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INFLUENCE OF TALENT MANAGEMENT AND ORGANIZATIONAL CULTURE ON PRODUCTIVITY WITH TURNOVER INTENTION AS A VARIABLE AT PT. YASUNLI

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ABSTRACT

This research seeks to examine the impact of talent management and organizational culture on employee productivity at PT Yasunli., with the intention of rolling as a mediating variable. Productivity is a key factor in a company's success, but a high level of Turnover Intention can hinder the achievement of optimal productivity. Therefore, it is important to understand how managing Talent Management and strengthening Organizational Culture can increase productivity as well as reduce employee intent to leave the company. This study uses a quantitative approach through structural equation model (SEM) to assess the direct and indirect relationships between these variables. Data collection was conducted through a questionnaire survey using random sampling method among PT Yasunli employees. The results of the study show that talent management and organizational culture have a positive and significant impact on Productivity. In addition, turnover intention plays a mediating role in the relationship between organizational culture and productivity, but does not have a significant mediating role in relation to talent management and productivity. These findings indicate that PT Yasunli should strengthen its organizational culture and talent management strategy to increase productivity and reduce turnover intention, so as to create a work environment that supports optimal performance.

Keywords: Talent Management, Organizational Culture, Turnover Intention, Productivity.

INTRODUCTION

In the era of globalization and increasingly intense competition, companies in Indonesia are required to improve their performance and possess strong competitive advantages. One of the most crucial factors in enhancing company performance is human resources (HR). High-quality HR with strong competencies can serve as a significant competitive advantage for a company.

However, managing high-quality and highly competent HR is not an easy task. Companies in Indonesia still face several challenges in managing their HR, such as a lack of skills and knowledge, low motivation and job satisfaction, as well as limited career development opportunities.

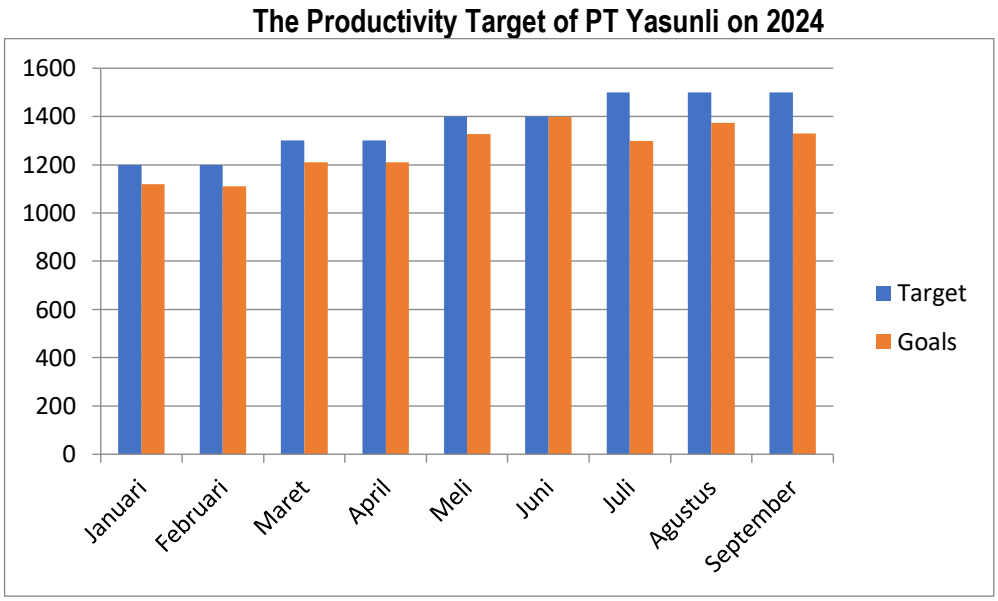
In an organization, The main objective of effective human resource management is to improve the productivity of an organization, the institution. Likewise in a company in the industrial field, Employee productivity is crucial to achieving the company's vision and mission.

At PT Yasunli, which is located at MM 2100 Cikarang, Bekasi Regency, PT Yasunli consistently strives to increase employee productivity so that the vision and mission of the company can be achieved and the products produced are in accordance with the targeted quality and quantity. But in reality, PT Yasunli in recent months has failed to achieve the desired productivity. Some of the targets that were to be achieved in the field of production were not achieved well.

PT Yasunli has poor productivity in several aspects, namely production quality that is in accordance with the needs of the industry and society, good employee performance with effective work skills and the ability to motivate employees, poor employee performance with the ability to support production activities and the ability to meet employee needs, poor output quantity with the number of employees who pass and succeed in achieving their goals. So, PT Yasunli has several weaknesses in its productivity, such as lack of resources, lack of

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motivation among employees, and lack of effective communication, Therefore, attention should be paid to improving employee productivity.



