to change quickly, flexibly, and appropriately. In the context of human resource management, organizations with high strategic agility tend to create a work environment that is adaptive, communicative, and responsive to both internal and external dynamics. Such conditions can foster higher employee engagement because employees perceive that the organization has a clear direction and is capable of adjusting to change effectively. Ludviga & Kalvina (2023) found that employees' perceptions of organizational strategic agility positively influence work engagement and well-being. These findings suggest that the greater an organization's strategic agility, the higher the level of employee engagement.

H2: Talent Management has a positive and significant effect on Employee Engagement

Talent management refers to a set of strategic practices undertaken by organizations to attract, develop, retain, and maximize the potential of talented employees. When organizations pay serious attention to career development, training, promotion, and recognition of talent, employees are more likely to feel valued and to perceive a future within the organization. This, in turn, strengthens employee engagement. Abdullahi et al. (2022) reported that talent management practices have a significant effect on employee engagement. Similarly, Ishiyama (2022) explained that talent management mechanisms are positively associated with work engagement. Based on these findings, the better the implementation of talent management within an organization, the higher the level of employee engagement among employees.

H3: Strategic Agility has a positive and significant effect on Employee Performance

In dynamic organizations, strategic agility is an essential capability for maintaining competitiveness and operational effectiveness. Strategic agility enables organizations to make rapid decisions, allocate resources appropriately, and adjust work strategies in response to environmental demands. These conditions contribute to improved employee performance because employees operate within a system that is adaptive and responsive. Halalmeh (2021) found that strategic agility has a positive effect on employees' performance in the commercial banking sector. This finding confirms that organizations that are able to respond quickly and flexibly to change tend to achieve better employee performance.

H4: Talent Management has a positive and significant effect on Employee Performance

Employee performance is strongly influenced by how effectively an organization manages its talent. Through talent management, organizations are able to place employees according to their competencies, provide relevant development opportunities, and sustain performance over time. When these practices are implemented effectively, employees tend to possess greater capability and motivation to achieve work targets. Bibi (2019) found that talent management practices influence employee performance. In addition, Abdullahi et al. (2022) also reported that talent management practices have a significant effect on employee performance. These findings indicate that effective talent management can drive improvements in individual work outcomes within organizations.

H5: Employee Engagement has a positive and significant effect on Employee Performance

Employee engagement reflects the level of enthusiasm, dedication, and involvement employees demonstrate in carrying out their work. Employees with high engagement tend to work with greater energy, stronger focus, and a higher level of commitment to achieving organizational goals. Therefore, employee engagement is often regarded as an important determinant of improved employee performance. Nazir & Islam (2017) found that employee engagement contributes to higher employee performance. This finding is further supported by Jiatong et al. (2022), who explained that employee engagement plays an important role in improving job performance. Based on these findings, the higher the level of employee engagement, the better the employee performance produced. These findings indicate that employee engagement serves as an important mechanism through which organizations can enhance individual performance and overall work effectiveness.

H6: Strategic Agility has a positive and significant effect on Employee Performance through Employee Engagement

The relationship between strategic agility and employee performance does not always occur directly. In many cases, strategically agile organizations first create positive psychological conditions among employees, one of which is higher employee engagement. When organizations are able to adapt quickly, provide clarity of direction, and respond appropriately to change, employees tend to become more engaged in their work. This engagement subsequently leads to improved performance. Ludviga & Kalvina (2023) showed that strategic agility promotes work engagement. Meanwhile, Halalmeh (2021) found that strategic agility influences employee performance, and Nazir & Islam (2017) confirmed that employee engagement improves employee performance. In addition, Saptarini & Mustika (2023) found that work engagement mediates the effect of workforce agility on adaptive performance. Based on these findings, employee engagement is expected to function as a mediating mechanism in the relationship between strategic agility and employee performance.

