





“The mediating role of employee ambidexterity and work engagement for talent management and medical representatives’ performance in Indonesian pharmaceutical companies”

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THE MEDIATING ROLE OF EMPLOYEE AMBIDEXTERITY AND WORK ENGAGEMENT FOR TALENT MANAGEMENT AND MEDICAL REPRESENTATIVES' PERFORMANCE IN INDONESIAN PHARMACEUTICAL COMPANIES

Abstract

The business success of pharmaceutical companies in achieving sales targets amid increasingly fierce market competition is highly dependent on the presence of a strong and efficient marketing team. This study aims to explore the impact of talent management on medical representatives' performance in Indonesia, as well as to analyze the mediation role of employee ambidexterity and work engagement. This study used a quantitative approach involving 167 medical representatives as a sample. Data were collected through questionnaires distributed online and offline. The paper used structural equation modeling-partial least squares (SEM-PLS) for data analysis. The study's results partially show that talent management, employee ambidexterity, and work engagement can significantly increase medical representatives' performance (< 0.05). Furthermore, talent management significantly increases employee ambidexterity and work engagement (< 0.05). In addition, an indirect effect was found, where talent management can significantly improve medical representatives' performance mediated by employee ambidexterity and work engagement (< 0.05). Employee ambidexterity can significantly increase medical representatives' performance mediated by work engagement (< 0.05). These findings prove that talent management, employee ambidexterity, and work engagement are essential to improve medical representatives' performance. In addition, these results also can develop more efficient marketing and human resource management strategies in the pharmaceutical industry in Indonesia.

Keywords

organizational behavior, human resources, ambidextrous

JEL Classification

015, D23, L25, M31

INTRODUCTION

Companies in the pharmaceutical sector must constantly evolve to meet changing market needs due to changing consumption patterns, technological advances, and increasing customer demands. To carry out the functions of marketing, promotion, and sales in pharmaceutical companies, a company requires a sales force called a "medical representative." Medical representatives are professional employees responsible for promoting the company's products to medical personnel such as doctors, pharmacists, nurses, and other health workers, as well as bridging information between pharmaceutical companies and medical personnel.

The decline in the performance of medical representatives is the main problem faced by pharmaceutical companies, which results in the

company's product sales failing to reach the sales target every month. This can be due to several factors, such as a lack of understanding of the product, lack of innovation and creativity, lack of engagement with work, or lack of knowledge about the latest market trends. Improper management of talent management can result in inefficient use of human resources. If the individual potential is utilized correctly, this can help the medical representatives' performance and the team. The pharmaceutical industry, which continues to change rapidly, requires medical representatives to adapt to market and technological changes, which are becoming increasingly important. Medical representatives with poor work engagement are unproductive and unmotivated. Many things, including a lack of managerial support, career development, and rewards, can cause low engagement.

To face the business challenges of a competitive pharmaceutical company, management should prioritize medical representatives' performance to remain committed to the company. However, this fundamental problem has yet to receive optimal attention from top management, and it still needs to be fully understood how a decrease in medical representatives' performance in the marketing team can hurt overall company performance.

1. LITERATURE REVIEW AND HYPOTHESES

Medical representatives' performance in the pharmaceutical sector refers to the outcomes and successes attained by medical representatives in selling goods or services to clients (Darwish et al., 2020; Shahbaz et al., 2020). Ilyas et al. (2023) confirmed that the medical representative's performance is essential for promoting, marketing, and developing customer relationships and for the company's sales and growth objectives.

According to earlier research, factors such as employee ambidexterity (Amenuvor et al., 2023), work engagement (Asghar et al., 2020), and talent management (Graham et al., 2023) can boost sales success. These elements all interact and influence one another in intricate ways. Sok et al. (2021) and Shiue et al. (2021) found that marketers who swiftly adapt to change and confront new problems can perform better and have good prospects for success in an era of perpetual change and competition.