Picture 1. The Productivity Target of PT Yasunli on 2024
Source: *Presurvey*

From the data above, we can know that in 2024, from January to September, PT Yasunli will fail to achieve the production target. Every month, PT Yasunli adjusts the achievement target to entire of employees working at PT Yasunli, but the employees can never achieve the target they want to achieve. The achievement with the highest results is close to the target in June, while the achievement is far from the target in July.

According to the researcher, the company's failure to achieve the target is due to lack of employee productivity, the main cause is the frequent change of PT Yasunli employees who change in a short period of time. This turnover is what makes PT Yasunli often release experienced employees and accept new employees who are inexperienced or do not understand how to work at PT Yasunli, both in terms of systems and operations.

One of the most serious problems in managing human resources is turnover. Turnover is the process of leaving the company, either voluntarily or involuntarily. Turnover can cause companies to lose quality and highly competent human resources, so that it can reduce company performance.

The implementation of Human Resource Management is not only important for a large company. Medium and small-scale companies also continue to try to improve the human resources they have to create company performance and productivity. In addition to improving performance, the company also strives to keep employees who work for their company so that they feel at home and avoid turnover.

According to the researcher, what causes the high turnover of PT Yasunli employees is the lack of Talent management in the agency. Talent management at PT Yasunli covers various aspects of recruitment, career development, and training. However, there are some discrepancies with the indicators that should be applied in effective talent management. However, the recruitment process at PT Yasunli still experiences various obstacles that hinder the achievement of optimal talent management standards. One of the main issues is limited resources, which makes it difficult for companies to reach out to qualified prospective employees, especially from middle-class families. In addition, the lack of promotion about superior programs and company achievements

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affects the low knowledge of prospective employees about the existing opportunities, so that the recruitment potential is hampered.

Career development at PT Yasunli still faces various shortcomings that need to be improved. Although there have been several initiatives to improve employee competence, planned and sustainable career development programs are still inadequate, resulting in graduates not being fully prepared to face the challenges of the workforce. In addition, although there are efforts to establish cooperation with companies, the collaboration has not been maximized in providing real work experience to employees, which is indispensable to prepare them to enter the professional world.

The training aspect at PT Yasunli requires more attention, especially related to inadequate facilities to support practical learning of employees. These limitations can hinder employees from mastering the skills needed in their area of expertise. In addition, training programs are often not connected to tasks and jobs, so employees do not get a thorough work experience that is in line with the demands of the industry today, which is crucial to improve their competitiveness in the job market. Overall, talent management at PT Yasunli still has many opportunities for improvement. Focusing efforts on more effective recruitment, more planned career development, and increase training facilities are This is essential not only to improve the quality of working but also to improve the competitiveness of graduates in the job market. This condition shows that talent management at PT Yasunli needs to be improved to reduce employee turnover rates, as well as improving their satisfaction and performance in the work environment. Efforts to improve talent management systems should include a thorough evaluation of the recruitment, career development, and training processes currently in place.

In the journal Diponegoro Journal of Management, with the title "Analysing the effects of human resource Using organizational commitment as a mediating variable, management and a global perspective on employee performance and turnover intentions, Study on Employees of PT. Cipta Busana Mandiri Demak." written by Ayu Kusumowardani, Suharnomo, stated that talent management has an effect on turnover intention. Meanwhile, in the journal Science International (Vol. 25, Issue 3) with the title " The impact of human resource management and turnover intention on organizational performance - A case of telecommunication sector of Pakistan." Authors: Aiza Hussain Rana and Abdus Sattar Abbasi argue that talent management has no effect on turnover intentions.

In addition to talent management, another thing that affects high turnover is organizational culture. Organizational culture is the system of values, norms, and behaviours that an organization's members adhere to and that influence their interactions with each other and with the environment. At PT Yasunli, the existing organizational culture can be seen from several aspects, PT Yasunli lacks strong and clear values, which are expected to be a reference for the company. Leadership in these companies is also undemocratic and participatory, allowing employees to participate in decision-making. Communication at PT Yasunli is less open and transparent, allowing employees to communicate freely and openly with leaders and fellow colleagues. In addition, the company also does not have a continuous employee development program, such as training and career development, which shows that the company cares about the development of employees and wants to improve their abilities.

The working environment at PT Yasunli is also comfortable and supportive, with adequate facilities and allows employees to work and work effectively. However, like other organizations, PT Yasunli also has some weaknesses in its organizational culture, such as lack of recognition and career opportunities, so employees sometimes feel less appreciated and recognized for their achievements and lack of opportunities to develop their careers. Therefore, PT Yasunli needs to pay attention to and improve its organizational culture to increase employee motivation, job satisfaction, and productivity.