H7: Talent Management has a positive and significant effect on Employee Performance through Employee Engagement

Effective talent management not only has a direct impact on performance, but also strengthens employees' engagement with their work. Employees who feel that their development is supported, who are given career opportunities, and who are placed according to their competencies are more likely to become emotionally and professionally attached to the organization. This higher level of employee engagement then contributes to improved employee performance. Abdullahi et al. (2022) found that talent management practices influence employee engagement, and that employee engagement mediates the relationship between talent management practices and employee performance. Similar findings were reported by Gautam (2023), who found that employee engagement acts as a mediator in the relationship between talent management practices and employee performance. Therefore, employee engagement is expected to mediate the relationship between talent management and employee performance.

RESEARCH DESIGN AND METHODOLOGY

This study aims to examine and analyze the effects of strategic agility and talent management on employee performance through employee engagement at PT. XYZ. The study adopted a quantitative approach and employed Structural Equation Modeling–Partial Least Squares (SEM-PLS) to test the direct and indirect relationships among the variables in the proposed research model. As noted by Hair et al. (2021), SEM-PLS is appropriate for simultaneously analyzing relationships among latent constructs and is particularly suitable for studies focused on prediction and model development. The population of this study comprised all 147 employees of PT. XYZ, and the entire population was used as the sample through a saturated sampling technique. Data were collected through a questionnaire distributed to respondents using a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree). The research instrument was developed based on the indicators of strategic agility, talent management, employee engagement, and employee performance.

The collected data were analyzed using SEM-PLS with the assistance of SmartPLS software. The analysis was carried out in two stages: measurement model (outer model) evaluation and structural model (inner model) evaluation. The evaluation of the outer model was conducted to assess the validity and reliability of the instrument using factor loadings, Average Variance Extracted (AVE), Composite Reliability, and Cronbach's Alpha. Meanwhile, the evaluation of the inner model was performed to examine the strength of the relationships among variables through path coefficients, t-statistics, and p-values, as well as to test the mediating role of employee engagement in the relationships between strategic agility and employee performance and between talent management and employee performance.

RESULTS AND DISCUSSION

Based on the results of the outer model evaluation, all constructs used in this study, namely strategic agility, talent management, employee engagement, and employee performance, met the required validity and reliability criteria in Structural Equation Modeling–Partial Least Squares (SEM-PLS) analysis. This indicates that all

indicators used in the questionnaire were able to measure the research constructs accurately and consistently. Therefore, the measurement model can be regarded as sufficiently robust to support subsequent analysis of the structural relationships among the variables. Moreover, these findings confirm that the instrument possessed adequate measurement quality for further hypothesis testing. This also suggests that each construct was well represented by its indicators, thereby providing a reliable basis for evaluating the relationships proposed in the structural model.

Table 1. Outer Model Evaluation

Variable	Measurement Item	Outer Loading	Cronbach's Alpha	Composite Reliability	AVE
Strategic Agility	X1.1	0.896	0.938	0.953	0.802
	X1.2	0.892			
	X1.3	0.906			
	X1.4	0.879			
	X1.5	0.903			
Talent Management	X2.1	0.907	0.959	0.968	0.859
	X2.2	0.936			
	X2.3	0.924			
	X2.4	0.929			
	X2.5	0.939			
Employee Engagement	Z1.1	0.914	0.951	0.962	0.836
	Z1.2	0.915			
	Z1.3	0.899			
	Z1.4	0.915			
	Z1.5	0.930			
Employee Performance	Y1.1	0.897	0.943	0.957	0.815
	Y1.2	0.916			
	Y1.3	0.885			
	Y1.4	0.908			
	Y1.5	0.908			

For the strategic agility variable, the outer loading values of all indicators ranged from 0.879 to 0.906, and all exceeded the minimum threshold of 0.70. This indicates that each indicator had a strong correlation with the measured strategic agility construct. The Cronbach's Alpha value of 0.938 and Composite Reliability value of 0.953 indicate a very high level of internal consistency. In addition, the Average Variance Extracted (AVE) value of 0.802 shows that the strategic agility variable was able to explain more than 80% of the variance in its indicators, indicating excellent convergent validity.

The talent management variable also demonstrated very strong measurement results, with indicator outer loadings ranging from 0.907 to 0.939. All indicators met

the convergent validity criterion, as their values were above 0.70. The Cronbach's Alpha value of 0.959 and Composite Reliability value of 0.968 confirm that the indicators of this variable had a very high level of reliability. The AVE value of 0.859 indicates that most of the variance in the indicators was explained by the talent management construct, confirming that this construct was both valid and reliable.