Talent management ensures that the organization has the right employees in the correct positions at the right time and a work environment that encourages employee development. This begins with recruiting employees with the competencies and values that match the organization's needs and prepare them for important positions in the future (Vecchi et al., 2021; Mujtaba et al., 2022). Kravariti et al. (2023) and Attamah et al. (2023) argue that talent management helps companies attract can-

didates with the skills, knowledge, and potential needed. Managing talent regularly can improve individual capabilities and performance (Bibi, 2019; Sunaryo et al., 2022) and overall organizational productivity (Aina & Atan, 2020; Claus, 2019). Businesses can specifically improve individual competencies and skills that have a beneficial impact on individual performance. Furthermore, Whysall et al. (2019), Kwon and Jang (2022), and King and Vaiman (2019) noted that talent management is considered a strategic approach because it recognizes the importance of human capital in achieving long-term business goals.

One of the critical variations is the variety of talent management concepts and metrics, as some research applies various talent management frameworks and definitions and measures a range of employee performance-related variables. It is challenging to directly compare research findings and identify recurrent trends or outcomes. Businesses must locate, attract, develop, and keep outstanding employees to obtain a competitive edge (Harsch & Festing, 2020; Pagan-Castaño et al., 2022; Meyers et al., 2020). Talent has a favorable effect on work outcomes by boosting organizational commitment and job satisfaction and lowering moving intentions, according to Alimansyah and Takahashi (2023), Graham et al. (2023). The importance of talent management in promoting organizational sustainability was emphasized by Mujtaba and Mubarik (2022) and Aina and Atan (2020). Saleh and Atan (2021) demonstrated how effective talent management can raise employee engagement and

job satisfaction, which improves performance and employee retention (Yuniati et al., 2021). The pharmaceutical industry's specific talent management research is quite scarce and solely concentrates on the general concepts of talent management or the larger industrial sector.

Additionally, employee ambidexterity in medical representation needs attention because ambidexterity behavior describes a person's ability to show flexibility in two conflicting dimensions: exploration, including experimentation with new ideas, seeking new opportunities and exploitation, and behavior involving utilization and improvement. The efficiency of existing routines is known as behavioral ambidexterity (Amenuvor et al., 2023; Ijigu et al., 2022). Employee ambidexterity can affect the performance of medical representatives (AlShawabkeh et al., 2020). Ambidexterity capabilities can cope with change and complexity in organizations full of uncertainty (Ijigu et al., 2022).

Salespeople with ambidexterity behavior tend to have higher sales performance (Ahmad et al., 2021). Keshavarz and Gölgeci (2023) claimed that salespeople should perform routine tasks well while doing new things to improve sales strategies, build strong relationships with customers, and discover new opportunities. Ambidextrous medical representatives can better understand customer needs, adapt to changing customer needs, and develop long-lasting relationships with them thanks to their ability to combine good interpersonal skills with innovative thinking (Ahmad et al., 2022; Zheng, 2022; de Ruyter et al., 2020; Mu et al., 2022).

A growing research body focuses on the relationship between business talent management strategies and the degree of ambidexterity possessed by employees. The main distinction from earlier studies is that talent management affects organizational ambidexterity (Elsotouhy et al., 2022; Latukha et al., 2022). However, the relationship between talent management and individual ambidexterity must still be more conclusive in the individual context. Therefore, additional studies are required to demonstrate the impact of talent management on individual ambidexterity behavior. Additionally, the ability of marketing power to satisfy constantly shifting market demand is positively impacted by staff ambidexterity (DeCarlo et al., 2021).

Work engagement has become a hot topic in organizational and management psychology literature. There are numerous types of research on job engagement, covering everything from the causes to workplace engagement tactics. When a person is emotionally or intellectually invested in their work, he is said to be "work engaged" (Wiguna et al., 2023; Prayogi & Fahmi, 2021). Jufrizen et al. (2022) argue that highly committed employees are typically passionate, ardent, and engaged in their work. Research shows that work engagement is associated with organizational and individual performance (Abdorrezza & Wan Hooi, 2015; Boccoli et al., 2023; Bernales-Turpo et al., 2022; Al Badi et al., 2023).

