

The Influence of Organizational Culture on Employee Performance Mediated by Talent Management, Employee Engagement, and Organizational Commitment of Bank Pembiayaan Rakyat Syariah (BPRS) Employees in Bandung

Inne Satyawisudarini¹, Bahtiar Usman², Justine Tanuwijaya³

^{1,2,3}Faculty of Economics and Business, Universitas Trisakti

ABSTRACT: This study aims to analyze the influence of organizational culture on employee performance at Bank Pembiayaan Rakyat Syariah (BPRS) Regional 2 West Java. The study uses a quantitative approach with a survey method. Data collection was cross-sectional. Questionnaires were distributed to 539 employees of BPRS Regional 2 West Java. This test used a Structural Equational Model (SEM) approach using Analysis of Moment Structures (AMOS) software. The novelty in this study is the addition of talent management, employee engagement, and organizational commitment variables as mediating variables. This study found that organizational culture influences employee engagement, organizational culture does not influence talent management, organizational culture does not influence organizational commitment, organizational culture does not influence employee performance, talent management does not influence employee performance, and organizational commitment influences employee performance, while talent management and organizational commitment do not mediate the influence of organizational culture on employee performance. Organizational culture plays a very important role in shaping employee behavior. A positive organizational culture can strengthen employee commitment to the organization. In other words, a culture that supports values such as collaboration, appreciation, fairness, and personal development will create a climate that makes employees feel connected and motivated to give their best contribution.

KEYWORDS: Organizational Culture, Talent Management, Employee Engagement, Organizational Commitment, Employee Performance

I. INTRODUCTION

One of the main pillars of Islamic banking is Bank Pembiayaan Rakyat Syariah (BPRS). BPRS plays a strategic role in expanding access in financing, particularly for the micro, small, and medium enterprise (MSME) sector, as well as communities who are not reachable by conventional banks.(Fauzan & Huda, 2022).Compared to Islamic commercial banks, BPRS have a closer focus on the community that the function is not only as financial intermediaries but also play a role as agents of socio-economic development at the local level. However, BPRS is facing various challenges, including limited capital, intense competition from commercial banks as well as non-bank financial institutions, and the need to adapt to developments in digital technology. (Sukmana, 2023).In the West Java Region 2 area, the existence of BPRS is essential considering the high public demand for fair, transparent, and sharia-based banking services that favor the lower classes.

Practically, many BPRS still face various internal issues that impact organizational performance, particularly related to employee performance, which is a crucial element in achieving institutional goals. Improving employee performance is important for maintaining customer trust and strengthening BPRS' competitiveness amidst increasing banking industry competition. On the other hand, low employee performance can impact service quality and weaken the BPRS' market position.(Ismail, 2022).The performance of BPRS employees in West Java Region 2 shows significant variation from one institution to another. Common issues found are the low work productivity, lack of individual initiative, weak employee loyalty, high absenteeism, and a lack of adaptability to changes in banking digitalization. This indicates underlying factors within the work environment that are suboptimal, particularly those related to organizational culture and human resource management.

Organizational culture plays a crucial role in shaping employee behavior, attitudes, and work ethics. A strong culture which is aligned with the organization's vision can create a conducive work environment, nurture a sense of belonging, and encourage employees to achieve good performance. In a business organization, a healthy and consistent organizational culture is reflected in the quality of products and services provided to the market and customers. (Sukardi & Nurhani, 2021). However, many BPRS still

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implement an informal work culture without a structured system. The absence of clear work values, weak communication between management levels, and low openness to innovation are indicators that the organizational culture does not fully support optimal performance. Schein (2019).

Besides organizational culture, employee performance is also influenced by organizational commitment. According to the study, if the concept of organizational culture is well understood, it not only has a direct impact on organizational performance but also indirectly influences the organizational performance through employee organizational commitment. (Nikpour, 2022). The study done by Dhanalakshmi and Gurunathan (2018) stated that organizational commitment is one of the keys to maintaining employee performance.