In the journal Social Humanities Terper, with the title " Leah Elijah Bunda Pekanbaru The

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influence of organizational culture and organizational commitment on job satisfaction and turnover intention of nurses." written by Umi Kalsum, Harlen Harlen, and Machasin Machasin, it is stated that the influence of organizational culture has no effect on turnover intention. Meanwhile, in the journal Vol. 6 No. 2 (2018): AKUNESA (January 2018), with the title " The Influence of Organizational Culture and Leadership Style on Employee Turnover Intention at Ud Indigo Sejahtera" Author: Reni Oktaviani It is argued that organizational culture influences turnover intention.

Newspaper Vol 10 No. 2 (2021): Nurse and Health: Nursing Journal Juillet-December 2021, "The dimensions of organizational culture (consistency, coordination, mission) are provided in nursing labor productivity. The author: Anas Budi and Armawati abidin show that organizational culture affects productivity. On the other hand, Journal EME: Journal of Economic Research of Business Management and Accounting Vol. 6 NO. 4 (2018): I Vol 6 N ° 4 (2018) Title \ "Pt.AIR Employee The effects of organizational culture and stress on labor productivity.

Talent management and organizational culture also affect employee productivity in the company. Productivity at PT Yasunli can be seen from several aspects, Superior product quality with standard operating procedures aligned with industry and societal needs, good employee performance with effective teaching skills and the ability to motivate employees, good staff performance with the ability to support the company's production activities.

Talent management is one of the strategies that can be used by companies to reduce staff rolling and increase performance. Talent management is the process of identification, development and restraint of employees that have high potential and capacities to increase the efficiency of the company. DIMENSIONS Journal Volume 11, Issue 1: 73-86, March 2022, titled "The Impact of Talent Management, Training, and Work Environment on Performance" by Rensi Suryanti et al., states that talent management influences employee decision making.

Meanwhile, turnover intention is one of the most important factors in increasing employee productivity. Employees who have the intention to leave the company will have a lower motivation to increase their productivity. However, turnover intention is not only influenced by internal factors of the company, but also by external factors such as career development and organizational culture.

Based on the above explanation and wanting to know the curiosity that exists in this phenomenon, the author raised the topic "Talent Management and Organizational Culture on Performance with Staff Turnover as a Mediating Variable in PT Yasunli".

LITERATURE REVIEW

Human resource management is the art of making employee relationships and roles efficient and effective in contributing to the achievement of company, employee and society goals. Simply put, human resource management (HRM) is an effort to organize and direct individuals in an organization so that they can work effectively together to achieve predetermined goals.

According to (Febrian & Solihin, 2024), Human Resource Management (HRM) involves various important aspects related to employee training and development, including the identification of training needs through analysis of organization, tasks, individuals, and demographics. The field in this article emphasizes the importance of curricula for appraisers to improve accuracy in assessing training needs, as well as the need to evaluate training programs to ensure that goals are achieved and there is a positive change in employee behavior. In addition, there was a discussion about adapting the training to diverse cultural contexts, as well as focusing on effective leadership skills training. MSDM is oriented towards improving employee competencies to Support the achievement of organizational goals and improve work effectiveness.

Produvtivity

According to (Mulyana et al., 2024), the definition of productivity is a comparison between output (results) and inputs (inputs). So

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if a person works where the results of his work are greater than the initial capital he works, then it can be said that he is productive in carrying out his work. Thus, productivity is not just a number, but a reflection of the ability of individuals or organizations to utilize resources to achieve maximum results.

According to (Budi & Abidin, 2021), the definition of Any organization's success depends heavily on productivity, but this is especially true in the service industry where service quality and customer happiness are closely linked. Increasing efficiency gives businesses a competitive edge, greater customer service, and increased customer happiness.

According to (Sasuwe et al., 2018), Work productivity is a mental attitude that always seeks to improve what has been done. By understanding this, organizations can create a more productive and innovative work environment to improve their productivity and that of the organization.

According to (Hidayat, 2023) e sector, where customer satisfaction is directly linked to service quality and customer satisfaction in the service sector. Organizations that are able to manage productivity well will have a significant competitive advantage in the market.

According to (Haslindah et al., 2023), work productivity is defined as the ratio between the number of outputs produced and the number of resources used, which is an important measure of work efficiency in measuring the success of an organization or production system.