Through effective personnel management, Shaaban (2018) has demonstrated that talent management and work engagement have a beneficial link (Ali et al., 2019). Individuals who can integrate both dimensions of ambidexterity (exploration and exploitation) tend to have high levels of work engagement because they feel engaged in work and find challenges rewarding in the tasks they complete. Therefore, employee engagement and ambidexterity are interrelated; moreover, they can serve as a mediator between employees and the organization (Lai et al., 2020; Ali et al., 2019; Aamir et al., 2021). Work engagement can provide a strong foundation for employee ambidexterity, and vice versa; employee ambidexterity can increase work engagement (Katou et al., 2021).

Although there are numerous studies on employee ambidexterity (Ijigu et al., 2022), work engagement (Shin & Hur, 2021), and talent management (Son et al., 2020), more investigation is still required to fully comprehend how employee ambidexterity and work engagement mediate between talent management and medical representatives' performance. The research gap in this study, which emphasizes the connection between talent management, individual ambidexterity, employment engagement, and representational medical performance, identifies areas of research that need to be addressed. Employee ambidexterity and work engagement emerged as mediators in the relationship between talent management and marketing performance. This suggests that managers should empower employees with the relevant skills and motivation to face market changes and maintain

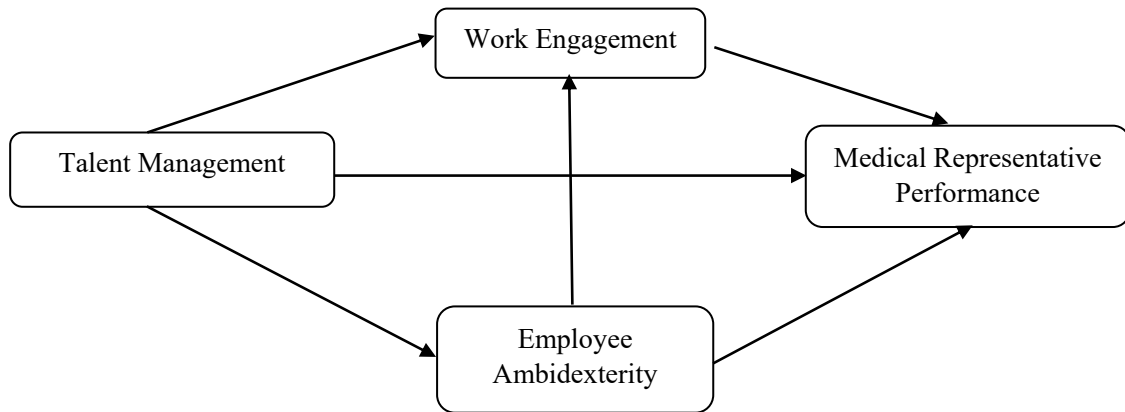


Figure 1. Conceptual framework

competitive advantage. Thus, integrating good talent management and efforts to improve employee ambidexterity and work engagement can be a strong foundation for achieving successful and sustainable marketing performance.

To achieve more profound knowledge about talent management and medical representatives' performance, this study aims to identify and analyze the influence of talent management on performance mediated by employee ambidexterity and work engagement of medical representatives of pharmaceutical companies in Indonesia. This study will provide a more comprehensive view and contribute to developing a more effective talent management strategy for increasing sales performance in the pharmaceutical industry. Figure 1 shows the conceptual framework with hypothesized relationships.

Utilizing the data presented in Figure 1, this study seeks to investigate the influence of talent management on medical representatives' performance by considering the mediating role of employee ambidexterity and work engagement in Indonesia.

Hence, this study forms these hypotheses:

- H1: Talent management can positively improve medical representatives' performance.*
- H2: Talent management can positively increase employee ambidexterity.*
- H3: Talent management can positively enhance work engagement.*

H4: Employee ambidexterity positively improves work engagement.

H5: Employee ambidexterity can positively improve medical representatives' performance.

H6: Work engagement can positively improve medical representatives' performance.

H7: Talent management can positively improve medical representatives' performance through work engagement.

H8: Talent management can positively improve medical representatives' performance through employee ambidexterity.

H9: Talent management can positively improve work engagement through employee ambidexterity.

H10: Talent management can positively improve medical representatives' performance through employee ambidexterity and work engagement.

H11: Employee ambidexterity positively improves medical representatives' performance through work engagement.