Talent management is essential for an organization since it is the primary reason for employees to stay with the company based on their work capabilities. According to Farndale (2019), Talent management within an organization can provide guidance for employees in the process of developing and utilizing capabilities, skills, and talents. Talent management, as a strategic component of HR management, is not main priority in BPRS. As not all institutions have sustainable employee development programs, systematic potential mapping, or measurable retention strategies, the individual potential is not optimally developed, leading to the emergence of employees who only work functionally, rather than out of attachment or commitment to the institution.

Another issue is low employee attachment to the organization. Many BPRS employees feel inadequately involved in decision-making, no chance to express their ideas and recognition for individual achievements. This leads to the emergence of disengaged employees, who are physically present but not emotionally and mentally engaged, which negatively impacts work performance and productivity. According to Albrecht (2020), employee engagement is a state of employees who are psychologically involved in their work. Furthermore, low organizational commitment has become a highlight. Some employees demonstrate weak loyalty to the institution, easily change jobs, and show no desire to grow with the organization. This occurs because employees feel their personal values are incompatible with the organization, lack of clear career paths, or the work culture does not support the formation of psychological bonds between individuals and the organization.

Based on the conditions explained above, it can be identified that the performance of BPRS employees in Region 2 West Java does not stand alone, moreover it is influenced by several important variables including organizational culture, talent management, employee engagement, and organizational commitment. It is important to examine deeper how organizational culture influences employee performance, both directly and indirectly through the mediating role of talent management, employee engagement, and organizational commitment.

II. RESEARCH METHOD

This study uses a quantitative approach. It aims to examine the relationships between employee performance as the dependent variable, organizational culture as the independent variable, and talent management, employee engagement, and organizational commitment as mediating variables.

The focus in this study is employees of Bank Pembiayaan Rakyat Syariah (BPRS) in Bandung. The research data of this study is cross-sectional by collecting the data using a questionnaire. The research tool is a Likert scale questionnaire (1 = strongly disagree to 5 = strongly agree). This study used a saturated sampling technique with 539 respondents of BPRS employees. This study uses analysis of Structural Equation Modeling (SEM).

III. RESULT

A. RESPONDENT CHARACTERISTIC

Respondent Characteristic by Gender

Table 1. Respondent Characteristic Based on Gender

Characteristic	Category	Frequency (n)	Percentage
Gender	Male	353	65.5%
	Female	186	34.5%
Total respondents		539	100%

Source: Processed Data, 2024

Based on Table 1, the majority of respondents were male and the rest were female. The large number of male employees reflects the considerable and demanding tasks and workload, as evidenced by the magnitude of the responsibilities and work performed.

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Respondent Characteristic by Age

Table 2. Respondent Characteristic Based on Gender

Age	Frequency (n)	Percentage
23 – 30 Years	70	14.6%
30 – 35 Years	148	27.4%
35 – 40 Years	134	24.9%
40 – 50 Years	178	33.1%
Total respondents	539	100

Source: Processed Data, 2024

Based on Table 2, it shows that most of the respondents in this study were over 40 years old. It describes that employees in the BPRS Regional 2 West Java are generally in their productive working age, so their contribution to the company is very possible to be optimized, considering that the age of 40 to 50 years is the stage of consolidating an employee's career choice to achieve their goals, while the peak of the career itself generally occurs at the age of 50 years and above.

Respondent Characteristics Based on Length of Service

Table 3. Respondent Characteristics Based on Length of Service

Length of work	Frequency (n)	Percentage
≤ 5 Years	150	27.8%
5 – 10 Years	120	22.3%
10 – 15 Years	90	16.7%
15 – 20 Years	70	13.0%
20 – 25 Years	109	20.2%
Total respondents	539	100%

Source: Processed Data, 2024

Table 3 shows that most respondents had worked for more than 5 years. This indicates a relatively high level of job rotation, or many respondents were relatively new to the institution.