For the employee engagement variable, all indicators also showed very high outer loading values, ranging from 0.899 to 0.930. This suggests that each indicator strongly represented the employee engagement construct. The Cronbach's Alpha value of 0.951 and Composite Reliability value of 0.962 indicate a very high level of internal consistency. Meanwhile, the AVE value of 0.836 shows that more than 83% of the variance in the indicators could be explained by the employee engagement construct, indicating that convergent validity was very well established.

Furthermore, the employee performance variable showed indicator outer loading values ranging from 0.885 to 0.916, indicating a very strong relationship between the indicators and the measured construct. The Cronbach's Alpha value of 0.943 and Composite Reliability value of 0.957 reflect a very high level of internal consistency. The AVE value of 0.815 indicates that the employee performance construct was able to explain more than 81% of the variance in its indicators, confirming that this construct was highly valid and reliable.

Hair et al. (2019) stated that a construct in SEM-PLS analysis can be considered to have good measurement quality when the outer loadings of its indicators exceed 0.70, the Composite Reliability and Cronbach's Alpha values are above 0.70, and the Average Variance Extracted (AVE) exceeds 0.50. Therefore, the results of the outer model evaluation in this study confirm that the measurement model meets the methodological standards of SEM-PLS and is appropriate for structural model assessment and further hypothesis testing. These findings also indicate that the indicators used in this study were able to measure their respective constructs accurately and consistently.

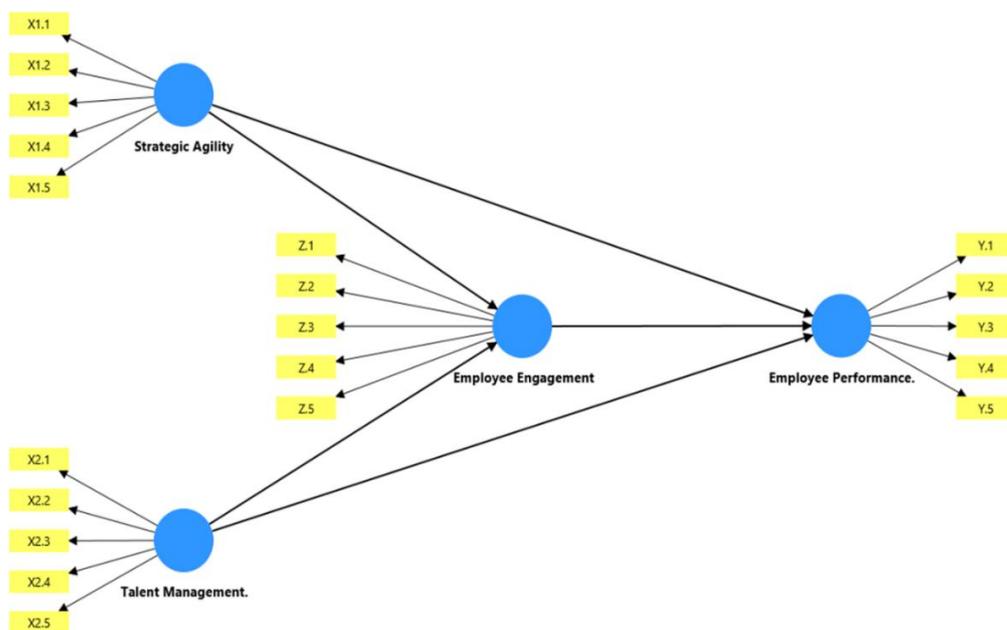


Figure 1. Measurement Model

Table 2. Hypothesis Testing Results

No	Hypothesis	Path Coefficient (O)	t-statistics	p-value	Results
H1	Strategic agility has a positive and significant effect on employee engagement	0.283	4.093	0.000	Hypothesis Supported
H2	Talent management has a positive and significant effect on employee engagement	0.431	6.640	0.000	Hypothesis Supported
H3	Strategic agility has a positive and significant effect on employee performance	0.140	2.258	0.024	Hypothesis Supported
H4	Talent management has a positive and significant effect on employee performance	0.147	2.395	0.017	Hypothesis Supported
H5	Employee engagement has a positive and significant effect on employee performance	0.631	10.091	0.000	Hypothesis Supported
H6	Strategic agility has a positive and significant effect on employee performance through employee engagement	0.178	3.925	0.000	Hypothesis Supported
H7	Talent management has a positive and significant effect on employee performance through employee engagement	0.272	5.208	0.000	Hypothesis Supported