2. METHODS

In this study, survey methods are used as a component of a quantitative approach. It is challenging to count the population because survey research is typically conducted on big groups. In or-

der to paint a picture of reality related to attitudes and behaviors, it is essential to establish a linkage between sociological and psychological elements. The study's population is medical representatives from Banda Aceh, Medan, Jakarta, Bandung, Surabaya, and Makassar.

Non-probability sampling is the technique that is employed, and it is utilized to draw generalizations about less significant groups, get around obstacles, and conserve resources. Accidental sampling is utilized in the non-probability sampling technique because any medical representative can be used as a sample and matched as a data source based on the sample selected at random.

The study used a closed questionnaire developed with 58 question items. The questionnaire consists of five choices of answers with a score of 1 (strongly disagree) to 5 (strongly agree). The instrumental measurement of the talent management (Miuro et al., 2016; Aina & Atan, 2020) variable consists of 3 dimensions: talent identification (7 questions), talent development (6 questions), talent culture (3 questions), and talent retention (5 questions). The employee ambidexterity (Schnellbacher & Heidenreich, 2020) variable uses two dimensions: exploration behavior (5 questions) and exploration behavior (5 questions). The work engagement variable uses the UWES scale (Bakker et al., 2008; Shimazu et al., 2008), which consists of three dimensions: vigor (7 questions), dedication (6 questions), absorption (6 questions), and the medical representatives' performance (Inyang & Jaramillo, 2020; Charoensukmongkol & Suthatorn, 2021) variable (8 questions). 167 respondents returned the questionnaire: Medan, 35 respondents, Banda Aceh, 25 respondents, Jakarta, 35 respondents, Bandung, 24 respondents, Makassar, 25 respondents, and Surabaya, 25 respondents.

Structural equation modeling (SEM) and partial least squares (PLS) were used for quantitative data analysis. The aim of using SEM-PLS is to understand and predict complex relationships between variables and indicators, and there are several reasons for choosing SEM-PLS:

1. Limited or complex data: PLS can handle multicollinearity problems and small samples compared to the number of variables.

2. More focus on predictions (predictive modeling).
3. Latent variables are challenging to measure directly and can only be measured through indicators or measuring variables.
4. The reliability and validity of the construction are the primary concerns, so PLS can be used as it can fix the problem.
5. It is easy to handle mediator variables in model analysis, so it is suitable for use if research involves such relationships.

Understanding the characteristics of the sampled population requires knowledge of the demographics of the respondents (Table 1). It also explains how different demographic groups may react differently or produce different results.

Table 1. Demographic profile of the respondents

Characteristics	Total	Percentage
Gender/Sex		
Men	123	72.78
Women	46	27.22
Total	169	100.00
Age		
19-23 years old	14	8.28
24-28 years old	36	21.30
29-33 years old	51	30.18
33-37 years old	38	22.49
38-42 years old	12	7.10
> 42 years old	18	10.65
Total	169	100.00
Marital status		
Married	116	68.64
Single	53	31.36
Total	169	100.00
Education		
High School	23	13.61
Diploma 3	43	25.44
Bachelor's (S1)	95	56.21
Master's (S2)	8	4.73
Total	169	100.00
Work Experience		
Under 1 year	9	5.33
1-2 years	16	9.47
3-5 years	31	18.34
5-7 years	57	33.73
8-10 years	37	21.89
Up to 10 years	19	11.24
Total	169	100.00

3. RESULTS

Greater outer loading values indicate that the connected variable is being displayed more accurately by the indicators for the latent variable. Outer loading is an essential part of constructive validity since it shows how well the indicator captures the observed hidden variable. Sarstedt et al. (2021) claim that the outer loading value

> 0.7 more accurately depicts the construction being studied in the interpretation.