Respondent Characteristic by Education

Table 4. Respondent Characteristic Based on Education

Education Level	Frequency (n)	Percentage
Elementary School/Equivalent	50	9.3%
Junior High School/Equivalent	60	11.1%
High School/Equivalent	100	18.6%
D3 (Diploma)	120	22.3%
S1 (Bachelor)	190	35.3%
S2 (Magister)	19	3.5%
Total respondents	539	100%

Source: Processed Data, 2024

Table 4 shows that the formal education of the most respondents is Bachelor's degree (S1), and the rest of the respondents is Diploma. Based on the data, in general, employees have met the minimum standard of Undergraduate education set by the company. The level of education is still dominated by undergraduate education. In honing the skills of bankers, it is not essential to require a high level of formal education. Based on the regulations, Banks are obliged to provide education and training funds every year for HR development so that the bankers experience sufficient education and training according to their work period.

B. VALIDITY TEST

Validity testing is used to measure the validity of a questionnaire. A questionnaire is considered valid if the statements accurately convey what it is intended to measure. Validity testing is conducted to determine whether respondents understand the meaning of the statements in the questionnaire, ensuring that their answers reflect the actual situation. If the factor loading is ≥ 0.30 , the statement item is valid. The results of the validity test are presented in the following table:

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Table 5. Validity Test Result

Variable	Item	CFA	Description	Item	CFA	Description
Organizational Culture	X1	0,879	Valid	X.12	0,660	Valid
	X2	0,841	Valid	X.13	0,915	Valid
	X3	0,875	Valid	X.14	0,867	Valid
	X4	0,860	Valid	X.15	0,625	Valid
	X.5	0,652	Valid	X.17	0,751	Valid
	X.6	0,899	Valid	X.18	0,803	Valid
	X.7	0,864	Valid	X.19	0,675	Valid
	X.8	0,881	Valid	X.20	0,756	Valid
	X.9	0,884	Valid	X.21	0,698	Valid
	X.10	0,879	Valid	X.22	0,862	Valid
	X.11	0,863	Valid	X.23	0,704	Valid
Talent Management	Y1.1	0,688	Valid	Y1.14	0,625	Valid
	Y1.2	0,720	Valid	Y1.15	0,641	Valid
	Y1.3	0,680	Valid	Y1.16	0,625	Valid
	Y1.4	0,865	Valid	Y1.17	0,852	Valid
	Y1.5	0,758	Valid	Y1.18	0,621	Valid
	Y1.6	0,659	Valid	Y1.19	0,762	Valid
	Y1.7	0,676	Valid	Y1.20	0,801	Valid
	Y1.8	0,782	Valid	Y1.21	0,740	Valid
	Y1.9	0,894	Valid	Y1.22	0,672	Valid
	Y1.10	0,682	Valid	Y1.23	0,798	Valid
	Y1.11	0,712	Valid	Y1.24	0,852	Valid
	Y1.12	0,812	Valid	Y1.25	0,821	Valid
	Y1.13	0,751	Valid	Y1.26	0,717	Valid
Employee Engagement	Y2.1	0,841	Valid	Y2.10	0,625	Valid
	Y2.2	0,632	Valid	Y2.11	0,815	Valid
	Y2.3	0,762	Valid	Y2.12	0,621	Valid
	Y2.4	0,752	Valid	Y2.13	0,775	Valid
	Y2.5	0,821	Valid	Y2.14	0,625	Valid
	Y2.6	0,852	Valid	Y2.15	0,814	Valid
	Y2.7	0,762	Valid	Y2.16	0,712	Valid
	Y2.8	0,671	Valid	Y2.17	0,821	Valid
	Y2.9	0,848	Valid			
Organizational Commitment	Y3.1	0,852	Valid	Y3.10	0,824	Valid
	Y3.2	0,632	Valid	Y3.11	0,852	Valid
	Y3.3	0,741	Valid	Y3.12	0,741	Valid
	Y3.4	0,821	Valid	Y3.13	0,752	Valid
	Y3.5	0,732	Valid	Y3.14	0,871	Valid
	Y3.6	0,850	Valid	Y3.15	0,866	Valid
	Y3.7	0,872	Valid	Y3.16	0,732	Valid
	Y3.8	0,721	Valid	Y3.17	0,841	Valid
	Y3.9	0,731	Valid	Y3.18	0,651	Valid
Employee Performance	Z.1	0,830	Valid	Z.12	0,763	Valid
	Z.2	0,885	Valid	Z.13	0,765	Valid
	Z.3	0,898	Valid	Z.14	0,789	Valid
	Z.4	0,724	Valid	Z.15	0,858	Valid
	Z.5	0,785	Valid	Z.16	0,667	Valid
	Z.6	0,756	Valid	Z.17	0,792	Valid
	Z.7	0,777	Valid	Z.18	0,728	Valid
	Z.8	0,769	Valid	Z.19	0,859	Valid
	Z.9	0,792	Valid	Z.20	0,720	Valid
	Z.10	0,836	Valid	Z.21	0,810	Valid
	Z.11	0,754	Valid	Z.22	0,751	Valid