The success of a business depends on its level of productivity. By looking at how the company is achieving its goals and targets, employee work productivity can be measured through significant appraisals. Employee work production is an output, or output, which can be measured from the quality and quantity of the number of goods or services in a certain period of time set by the company. There are many factors that affect employee productivity, this includes employee motivation and work discipline, as well as their mental and physical abilities. Productivity indicators, according to (Karyawan & Star, 2022) are:

1. Employee Work Performance:
   It is measured based on how effective and efficient employees are in completing the assigned tasks.
2. Work Discipline:
   The level of employee compliance with company regulations and policies that affects productivity levels.
3. Career Development:
   Opportunities provided to employees to improve their skills and abilities, which positively impacts their performance.
4. Task Completion Time:
   Visible productivity indicators from the time it takes to complete work or the number of tasks that can be completed in a day.
5. Motivation and Morale at Work:
   The attitude and enthusiasm of employees that affect their productivity levels.

Turnover Intention

According to (Oktaviani, 2018), There is a lack of connection with the organization and despite the number of employees leaving the organization, no concrete action to leave the organization has been taken.

According (Faaroek, 2021), Turnover Intention is a permanent withdrawal from an organization voluntarily and involuntarily. According to (Dewi & Nurhayati, 2021), Turnover refers to a situation in which an employee consciously intends to look for another job, in order to move from one organization to another, that the employee is considering ending his or her employment relationship but has not taken real action to do so.

According to (Studi et al., 2022), The intentional turnover is defined as a process for a nurse to leave the organization, and its status must be replaced by someone else. In this context, it refers to the desire of a nurse to quit her job at a health institution.

According to (Narpati et al., 2020), turnover refers to a situation where an employee consciously intends to look for another job, so that it can move from one organization to another. This decision is usually driven by various factors, such as dissatisfaction with working conditions, the existence of more

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attractive offers from other companies or individuals. From the opinion above, we can conclude that Is the intention to leave the company due to the employee's wishes employees who work for an institution or organization to quit or quit their job at that institution or organization.

According to (Riset et al., n.d.) there are four indicator signs to Turnover Intention. They are the intention to leave (the intention to leave), the intention to quit (the intention to resign), and the ultimate intention to find another employment (the intention to find another job).

1. Compensation:
   Employees' degree of contentment with their pay and benefits may influence their decision to hunt for a new position.
2. Relationship with Employers:
   The quality of interaction between employees and superiors, which affects employee satisfaction, commitment, and desire to stay or leave the organization.
3. Employee Commitment:
   The level of employee attachment and loyalty to the organization.
4. Job Satisfaction:
   The degree of job satisfaction among employees, which directly affects their decision to quit the company.

Talent Management

According to (Suryanti et al., 2022), talent management is defined as the costs incurred by the company for employees with the expectation of rewards in the form of work performance. Talent management is more than just incurring costs for employees. According to (Kusumowardani & Suharmono, 2016),, talent management is a planned and structured approach applied in organizations to recruit, retain, and develop talented employees.

According to (Amushila & Bussin, 2021), talent management is defined as a process that ensures organizations have access to the human capital necessary to attract, develop, engage, retain, and utilize talent. According to (Fahma Diena Achmada et al., 2022), Talent management is a comprehensive approach that aims to boost organizational productivity by creating procedures for luring, nurturing, retaining, and optimizing top-notch human resources.

According to (Urme, 2023), talent management is a strategic approach that aims to identify, develop and retain individuals who have the desired skills and talents to develop and retain individuals who have the skills and talents desired by the organization.

According to (Fahma Diena Achmada et al., 2022) talent management has five indicators, namely: 1) Recruitment, Attraction and Selection; 2) Training and Development; 3) Retention; 4) Identification; 5) Personnel Performance Management.

Organizational Culture

according to (Budi & Abidin, 2021), organizational culture is the set of values, beliefs, and practices accepted by the members of an organization. What is embraced in this organizational culture is usually related to innovation, attention to detail, results-oriented, and aggressive attitude in achieving goals.

According to (Iskamto, 2023), Organizational culture is a set of values, norms, and practices that develop within an organization and influence how members of the organization behave. This view emphasizes the dynamic aspect of organizational culture, where this culture is not just a collection of values, but also something that is alive and constantly changing.

According to (Yuzalmi et al., 2023), organizational culture is a set of behaviour patterns that are inherent in each individual in an organization, which is seen as the result of the habits and ways of behaviour learned by organizational members.

According to (Fahmi et al., 2024), organizational culture is the values of beliefs, norms, and collective behaviour in a company that support innovation, attention to detail, results-oriented, and aggressive attitudes while maintaining stability. This allows companies to remain competitive and empower each other in a dynamic business environment.

According to (Medhasari, 2018), organizational culture includes a mix of values, beliefs, assumptions, perceptions, norms and

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patterns of behaviour that exist in an organization. Organizational culture does not only consist of one or another element, but is a combination of various aspects that affect each other.