All structures meet the requirements for the study's model, as shown in Table 2, which also shows that all items or indicators are legitimate based on the validity of outer loading and have values of more than 0.7. The next stage is to examine the reliability of latent variable construc-

Table 2. Construct reliability analysis results

Construct	Indicator	Loading Factor	Cronbach's α	rho_a	AVE
Talent Management	IT1	0.834	0.938	0.943	0.581
	IT3	0.759			
	IT7	0.705			
	TD1	0.746			
	TD2	0.882			
	TD4	0.822			
	TD5	0.662			
	TD6	0.845			
	TC3	0.737			
	TRn1	0.753			
	TRn3	0.739			
	TRn4	0.776			
Employee Ambidexterity	EB1	0.746	0.905	0.910	0.546
	EB2	0.828			
	EB3	0.767			
	EB4	0.818			
	EB5	0.764			
	ExB1	0.762			
	ExB2	0.814			
	ExB3	0.813			
	ExB4	0.793			
	ExB5	0.735			
Work Engagement	VGR1	0.715	0.948	0.952	0.525
	VGR2	0.704			
	VGR3	0.714			
	VGR4	0.729			
	VGR5	0.755			
	VGR6	0.724			
	VGR7	0.826			
	Ded1	0.775			
	Ded2	0.768			
	Ded3	0.731			
	Ded4	0.785			
	Ded5	0.890			
	Ded6	0.846			
	Abs1	0.700			
	Abs2	0.823			
	Abs3	0.745			
	Abs4	0.807			
	Abs5	0.808			
Abs6	0.718				
Medical Representatives' Performance	MRP1	0.818	0.888	0.898	0.600
	MRP2	0.715			
	MRP3	0.798			
	MRP4	0.704			
	MRP5	0.881			
	MRP6	0.703			
	MRP7	0.787			

tion by analyzing the construct reliability. The value that is deemed credible must be greater than 0.50. Cronbach’s alpha and construct dependability are the same. The analysis’s conclusions are as follows: interior coherence, the capacity of an indicator to gauge its hidden structure, is measured by reliability. These metrics are Cronbach’s alpha and composite dependability. Cronbach’s anticipated alpha value is over 0.7, and composite reliability values between 0.6 and 0.7 are regarded as having good reliability (Sarstedt et al., 2021). Table 2 shows that all such structures are dependable if they all have Cronbach’s alpha values of at least 0.6 or 0.7. For instance, the latent talent management variable’s Cronbach’s alpha is 0.938 > 0.7, indicating that it is dependable; similarly, all other variables with values greater than 0.7 are dependable.

The study used Cronbach’s alpha and composite reliability indicators to run an un-dimensionality test to ensure error-free measurement. The cut-off value for both of these indicators is 0.7. A composite dependability score > 0.07, as shown in Table 2, qualifies all structures for un-dimensionality. Employee ambidexterity, for instance, has a compound reliability of 0.910 > 0.7, indicating that it is reliable. Similarly, all other variables with values greater than 0.7 are dependable.

The idea that a structure’s meters should be strongly correlated can be used to verify conver-

gence validity. Using average variance extracted (AVE), a structure with a reflecting indicator’s convergence validity is assessed. The construction should be able to explain at least 50% of the variance of the item if the AVE value is > 0.5 (Sarstedt et al., 2021).

Because the average variance extracted (AVE) values in Table 2 are more than 0.50, the AVE value has satisfied the convergence validity criteria. For instance, a latent variable medical representatives’ performance with an AVE of 0.600 > 0.5 is valid convergent. Other variables with values greater than 0 also follow this pattern, making them all valid.

The next stage is to perform a structural model test once all the models calculated using the outer model have satisfied the requirements (inner model). In order to evaluate the importance of inter-constructions in structural models, R2 is used for dependent constructs in research utilizing structural equation modeling-partial least square (SEM-PLS), and path coefficient values or t-value values are used for each line.

The coefficient of determination (R2) indicates how well the variables in the statistical model can explain the measured variation. The statistical analysis results show that in the model tested, employee ambidexterity strongly influences the variability of medical representative (MR) performance by 76.5%. After adjusting

Table 3. Path coefficients between the variables (direct and indirect effects)