Source: Data Processing Results, 2024

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The results of the validity test show that all items from the variables of organizational culture, talent management, employee engagement, organizational commitment, and employee performance are proven valid because each indicator produces a Confirmatory Factor Analysis (CFA) > 0.30, indicating that each indicator from the dimension is understood by respondents according to the research objectives.

C. RELIABILITY TEST

Reliability testing is a test to ensure the measurement tools used in this study are consistent and accurate. Research results are reliable if there is similarity in data at different points in time. Based on the statement above, if the Cronbach's Alpha coefficient is ≥ 0.60 , then the Cronbach's Alpha coefficient is accepted (the data is reliable). The results of the reliability coefficient calculation can be seen in the following table:

Table 6. Reliability Test Result

Variables	Number of Items	Cronbach's Alpha	Information
Organizational Culture	23	0.712	Reliable
Talent Management	26	0.769	Reliable
Employee Engagement	17	0.872	Reliable
Organizational Commitment	18	0.804	Reliable
Employee Performance	22	0.972	Reliable

Source: Data Processing Results, 2024

The results of the reliability test of the five research variables that include organizational culture, talent management, employee engagement, organizational commitment, and employee performance, concluded that the five variables are reliable. The Cronbach's Alpha for each variable is more than 0.60. The minimum standard for passing the reliability test is if the Cronbach's Alpha value is more than 0,60 then it is said to be reliable.

D. HYPOTHESIS TESTING

Direct Influence

The influence of organizational culture on employee performance mediated by talent management, employee engagement and organizational commitment of employees of Bank Pembiayaan Rakyat Syariah (BPRS) Regional 2 West Java, can be seen in Table 7 below:

Table 7. Results of the Direct Effect Hypothesis Test

Hypothesis	Estimate	P-value	Decision
H1: Organizational culture has a positive effect on talent management.	0.035	0.275	Not Supported
H2: Organizational culture has a positive effect on employee engagement.	0.111	0.009	Supported
H3: Organizational culture has a positive effect on organizational commitment.	0.002	0.961	Not Supported
H4: Organizational culture has a positive effect on employee performance.	-0.023	0.456	Not Supported
H5: Talent management has a positive effect on employee engagement.	0.342	0.000	Supported
H6: Talent management has a positive effect on organizational commitment.	0.296	0.002	Supported
H7: Talent management has a positive effect on employee performance.	0.069	0.317	Not Supported
H8: Employee engagement has a positive effect on organizational commitment.	0.159	0.030	Supported
H9: Employee engagement has a positive effect on employee performance.	0.616	0.000	Supported
H10: Organizational commitment has a positive effect on employee performance.	0.184	0.017	Supported

Source: Results of Hypothesis Testing with regression using SEM AMOS, 2024

The test results in Table 8 show that the influence of organizational culture on talent management has a coefficient value of 0.035 with a significance value of $0.271 > 0.05$. This indicates that H1 is not supported, therefore, statistically organizational culture has

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no effect on talent management. Furthermore, the coefficient value of organizational culture on employee engagement is 0.111 with a significant value of $0.009 < 0.05$. These results support H2, which means that statistically organizational culture has a positive and significant effect on employee engagement. It means that the better of organizational culture is perceived, the level of employee engagement also increases. The influence of organizational culture on organizational commitment shows a coefficient value of 0.002 with a significant value of $0.961 > 0.05$, so H3 is not supported. This indicates that organizational culture does not have a significant effect on organizational commitment. Similarly, the relationship between organizational culture and employee performance produces a coefficient of -0.023 with a significant value of $0.456 > 0.05$, so H4 is also not supported. Meanwhile, talent management shows a positive and significant influence on employee engagement with a coefficient of 0.342 and a significant value of $0.000 < 0.05$ (H5 is supported). It means that the better talent management, the higher level of employee engagement.