According to (Orieno et al., 2024) the indicators of organizational culture are as follows:

1. Employee Participation:
   The level of employee involvement in decision-making and contribution to innovation in the company.
2. Risk Taking:
   A culture that encourages employees to dare to take risks and explore new ideas without worrying about negative impacts.
3. Management Support:
   Commitment from the management to create an environment conducive to innovation.
4. Open Communication:
   The frequency and quality of interaction between management and employees, which plays a role in maintaining transparency and building trust.
5. Education and Development:
   Emphasis on continuous learning and employee skill development to enhance creativity and innovation.

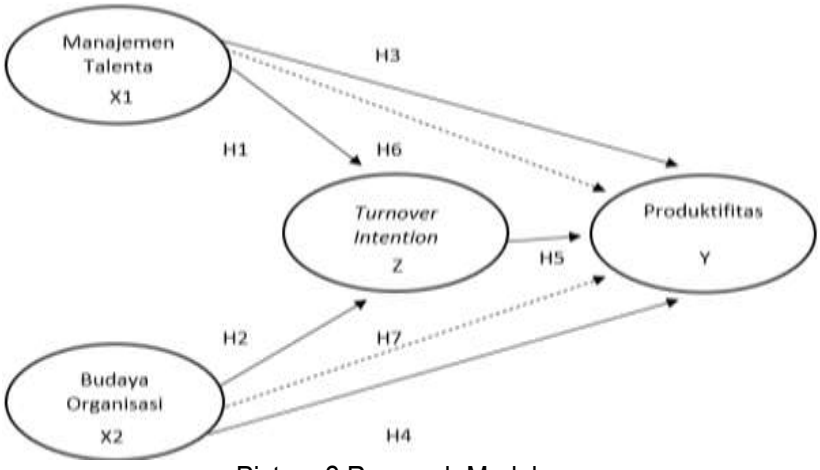
Hypothesis Description:

• H1: There is a significant positive influence between talent management on employee productivity at PT Yasunli.
• H2: There is a significant positive influence between organizational culture on the Turnover Intention of PT Yasunli employees.
• H3: There is a significant positive influence between talent management on Productivity at PT Yasunli.
• H4: There is a significant positive influence between organizational culture and Productivity at PT Yasunli.
• H5: There is a significant negative influence of Turnover Intention on employee productivity at PT Yasunli

Mediation Hypothesis:

• H6: Turnover Intention acts as a mediating variable in the relationship between talent management and employee productivity of PT Yasunli.
• H7: Turnover Intention acts as a mediating variable in the relationship between organizational culture and employee productivity of PT Yasunli.

This research model can be described in the form of a path diagram that shows the relationship between variables. Here is a representation of the model:



Picture 2 Research Model

RESEARCH METHODS

In this study, quantitative methods are used. Quantitative research is the process of pursuing knowledge using data in the form of numbers as a tool to analyse information relevant to what you want to learn. This research is based on the assumption that phenomena are classifiable and that relationships between phenomena are cause and effect. Therefore, researchers can focus on only a few specific variables (Aribowo et al., 2020).

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There are four variables in this study: Two independent variables, dependent variable and intermediate variable. The first independent variable is (X1) Human Resource Management. The second independent variable is organizational culture (X2). Subsection variables are productive called (Y). The intermediate variable is return intention, denoted by the letter (Z).The following is the research framework used in this study based on the variables that have been determined.

Population and sample

According to Russia (Aribowo et al., 2020) A population is a generalized domain consisting of objects or subjects with certain qualities or characteristics that are identified by the researcher for study and from which conclusions are drawn. From the above definition of population, we can draw the conclusion: From the above -mentioned population, you can conclude that the population is the total number of samples used in research. In this researcher, the population taken is all employees of PT Yasunli which totals .

According to (Aribowo et al., 2020), A sample is the smallest set of numbers in a population that can be representative of the population, a sample can be interpreted as a subset of the population that is the source of the actual data in a study. The selection of this sample is very important, as the results of the study can be generalized to describe the population as a whole.

To determine the sample in this study, the researcher used a saturated sampling technique. According to Arikunto, if the population is more than 100, a sample of 10-25% can be obtained, but if the population is less than 100, then the entire population is used as a sample.