Relationships	β	M	STDEV	T-statistics	P-values	Decisions
Direct effect						
Talent Management → MedRep Performance	-0.262	-0.262	0.140	1.875	0.030	Supported
Talent Management → Employee Ambidexterity	0.875	0.874	0.018	47.533	0.000	Supported
Talent Management → Work Engagement	0.213	0.210	0.089	2.388	0.008	Supported
Employee Ambidexterity → Work Engagement	0.601	0.604	0.089	6.773	0.000	Supported
Employee Ambidexterity → MedRep Performance	0.590	0.597	0.174	3.388	0.000	Supported
Work Engagement → MedRep Performance	0.330	0.324	0.121	2.738	0.003	Supported
Indirect effects						
Talent Management → Work Engagement → MedRep Performance	0.070	0.067	0.038	1.868	0.031	Supported
Talent Management → Employee Ambidexterity → MedRep Performance	0.516	0.522	0.152	3.404	0.000	Partial Mediation
Talent Management → Employee Ambidexterity → Work Engagement	0.525	0.528	0.079	6.656	0.000	Partial Mediation
Talent Management → Employee Ambidexterity → Work Engagement → MedRep Performance	0.174	0.172	0.072	2.397	0.008	Partial Mediation
Employee Ambidexterity → Work Engagement → MedRep Performance	0.198	0.197	0.082	2.429	0.008	Partial Mediation

