

ABSTRAK

Putri Arum Ambarwati. 2026. Pengaruh Talent Management dan Work-Life Balance terhadap Employee Retention dengan Employee Engagement sebagai Variabel Mediasi pada Generasi Z dan Milenial di Kota Madiun. Program Studi Manajemen, Fakultas Ekonomi dan Bisnis, Universitas PGRI Madiun. Pembimbing (I) Dr. Karuniawati Hasanah, S.E., M.M., Pembimbing (II) Ririh Anggraini Setyahety, S.E., M.M.

Generasi Z dan Milenial mendominasi angkatan kerja Indonesia, namun kerap menunjukkan keterikatan kerja rendah sehingga rentan berpindah kerja apabila organisasi tidak menawarkan pengelolaan talenta dan keseimbangan kehidupan kerja yang kompetitif. Penelitian ini bertujuan menguji pengaruh *talent management* dan *work-life balance* terhadap *employee retention* dengan *employee engagement* sebagai variabel mediasi pada karyawan tetap Generasi Z dan Milenial di Kota Madiun. Penelitian menggunakan pendekatan kuantitatif melalui kuesioner skala Likert kepada 385 responden dengan teknik *purposive sampling*, dianalisis menggunakan *Partial Least Squares Structural Equation Modeling* (PLS-SEM) berbantuan SmartPLS versi 4.1 Hasil penelitian menunjukkan *talent management* dan *work-life balance* berpengaruh positif signifikan terhadap *employee retention* maupun *employee engagement*, *employee engagement* berpengaruh positif signifikan terhadap *employee retention*, serta *employee engagement* terbukti memediasi secara signifikan pengaruh *talent management* dan *work-life balance* terhadap *employee retention*. Temuan ini menegaskan pentingnya sinergi antara strategi *talent management*, kebijakan *work-life balance*, dan penguatan *employee engagement* agar organisasi di Kota Madiun mampu mempertahankan karyawan muda potensial secara berkelanjutan.

Kata Kunci: *Talent Management, Work-Life Balance, Employee Engagement, Employee Retention*

ABSTRACT

Putri Arum Ambarwati. 2026. The Effect of Talent Management and Work-Life Balance on Employee Retention with Employee Engagement as a Mediating Variable among Generation Z and Millennials in Madiun City. Management Study Program, Faculty of Economics and Business, Universitas PGRI Madiun. Supervisor (I) Dr. Karuniawati Hasanah, S.E., M.M., Supervisor (II) Ririh Anggraini Setyahety, S.E., M.M.

Generation Z and Millennials dominate Indonesia's workforce, yet often show low work engagement, making them prone to switching jobs when organizations fail to offer competitive talent management and work-life balance. This study examines the effect of talent management and work-life balance on employee retention with employee engagement as a mediating variable among permanent Generation Z and Millennial employees in Madiun City. Using a quantitative approach, a Likert-scale questionnaire was distributed to 385 respondents via purposive sampling and analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS version 4.1 Results show that talent management and work-life balance both have a positive and significant effect on employee retention and employee engagement, employee engagement has a positive and significant effect on employee retention; and employee engagement significantly mediates the effect of talent management and work-life balance on employee retention. These findings confirm the importance of synergy between talent management strategies, work-life balance policies, and strengthened employee engagement for sustainably retaining potential young employees in Madiun City.

Keywords: *Talent Management, Work-Life Balance, Employee Engagement, Employee Retentio*