Furthermore, talent management also has a positive and significant effect on organizational commitment (coefficient 0.296; p-value $0.002 < 0.05$), so that H6 is supported. However, the effect of talent management on employee performance is not significant (coefficient 0.069; p-value $0.317 > 0.05$), so that H7 is not supported. Employee engagement is proven to have a positive and significant effect on organizational commitment (coefficient 0.159; p-value $0.030 < 0.05$) and on employee performance (coefficient 0.616; p-value $0.000 < 0.05$), so that H8 and H9 are supported. It shows that employees who have high engagement tend to have a stronger commitment to the organization and show better performance. The test results show that organizational commitment has a positive and significant effect on employee performance with a coefficient of 0.184 and a significant value of $0.017 < 0.05$, so that H10 is supported. This finding indicates that the higher the employee's commitment to the organization, the better the performance shown.

INDIRECT INFLUENCE

The following are the results of the indirect influence test:

Table 8. Results of the Indirect Effect Hypothesis Test

Hypothesis	Estimate	P-value	Decision
H11: Talent management mediates the influence of organizational culture on employee performance.	0.002	0.46	Not Supported (Not Mediating)
H12: Employee engagement mediates the influence of organizational culture on employee performance.	0.068	0.01	Supported (Full Mediation)
H13: Organizational commitment mediates the influence of organizational culture on employee performance.	0.0004	0.96	Not Supported (Not Mediating)

Source: Results of the Sobel Test of Indirect Effect Hypothesis (2024)

The results in table 8 show that the indirect influence of organizational culture to employee performance through talent management has a coefficient of 0.002 with a p-value of $0.46 > 0.05$. It means that talent management does not mediate the influence of organizational culture to employee performance (H11 is not supported). Furthermore, the indirect effect of organizational culture to employee performance through employee engagement has a coefficient of 0.068 with a p-value of $0.01 < 0.05$. It shows that employee engagement significantly mediates the influence of organizational culture to employee performance (H12 is supported). Meanwhile, the indirect effect of organizational culture to employee performance through organizational commitment has a coefficient of 0.003 with a p-value of $0.96 > 0.05$, so that organizational commitment does not mediate this relationship (H13 not supported).

IV. DISCUSSION

1. Organizational Culture Does Not Have a Positive Influence on Talent Management

This study result shows that *organizational culture* has no effect on *talent management* (coefficient 0.035; p-value $0.271 > 0.05$). It indicates that the organizational culture at BPRS Regional 2 West Java has not been able to encourage optimal talent management. The culture, which is still bureaucratic and normative, makes the practice of talent *management* more influenced by non-strategic factors such as seniority and loyalty. This finding aligns with previous research which stated that an unadaptive organizational culture tends to hinder the effectiveness of Talent Management. (Prasojo, 2021; Hidayat & Kusnadi, 2023).

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2. Organizational Culture Has a Positive Influence on Employee Engagement

The results of this study indicate that organizational culture has a positive influence on employee engagement, where perceptions improving towards organizational culture will be followed by the increase of employee engagement (coefficient = 0.111; $p = 0.009 < 0.05$). This finding is in line with previous research showing that internalizing organizational cultural values increases employee motivation, loyalty, and commitment. (Wulandani, 2024). Moreover, a culture that encourages autonomy, work challenges, and constructive feedback contributes to employee engagement. (Ismail et al., 2024). In addition, a healthy organizational culture also plays a role in increasing employee job satisfaction and performance. (Hadarmawan et al., 2024)

3. Organizational Culture Does Not Have a Positive Influence Organizational Commitment

The results of the study show that organizational culture does not have a positive effect on organizational commitment at BPRS Regional 2 West Java, with a coefficient value of 0.002 and a p-value of $0.961 > 0.05$. Organizational culture that is symbolic, not internalized, or merely an administrative formality fails to encourage employee loyalty and emotional attachment. The dominant factors influencing commitment are employees' religious values and personal sharia principles. This finding aligns with studies from Kusumawati (2021), Suryani & Wahyudi (2023), Yunita & Hamdani (2021), as well as Hermawan et al. (2022), which emphasizes that an organizational culture that is not internalized or inconsistent does not significantly increase employee commitment.