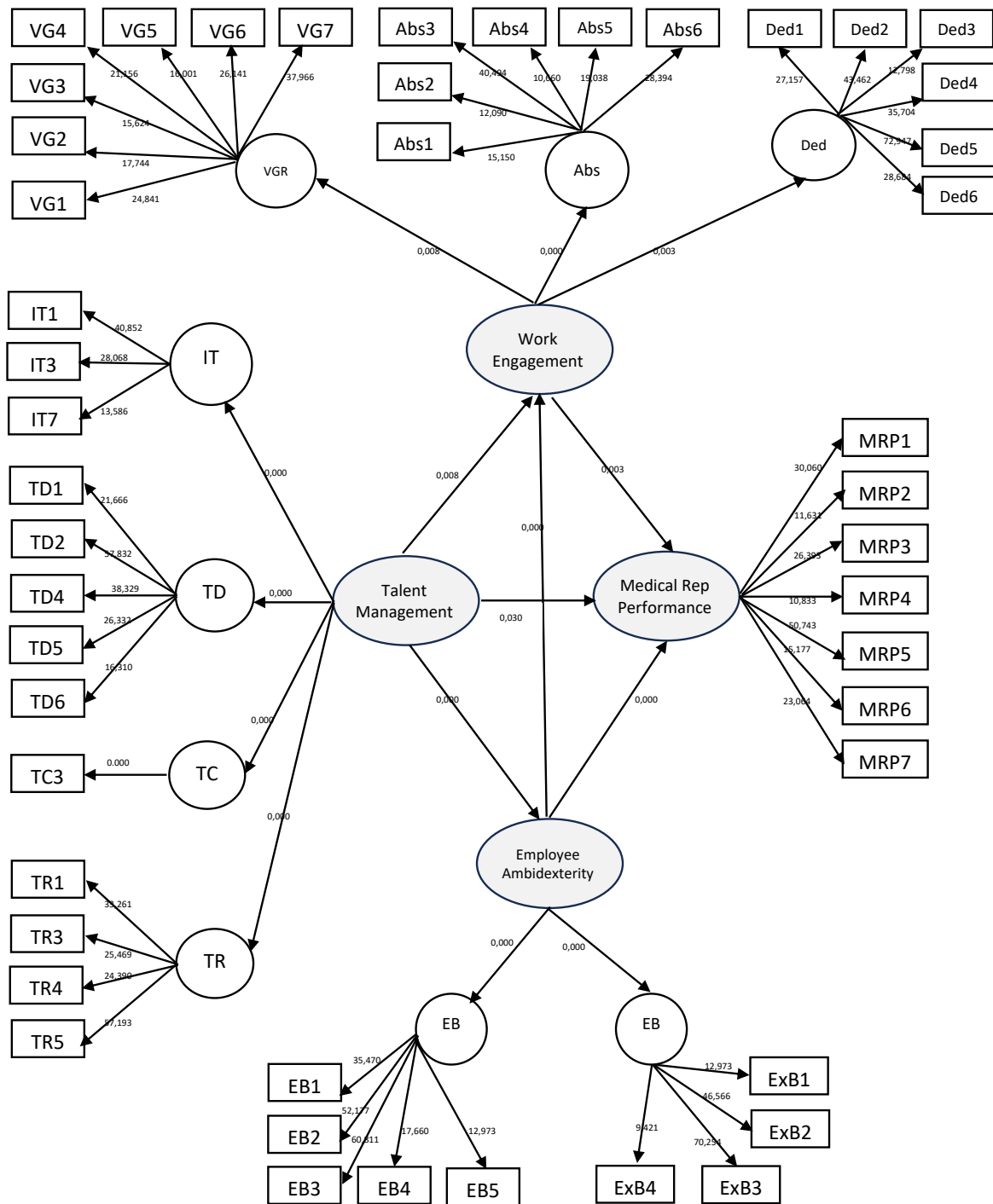


Figure 2. Structural research model (relationship between variables)

for other factors, this influence remained high at 76.4%. Work engagement impacts 63% of the variation in MR performance. After adjusting for other variables, this effect was reduced slightly to 62.5%. Medical representatives' performance, the observed variable, was explained by 43.4% of the model tested. After adjustment, the model's ability to explain variations in the performance

of medical representatives decreased slightly to 42.4%. These results indicate that employee ambidexterity and work engagement significantly impact medical representatives' performance. Although the impact of work engagement is smaller than that of employee ambidexterity, both still play a significant role in explaining variations in medical representatives' performance.

Then, the hypotheses are tested through the bootstrap method by calculating 5000 samples (Figure 2).

The inter-constructural linkages in Figure 2 illustrate how the structural components of structural models relate to and interact with one another.

Employee ambidexterity impacted the medical representative's performance, with an original sample value of 0.525 compared to the talent management and work engagement factors. Employee ambidexterity and work engagement act as partial mediator variables because, in its entirety, independent variables are capable of directly influencing dependent variables without passing through or involving mediator variables. The most significant contribution from these findings is the relationship between employee ambidexterity and medical representatives' performance.

4. DISCUSSION

Medical representatives' performance and talent management techniques have a good and significant association. Organizations with efficient talent identification and selection procedures perform well (Attamah et al., 2023). It has to do with how well a person can relate to others, comprehend client demands, and convey to customers the value of a product. There is a favorable correlation between talent management and employee performance, agreeing with Alruwaili (2018), Al-Hussaini et al. (2019), and Efendi (2021). Talented medical representatives usually build a level of product knowledge, engage in skill development, have superior communication skills, and have practical presentation skills.

H2 findings highlight the need for businesses to prioritize talent management and ensure that it is incorporated into staff development plans to produce medical representatives who can learn about and take advantage of their field of work. According to Latukha et al. (2022), talent management significantly impacts how ambidexterity is shaped in employees and the significance of balancing efficiency and innovation in a busi-

ness. Employees who experience effective talent management become more adaptable and creative while maintaining consistency and efficiency in everyday activities and provide a combination of various skills to form employee ambidexterity.

Talent management practices can increase work engagement (H3) by providing clear career development opportunities, company and leadership support, and acknowledging their contribution to improving the quality of medical representatives' work. This finding aligns with Abdorreza and Wan Hooi (2015) and Hassanein and Özgit (2022). Work engagement is crucial to meeting sales targets and preserving client connections, and the pharmaceutical sector should focus on talent management to improve work engagement. Companies need effective talent management strategies, such as recruiting qualified medical representatives, employee development, supportive leadership approaches, collaborative facilitation, recognition of achievements, and precise career planning, so medical representatives feel appreciated and motivated to be emotionally active in the job.

According to this study, there is an association between medical representatives' performance and employee ambidexterity (H4). Combining exploration and exploitation in one's profession makes a medical representative more successful in carrying out sales duties, cultivating client connections, and hitting sales targets. The results support Ijigu et al. (2022) for businesses to see employee ambidexterity as crucial to achieving exceptional and long-lasting performance in a constantly changing environment. With an employee's ambidexterity, a medical representative can play an active role in exploitation and exploration activities to improve marketing performance.