Based on the results of hypothesis testing on the structural model (inner model) using the Structural Equation Modeling–Partial Least Squares (SEM-PLS) approach, all hypotheses proposed in this study were supported. This indicates that the relationships among the variables in the research model were statistically significant and consistent with the hypothesized directions of influence.

The result of the first hypothesis test (H1) showed that strategic agility had a positive and significant effect on employee engagement, with a path coefficient of 0.283, a t-statistic of 4.093, and a p-value of 0.000. These values met the significance criteria, indicating that an increase in strategic agility directly contributed to an increase in employee engagement.

The result of the second hypothesis test (H2) showed that talent management had a positive and significant effect on employee engagement, with a path coefficient of 0.431, a t-statistic of 6.640, and a p-value of 0.000. This finding indicates that the better the implementation of talent management, the higher the level of employee engagement.

The result of the third hypothesis test (H3) showed that strategic agility had a positive and significant effect on employee performance, with a path coefficient of 0.140, a t-statistic of 2.258, and a p-value of 0.024. Thus, strategic agility was found to make a significant contribution to improving employee performance.

The result of the fourth hypothesis test (H4) showed that talent management had a positive and significant effect on employee performance, with a path coefficient of 0.147, a t-statistic of 2.395, and a p-value of 0.017. This result confirms that effective talent management can improve employee performance.

The result of the fifth hypothesis test (H5) showed that employee engagement had a positive and significant effect on employee performance, with a path coefficient of 0.631, a t-statistic of 10.091, and a p-value of 0.000. This finding indicates that employee engagement is a very strong variable in explaining improvements in employee performance.

Furthermore, the result of the indirect effect test for the sixth hypothesis (H6) showed that strategic agility had a positive and significant effect on employee performance through employee engagement, with a path coefficient of 0.178, a t-statistic of 3.925, and a p-value of 0.000. This result demonstrates that employee engagement plays a significant mediating role in the relationship between strategic agility and employee performance.

In the seventh hypothesis (H7), talent management was also found to have a positive and significant effect on employee performance through employee engagement, with a path coefficient of 0.272, a t-statistic of 5.208, and a p-value of 0.000. This finding indicates that employee engagement also functions as a significant mediating variable in the relationship between talent management and employee performance. Overall, the results of the inner model testing show that strategic agility and talent management have both direct and indirect effects on employee performance, with employee engagement serving as an important explanatory mechanism.

1. The Effect of Strategic Agility on Employee Engagement

The results of this study indicate that strategic agility plays an important role in shaping employee engagement. Organizations that are strategically agile tend to respond more quickly to change, adjust policies more flexibly, and provide clearer direction to employees in a changing work environment. These conditions enhance employees' sense of security, involvement, and dedication to their work. This finding is consistent with Ludviga & Kalvina (2023), who found that employees' perceptions of organizational strategic agility positively influence work engagement and well-being. When organizations are perceived as having clear goals, learning capability, and rapid responses to crises, employees tend to demonstrate higher levels of work engagement. Therefore, this study reinforces the view that strategic agility is not only an organizational capability but also a factor that fosters positive psychological conditions among employees.

2. The Effect of Talent Management on Employee Engagement

The findings of this study show that talent management plays an important role in enhancing employee engagement. When organizations are able to identify employee potential, provide development opportunities, and offer clear career paths, employees are more likely to feel valued and recognized as important to the organization. This sense of appreciation fosters stronger emotional and cognitive attachment to work, reflected in higher levels of enthusiasm, dedication, and involvement. This finding is

supported by Abdullahi et al. (2022), who found that talent management practices have a significant effect on employee engagement. Similar results were reported by Ishiyama (2022), who explained that talent management mechanisms and individuals' perceptions of talent status are positively related to work engagement. Therefore, effective talent management not only helps organizations retain talent but also strengthens employees' attachment to their work.