4. Organizational Culture Does Not Have a Positive Influence Employee Performance

Organizational culture does not significantly influence employee performance at BPRS Regional 2 West Java (coefficient -0.023; $p\text{-value } 0.456 > 0.05$), since formal cultural values are often not internalized, while religiosity and work targets are more important determinants of performance. Literatures that support this finding done by Delka Maha Putra & Nasution (2023), Dibyo Yaksaprawira et al. (2023), Wardani & Hidayat (2023), as well as Baihaqi et al. (2023), which states that organizational culture influences performance only through mediation channels such as job satisfaction, motivation, and engagement.

5. Talent Management towards Employee Engagement

The results of the study indicate that talent management has a positive effect on employee engagement (coefficient 0.342; $p\text{-value } 0.000 < 0.05$), where improved perceptions of talent management increase employee engagement. Practices such as competency training, career development, coaching, and reward management significantly boost loyalty and work motivation. This finding is supported by Wijaya & Susanto (2021), Rahmawati & Setiawan (2023), Santoso & Lestari (2022), Kurniawan & Dewi (2024), as well as Albrecht et al. (2020), which confirms that effective talent management increases employees' emotional attachment and commitment to the organization.

6. Talent Management Has a Positive Influence on Organizational Commitment

The results of the study indicate that talent management has a positive effect on organizational commitment (coefficient = 0.296; $p = 0.002$), meaning that increased perceptions of talent management will increase organizational commitment. This finding is in line with studies by Bhatnagar (2023) which states that an effective talent management system makes employees feel valued and have opportunities to develop, as well as Joo (2020) which emphasizes the importance of career management for high commitment. Study in the banking sector by Sari & Nugroho (2023) emphasized that holistic talent management programs enhance the effective, sustainable, and normative dimensions of commitment, while Prasetyo & Wulandari (2024) adding that mentoring and coaching strengthen the psychological bonds of employees. Moreover, Rahman & Putri (2022) highlight the importance of flexibility and non-financial rewards, while Kusuma & Lestari (2024) shows that unresponsiveness to individual needs actually decreases commitment. Overall, the findings confirm that the success of talent management in increasing commitment depends on implementation that is adaptive, participatory, and considers the psychosocial context of employees.

7. Talent Management Does Not Have a Positive Impact on Employee Performance

The study results show that talent management does not have a significant effect on employee performance (coefficient = 0.069; $p = 0.317$). Studies done by Andriyani & Sari (2023) in the hospitality sector and Hartanto & Lestari (2022) in the manufacturing industry highlighted the program's inconsistency with individual needs, implementation formalities, and the lack of an adequate reward system, resulting in the program not increasing productivity. Meanwhile, Nurhadi & Wulandari (2021) added that a top-down approach without employee participation creates resistance. Findings from BPRS Regional 2 West Java support this statement, where the talent management program was not integrated with the reward system, promotions, or employee understanding and also limited resources and work culture, resulting in a lack of significant impact on individual performance.

8. Employee Engagement Has a Positive Influence on Organizational Commitment

The results of the study show that employee engagement has a positive effect on organizational commitment (coefficient = 0.159; $p = 0.030$), which means that employee emotional and participatory attachment supports loyalty to the organization. According to the studies from Santoso & Prasetyo (2022) in the banking sector and Hidayat & Kusuma (2023) in the IT sector shows that

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engagement drives affective and normative commitment because employees feel appreciated. Meanwhile, Princess & Rahman (2024) added that high engagement encourages responsibility, consistent behavior, and support for organizational goals, so that employee engagement becomes an important strategy in maintaining long-term commitment.