Ambidexterity among employees may improve job satisfaction (H5). According to Ajayi et al. (2017) and Ajayi and Morton (2013), employee ambidexterity benefits work engagement. Medical representatives who integrate exploration and exploitation into their work tend to have higher work engagement. A workplace that welcomes diversity, offers challenging and innovative work opportunities, and supports exploration and exploitation can benefit medical representatives. Employee

ambidexterity affects work engagement because of the characteristics and level of engagement seen from three aspects:

1. Variations and challenges: Medical representatives involved in ambidexterity face various variations and challenges as they work on their duties. These variations and challenges can make the job more challenging and exciting, which means they can improve the work environment.
2. Sense of mastery: Feeling they have the skills and ability to complete various tasks can increase their confidence and engagement in the job.
3. Sense of purpose: Through employee ambidexterity, medical representatives can see how their work has a broader purpose and significantly impacts the organization.

Work involvement can enhance medical representatives' performance (H6). Engaged medical reps are more likely to be task-focused, task-dedicated, and task-motivated. As a result, it has been suggested (Sopiah et al., 2020; Shin & Hur, 2021) that raising work engagement can be a valuable strategy for enhancing individual and organizational performance (Jufrizen et al., 2022). Management is crucial in fostering a positive work atmosphere, acknowledging employees' achievements, offering possibilities for career advancement, and encouraging job engagement. Work engagement can cre-

ate a positive, motivated, and productive working environment in the marketing department.

This study has indirectly shown that employee and work engagement mediate the relationship between talent management and medical representatives' performance (H7, H8), employee ambidexterity toward medical representatives is mediated by work engagement (H9), and talent management affects performance through employee ambidexterity (H10, H11). To foster a competitive environment, businesses should monitor employee ambidexterity and the degree of work engagement. According to Yuniati et al. (2021), Abdullahi et al. (2022), Ijigu et al. (2022), and Aamir et al. (2021), the role of job engagement mediation and employee ambidexterity is essential. Businesses must adhere to these principles when using human resources. The relationship between talent management and marketing performance can be enhanced when employee ambidexterity and work engagement are mediation mechanisms. Talent management that supports employee ambidexterity will help optimize the potential for creativity, innovation, and flexibility when designing and implementing marketing strategies. Through this mediation mechanism, talent management strategies play a role in improving the effectiveness and success of company marketing efforts. The mediation effect in this study is partial, where the independent variable (talent management) directly affects the medical representative's performance without going through the mediation variable (employee ambidexterity and work engagement).

CONCLUSION

This study explores the impact of talent management on medical representatives' performances' mediated by employee ambidexterity and work engagement in pharmaceutical companies in Indonesia. This study is the first comprehensive attempt to analyze the performance of medical representatives, especially in pharmaceutical companies. The results of data analysis using SEM-PLS show the feasibility of the model in analyzing predictors that can influence the medical representatives' performance in pharmaceutical companies. These findings have given pharmaceutical companies direction and guidance in managing medical representatives.

The findings have shown that talent management, employee ambidexterity, and work engagement significantly influence the performance of employees. Talent management has a significant impact on employee ambidexterity and work engagement, and employee ambidexterity has a significant influence on work engagement. Then, indirect effects were obtained, indicating that talent management significantly influences medical representatives' performance through mediated work engagement and employee

ambidexterity and that talent management positively influences work engagement through mediated employee ambidexterity. Employee ambidexterity significantly influences medical representatives' performance, mediated by work engagement.

The findings of this study can serve as a practical guide for pharmaceutical companies or similar companies in managing medical representatives. Companies can consider implementing talent management practices to increase employee ambidexterity and work engagement, hoping to increase sales. These findings can also influence company policies regarding employee recruitment, training, and development. For the academic world, this paper can inspire further research in the exact or related domains.

This study has several limitations, including the inability to reach all medical representatives in Indonesia, but efforts have been made to represent the population in Indonesia. Time and resource limitations may limit the scope of research. This may mean broader or more in-depth analysis cannot be carried out. To understand how talent management strategies work in pharmaceutical companies in various regions of Indonesia, it is essential to consider comparative study methods in future research. Therefore, future researchers can dig deeper into certain aspects not identified in this study, such as organizational ambidexterity, innovative work behavior, humility leadership, and other behaviors that can be applied to companies.

AUTHOR CONTRIBUTIONS

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