3. The Effect of Strategic Agility on Employee Performance

The effect of strategic agility on employee performance indicates that organizational agility can lead to improved employee work outcomes. Strategically agile organizations tend to make decisions more quickly, respond more openly to change, and allocate resources more adaptively. Such conditions enable employees to work more responsively, efficiently, and with greater focus on changing priorities. This result is consistent with Halalmeh (2021), who found that strategic agility has a positive effect on employees' performance. It is also supported by Alkandi & Helmi (2024), who explained that strategic agility is associated with performance improvement through other strategic capabilities, such as market orientation and innovation. These findings strengthen the argument that strategically agile organizations are better able to create working conditions that support higher employee performance.

4. The Effect of Talent Management on Employee Performance

The findings of this study reveal that talent management contributes to employee performance. Effective talent management enables organizations to place employees according to their competencies, continuously develop their potential, and maintain the quality of human resources over time. Under such conditions, employees become not only more competent but also better prepared to achieve work targets effectively. This result is supported by Abdullahi et al. (2022), who showed that talent management practices affect employee performance. Kravariti et al. (2023) also explained that organizational and line manager support for talent development is associated with better performance outcomes. Therefore, the findings of this study confirm that talent management is an important instrument for generating more optimal employee performance, particularly when organizations are able to connect it with meaningful development opportunities and tangible support.

5. The Effect of Employee Engagement on Employee Performance

The results of this study show that employee engagement plays an important role in improving employee performance. Engaged employees tend to work with greater energy, stronger focus, and a higher level of commitment to achieving organizational goals. This attachment encourages them to exert their best efforts, which ultimately improves the quality and productivity of their work. This finding is consistent with Neuber et al. (2022), who showed that work engagement is positively related to performance and negatively related to absenteeism. Jiatong et al. (2022) also found that employee engagement plays an important role in improving job performance. Therefore, this study confirms that employee engagement is a key factor in explaining higher employee performance.

6. The Effect of Strategic Agility on Employee Performance through Employee Engagement

The findings of this study indicate that employee engagement mediates the relationship between strategic agility and employee performance. This means that the effect of strategic agility on employee performance occurs not only directly, but also through work engagement. Strategically agile organizations create a more adaptive, clear, and responsive environment, which encourages employees to become more involved in their work and ultimately improves performance. This finding is consistent with Ludviga & Kalvina (2023), who showed that strategic agility enhances work engagement. It is also supported by Neuber et al. (2022), who confirmed that work engagement is positively related to performance, and by Saptarini & Mustika (2023), who found that work engagement mediates the relationship between workforce agility and adaptive performance. Thus, this study strengthens the argument that employee engagement is an important mechanism through which strategic agility improves employee performance.

7. The Effect of Talent Management on Employee Performance through Employee Engagement

The results of this study also reveal that employee engagement mediates the relationship between talent management and employee performance. In other words, talent management is more effective in improving performance when it also strengthens employees' attachment to their work. Employees who feel developed, given opportunities, and recognized for their potential are more likely to be engaged, which in turn encourages better performance. This finding is consistent with Abdullahi et al. (2022), who showed that employee engagement mediates the relationship between talent management practices and employee performance. Similar results were reported by Gautam (2023), who confirmed the mediating role of employee engagement in this relationship. Therefore, these findings emphasize that talent management is not only a human resource management system, but also a means of fostering work engagement that ultimately improves employee performance.

CONCLUSION

Based on the discussion, it can be concluded that strategic agility and talent management play important roles in improving employee performance, both directly and indirectly through employee engagement. Strategic agility and talent management were found to have positive and significant effects on employee engagement as well as on employee performance. In addition, employee engagement was also found to serve as a significant mediating variable in these relationships. These findings indicate that improving employee performance is determined not only by the organization's ability to adapt and manage talent, but also by the company's success in fostering employees' engagement with their work. Therefore, strengthening strategic agility, implementing effective talent management, and enhancing employee engagement are important strategies for promoting sustainable employee performance at PT. XYZ.

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