9. Employee Engagement Has a Positive Impact on Employee Performance

The results of the study show that employee engagement has a significant positive effect on employee performance (coefficient = 0.616; $p = 0.000$). According to the Priyanto & Wulandari (2023) study in the manufacturing sector, the high engagement increased productivity, loyalty, and work initiative. Another study by Zhang et al. (2024) in the hospitality industry and Naidoo & Pillay (2022) in the public sector emphasize the role of engagement in service delivery, operational targets, and team performance. Meanwhile, Al-Kahtani et al. (2025) And Meisyah et al. (2024) emphasizes that engagement is an important psychological resource that strengthens performance and loyalty, while Jacelyn & Nelson (2023) shows that engagement also mediates the influence of talent management on performance.

10. Organizational Commitment Has a Positive Influence on Employee Performance

The results of the study show that organizational commitment has a positive influence on employee performance (coefficient = 0.184; $p = 0.017$), means that the higher the employee's commitment to the organization, the better their performance. According to Rahmawati & Trisninawati (2024) And Ginanjar & Berliana (2022) found a significant positive correlation between commitment and productivity. Moreover, Rizal et al. (2022) And Fitri & Widodo (2022) emphasizes that commitment increases work enthusiasm, responsibility, and work effectiveness. Meanwhile Hidayati et al. (2024) added that commitment drives optimal performance. Additional studies by Sojanah et al. (2025) show that commitment also mediates the influence of engagement on performance, emphasizing the crucial role of employee emotional attachment in achieving organizational performance.

11. Talent Management Does Not Mediate the Effect of Organizational Culture on Employee Performance

The results of the study indicate that talent management does not mediate the influence of organizational culture on employee performance (coefficient = 0.002; $p = 0.46 > 0.05$). This is due to the fact that the implementation of talent management in BPRS is still weak, uneven, limited to the managerial level, and not aligned with cultural values that emphasize collectivity and togetherness. The absence of a competency-based reward system and budget constraints also reduce its effectiveness in improving performance. These findings align with research by Baron (2022) And Peter (2020) which emphasizes the importance of alignment between organizational culture and talent management programs in order to optimally improve employee performance.

12. Employee Engagement Mediates the Effect of Organizational Culture on Employee Performance

Employee engagement proved to mediate the influence of organizational culture on employee performance (coefficient = 0.068; $p = 0.01 < 0.05$). A positive and strong organizational culture increases employees' emotional, cognitive, and physical attachment to the organization. It makes them more motivated and productive. Studies by Wang & Xu (2022), Alghamdi et al. (2022), as well as Fitria & Hasanah (2023) supports these findings with the statement that employee engagement is an important mechanism for translating cultural values into tangible work performance, both in the public sector and the creative industries.

13. Organizational Commitment Does Not Mediate the Effect of Organizational Culture on Employee Performance

The results of the study show that organizational commitment does not mediate the influence of organizational culture on employee performance (coefficient = 0.003; $p = 0.96 > 0.05$). In BPRS, an organizational culture based on strong sharia values such as trustworthiness, honesty, and cooperation directly drives employee performance, so that the role of formal commitment is insignificant. This finding is supported by studies by Nguyen et al. (2021) And Rahman & Widyastuti (2022), which shows that the internalization of strong cultural values can directly influence performance without the need for organizational commitment mediation.

CONCLUSIONS

This study concludes that:

1. Organizational culture has no effect on talent management.
2. Organizational culture has a positive influence on employee engagement.
3. Organizational culture has no effect on organizational commitment.
4. Organizational culture has no effect on employee performance.
5. Talent management has a positive effect on employee engagement.
6. Talent management has a positive effect on organizational commitment.
7. Talent management has no effect on employee performance.
8. Employee engagement has a positive effect on organizational commitment.
9. Employee engagement has a positive effect on employee performance.

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10. Organizational commitment influences employee performance.
11. Talent management does not mediate the influence of organizational culture on employee performance.
12. Employee engagement mediates the influence of organizational culture on employee performance.
13. Organizational commitment does not mediate the influence of organizational culture on employee performance.

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