To determine the number of samples used in research, the Slobin type is used as follows:

$$\frac{N}{1 + Ne^2}$$

Exp:
n = Number of Sample
N= Population

e= score of margin *of error*

$$n = \frac{243}{1 + 187(0.05)^2}$$

$$n = \frac{243}{1 + 187(0.0025)^2}$$

$$n = \frac{243}{0{,}4675}$$

$$n = 151.166$$

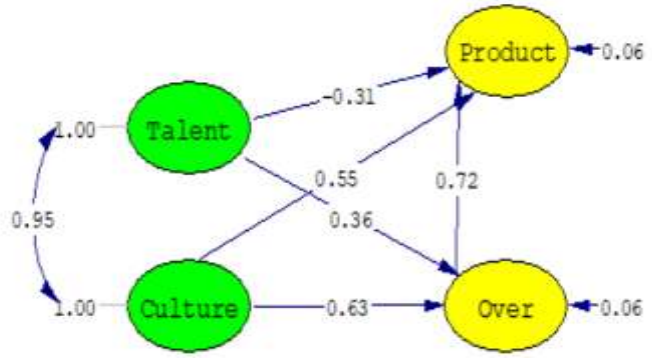
So, the samples used are 151

Based on the calculations made using the Slovin formula, it can be concluded that out of 187 existing populations, the total sample used is 151 people.

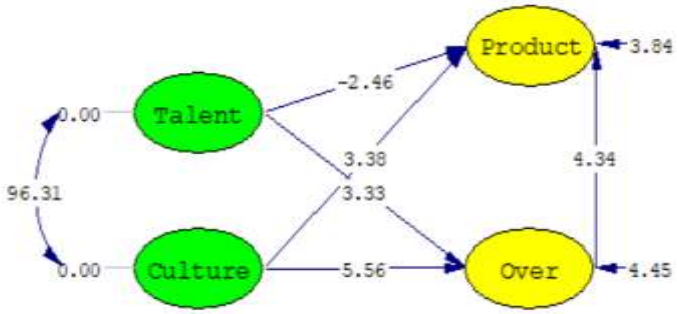
RESULTS AND DISCUSSION

Based on the calculation of CFA results, it shows that all indicators in each subconstruct have a loading factor (SLF) value greater than 0.50 (SLF > 0.50) and a t-calculation value > 1.96. This shows that the statements on each indicator of organizational culture have good validity. In addition, statements that measure each indicator of organizational culture construct have a construct reliability (CR) value greater than 0.70 (CR > 0.70) and a variance extract (VE) value greater than 0.50 (VE > 0.50). Thus, the questionnaire on the indicators of talent management structure, organizational culture, turnover and productivity shown in the table has good reliability to measure organizational culture on the indicator of the talent management structure shown in the table has good reliability to measure the variables of organizational culture.

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picture 3 Structure Model (Standardized)



Gambar 4 Structure Model (T-Value)

Figures 1 and 2 illustrate the relationship between the independent and dependent variables. The significance of the relationship between latent variables, or the path connecting the two latent variables, is presented in Table 1 and Table 2 provides the coefficient and T values. A structural path is deemed significant if its T-value is ≥ 1.96, whereas a T-value < 1.96 indicates an insignificant path coefficient.

Table 1. Significant among Variable

Cross Structure	t*value*	T*table*	Result
Talent Management=> *Productivity*	-2,46	1,96	Significant
Talent Management=> Turnover	3,33	1,96	Significant
Organization Culture => *Productivity*	3,38	1,96	Significant
Organization Culture => Turnover	5,56	1,96	Significant
Turnover => *Productivity*	4,34	1,96	Significant

Table 2. Cross structure variable direct and indirect effect

Structure	Direct	Indirect Effect	Result
Talent Management=> Productivity through *turnover intention*	$(0,31)^2100$ = 9,61%	0,36 x 0,72 x 100 = 25,92%	TL>L (*mediating*)
Organization Culture => Productivity through *turnover intention*	$(0,55)^2100$ = 30,25 %	0,55 x 0,72 x 100 = 39,60 %	TL>L (*mediating*)

1. The Effect of Talent Management on Turnover Intention

The first hypothesis (Ha) Indicates that talent management influences turnover

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intention. The figure shows that the calculated value exceeds the table value. which is a value of 3.33 > 1.96, so it can be said to be significant. Thus, the management of the equipment has a positive and significant effect on the Turnover Intention of employees or in other words that Hypothesis 1 (Ha) is accepted.

2. The impact of organizational culture on turnover intention
   The second hypothesis (Ha) states that organizational culture influences turnover intention. Based on the figure, it is known that the accepted value of tcount is greater than ttable, which is 5.56 > 1.96, so it can be said that it is significant. Thus, it is proven that organizational culture affects turnover intention or, in other words, that Hypothesis 2 (Ha) is accepted.
3. The impact of talent management on productivity
   The third hypothesis (Ha) states that talent management is related to performance. Based on the figure, it is known that the tcount value is greater than the ttable, which is a value of -2.46 > 1.96, so it can be said to be significant. Thus, the management of the talent has a negative and significant effect on employee turnover or in other words that Hypothesis 3 (Ha) is accepted.
4. The influence of organizational culture on productivity.
   The fourth hypothesis (Ha) states that organizational culture is about productivity. The figure reveals that the calculated value is higher than the table value. which is 3.38 > 1.96, so it can be said that it is significant. Thus, organizational culture has a positive and significant impact on employee performance or in other words, hypothesis 4 (Ha) is accepted.
5. The effect of turnover intentions on productivity
   The fifth hypothesis (Ha) states that turnover intentions affect performance. Based on the figure, it is known that the calculation value is greater than the table value, which is 4.34 > 1.96, so we can say that it is significant. Thus, turnover intention has a positive and significant impact on employee performance or in other words, hypothesis 5 (Ha) is accepted.
6. The direct and indirect effects of talent management on productivity
   The sixth hypothesis (Ha) It is stated that the direct influence of talent management on employee performance is calculated as $(0.31)^2$ x 100 = 9.61%. Meanwhile, the indirect effect of human resource management on employee performance through employee turnover is 0.36 x 0.72 x 100 = 25.92%. The above percentage results show that human resource management can increase productivity through employee turnover. Thus, the variable of Talent management is a Mediating variable.
7. The direct and indirect influences of talent management on productivity
   The seventh hypothesis (HA) stipulates that the direct influence of organizational culture on employee performance is (0.55) 2100 = 30.25% The indirect influence of organizational culture on the performance of employees through a figure business of 0.55 x 0.72 x 100 = 39.60%. The results of the above percentages indicate that organizational culture can improve productivity through employee turnover. Thus, the organizational culture variable is a mediating variable.

DISCUSSION

Talent Management Has A positive and significant impact on turnover

Talent Management partially affects employee turnover. Based on the results of the analysis of respondents' perception of the variable description of Talent Management has an effect on employee productivity. It can be seen from the The t-value is greater than the t-table value, specifically 3.33 > -1.96., therefore, We can see that the value of tcount is greater than the value of ttable (3.33 > -1.96), so we can conclude that the impact is significant. Therefore, it is It is partially proven that talent management positively and significantly affects employee turnover, indicating that hypothesis 1 (Ha) is accepted.

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This, the facts of the research results succeeded in proving That the management of talent It Exhibits a positive and significant impact on the sales of PT Yasunli employees. According to (Al-Dalahmeh et al, 2020), The findings of this study are compliant with the results from the research conducted, and the practice of human resources management leaves the organization of Jordan's technology sector information communication (ICT). He stated that it would have a major impact on leaving the job. In Jordan.

Organizational culture exerts a positive and significant influence on Turnover

Based to the analysis of respondents' perceptions, the organizational culture variable influences employee turnover at PT Yasunli, It is From the t-count value, which exceeds the t-table value, it can be concluded that 5.56 > 1.96, so it can be said that it is significant. Thus, it is partially proven that organizational culture Exerts a meaningful and positive influence on staff turnover or in other words that hypothesis 2 (Ha) is accepted. Therefore, The findings of this study demonstrate that organizational culture positively and significantly affects employee turnover at PT Yasunli. This result aligns with the research by Oktaviani (2018), which concluded that organizational culture impacts turnover intentions.

Talent Management Has A positive and significant impact on Productivity

Based on the results of the analysis of respondents' perception of the variable description, talent management has an influence on employee productivity at PT Yasunli. This is reflected in the tcount a value surpassing the t-table, which is -2.46 > 1.96, Hence, it can be inferred that the effect is significant. Therefore, partially, talent management has proven to have a positive and significant effect on Productivity. In other words, Hypothesis 3 (Xa) Is considered valid.

Thus, The findings of the study demonstrated that talent management has a positive and significant impact on PT Yasunli's revenue. The findings of this research correspond to The outcomes of the conducted research (URME, 2023), indicating that human resource management affects performance.

Organizational culture exerts a positive and significant influence on Productivity

Based on the analysis of respondents' perceptions, the Organizational Culture variable affects Productivity at PT Yasunli. This is demonstrated by the value of tcount which Exceeds the t-table value. which is 3.38 > 1.96, hence it is considered significant. Thus, it is partially Demonstrated that organizational culture has a positive and substantial impact on employee Performance wise. this indicates that hypothesis 4 (Ha) is accepted. Thus, the findings of this study confirm that organizational culture influences employee productivity at PT Yasunli. These results are compatible with the conducted research (BUDI and ABIDIN, 2021), indicating that organizational culture affects productivity.

Turnover Intention Has A positive and significant impact on Productivity

Based on the analysis of respondents' perceptions, the Turnover Intention variable affects Productivity at PT Yasunli. This can be seen from the tcount value that is larger than the ttable, which is 4.34 > 1.96, so it is considered significant. Thus, partially, Turnover Intention is proven to have an effect on Productivity or in other words, Hypothesis 5 (Ha) is accepted.

Thus, the results of this study also prove that organizational culture affects PT Yasunli's turnover. The results of this study correspond to (NARPATIET al., 2020), it is indicated that turnover affects performance.

Turnover Intention Mediates Talent Management and Productivity

The sixth hypothesis (Ha) states that the direct influence of Talent Management on Employee Productivity is (0.31)2100 = 9.61%. The indirect effect of job satisfaction on Employee Productivity through Turnover Intention is 0.36 x -0.72 x 100 = 25.92 %The results of the above percentages show that Talent Management can increase employee productivity both directly and indirectly through Turnover Intention. Thus the Turnover Intention variable is a mediating variable.

Thus, the fact that the results of the study succeeded in proving that Turnover Intention mediates Talent Management and Employee Productivity of PT Yasunli. The results of the study

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(Rafliani, 2023), said that the results of the study showed that Turnover Intention was able to mediate the influence of Talent Management on Productivity.

Turnover Intention Mediates Organizational Culture and Productivity

The seventh hypothesis (HA) states that the direct influence of the organizational culture on the performance of employees is (0.55) 2100 = -30.25%. The indirect influence of the organizational culture on the performance of employees through turnover is 0.63 x -0.72 x 100 = 39.60%. The results of the above interest show that organizational culture can increase the productivity of employees both directly and indirectly due to the intention of turnover. Thus, the Organizational Culture variable is a mediating variable.

Therefore, The results of the study proved Which turnover intention plays a mediating Influence on talent management and employee performance at PT Yasunli. The findings The results of this study align with the findings of research conducted by (Rafliani, 2023) who stated that the findings of the study on turnover intention can mediate the effect of management talent on Productivity.

CONCLUSION

According to the study's findings, which explored the research method formulation To analyse the effect of independent The variables of Talent Management and Organizational Culture regarding Productivity, Using Turnover Intention serving as an intermediary variable at PT Yasunli, the following conclusions were drawn after applying various testing techniques:

1. Talent Management as a partial has been proven to have a Beneficial and adverse impact on the Productivity of PT Yasunli Employees. This shows that with the right Talent Management, employees will have good performance in the company and minimize employee productivity.
2. Organizational Culture is proven to partially have a positive and significant effect on employee productivity. This can prove that Organizational Culture can affect employee productivity.
3. Talent Management has been proven to have a partially positive and significant effect on the Turnover Intention of PT Yasunli employees. This can prove that Talent Management can affect The intention to leave within the company.
4. Turnover Intention is partially proven to Positively and significantly influence employee productivity. This is able to prove that Turnover Intention can affect employee productivity.
5. Organizational Culture is proven to have a partially A substantial and meaningful impact on Turnover Intention at PT Yasunli. This can prove that Organizational Culture can affect Turnover Intention in the company.
6. Turnover Intention is proven to mediate between Talent Management and Employee Productivity of PT Yasunli, because the results of indirect influence are greater than direct influences.
7. Turnover Intention is proven to mediate between Corporate Culture and Staff Productivity of PT Yasunli. Because the results of indirect influence are greater than direct influences.

SUGGESTION

Based on the above conclusion regarding the analysis and discussion, the author provides suggestions that will be conveyed as follows:

1. Optimizing Talent Management
   PT Yasunli needs to rearrange its talent management strategy. This can be done by better adapting the company's needs to the skills of employees, so that it can increase productivity without causing negative effects. One of the solutions that can be implemented is a planned training and career development program, to maximize the potential of each employee.
2. Strengthening Organizational Cultural
   Values A strong organizational culture has a major impact on increasing employee productivity. Therefore, it is necessary to carry out internal activities that support the strengthening of this culture, such as team building, mentoring, and discussions between employees. A culture that encourages innovation, collaboration, and

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openness can create a more productive work environment.

3. Turnover Intention Risk Management
   Because Talent Management and Organizational Culture affect employee turnover intentions, PT Yasunli needs to design a good retention strategy. This strategy can include appreciation programs, a balance between work and personal life, and a clear career path, which can ultimately help reduce employees' desire to leave and maintain company stability.
4. Monitoring Turnover Intention
   Because Turnover Intention has an impact on productivity, it is highly recommended that companies regularly monitor employee satisfaction and identify potential turnover before it becomes a major problem. Periodic surveys and exit interviews can help understand the reasons for turnover and allow for timely preventive action.
5. Implementation of the Turnover Intention Mediation Program
   In an effort to reduce turnover intention and increase productivity, PT Yasunli can carry out a special mediation program that focuses on understanding The factors that lead to turnover intention. This program could include activities such as job satisfaction surveys, consultation sessions, and the development of a more structured career path. Through this program, it is hoped that employees will feel more connected and motivated, which can ultimately increase loyalty and productivity in a sustainable manner.

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