

EMPLOYEE ENGAGEMENT AS MEDIATION OF TALENT MANAGEMENT AND AUTHENTIC LEADERSHIP ON JOB SATISFACTION AT PT. XYZ

Syahrin

Sekolah Tinggi Ilmu Ekonomi Trisakti

E-mail: syahrin2014@gmail.com

Abstract: This study aims to analyze the effect of Talent Management and Authentic Leadership on Employee Engagement and Job Satisfaction, as well as to examine the role of Employee Engagement as a mediating variable in these relationships at PT. XYZ. The object of this research is 87 employees of PT. XYZ. The sampling technique used is non-probability sampling with purposive sampling, with data collected through the distribution of questionnaires using a Likert scale. Data analysis was performed using Smart PLS 4.0 to test the hypotheses. The results indicate that Talent Management has a positive effect on Employee Engagement, and Authentic Leadership also positively influences Employee Engagement. Furthermore, Employee Engagement was found to positively affect Job Satisfaction. However, Talent Management does not have a direct effect on Job Satisfaction, although it influences Job Satisfaction through Employee Engagement. In contrast, Authentic Leadership does not have an effect on Job Satisfaction through Employee Engagement.

Keywords: *Employee Engagement, Talent Management, Authentic Leadership, Job Satisfaction*

Submitted: 2025-02-25; Revised: 2025-03-06; Accepted: 2025-03-10

1. Introduction

Increasingly fierce competition makes the role of human resources (HR) the most important asset for every organization. High quality and performance of human resources will contribute to achieving organizational goals and be a determining factor in maintaining competitive advantage (Annur et al. 2024). Effective HR management is a top priority for the company. Employees must have adequate skills and be actively involved in the work.

Having employees who have acquired adequate skills and are actively involved in work not only increases productivity, but also creates a positive work environment which has a strong influence on job satisfaction. Employees who feel good job satisfaction generally show better attendance records, job turnover rates, and work performance compared to employees who do not feel job satisfaction (Salwa and Hasrudy 2024).

Strategies in terms of Talent Management and authentic leadership are very important to implement. Good Talent Management does not only focus on individual development, but also creates clear career paths and provides opportunities for employees to develop (Rofi'ah et al. 2022). This can increase employee motivation and commitment to the organization. In addition, authentic leadership can build trust and transparency, which are key elements in

creating strong influence between management and employees (Urbani and Puspa 2023). Good leadership will ultimately have a positive impact on the level of work engagement of employees under their leadership (Amanu and Gulo 2024).

However, even though the role of HR, Talent Management and authentic leadership has been widely recognized, there are still a number of problems faced by companies in its implementation. Some companies have not been fully able to identify and develop the potential of their employees to the maximum. This is caused by a lack of structured competency mapping and inconsistent implementation employee development program. In addition, in some organizations, authentic leadership has not fully become a culture, creating a gap between management and employees. This gap can hinder the creation of a conducive work environment and reduce the level of employee engagement. In addition, low levels of employee engagement in some companies can also have a negative impact on job satisfaction. High job dissatisfaction is often associated with increased turnover rates, low performance productivity, and increased absenteeism. Therefore, a more holistic strategy is needed in integrating Talent Management, authentic leadership, and efforts to increase employee engagement to achieve optimal job satisfaction. PT. XYZ is a company engaged in the field of HR consulting to several companies. As a company engaged in human resources, PT. XYZ often experiences several obstacles in managing its human resources, such as employee performance problems to problems with increasing absenteeism. This is a serious challenge that can hamper the company's overall productivity. Job dissatisfaction, lack of employee engagement, poor talent management, and low support from superiors are often the main causes of this problem.

Table 1. Employee Absence Data

Year	Number of employees	Total absence
2021	115	48
2022	121	54
2023	120	59

Source: Company Data

The data in table 1 shows an increase in employee absenteeism from 2021 to 2023. In 2021, the number of absenteeism days was recorded at 48, increasing to 54 days in 2022, and reaching 59 days in 2023. The increase in absenteeism reflects a problem that needs to be addressed. High absenteeism can have a negative impact on the productivity and overall performance of the organization.

Table 2. Employee Performance Data

Year	Mark	Information
2021	87	Medium
2022	85	Medium
2023	84	Medium

Source: Company Data

Description of Rating Category: < 75 (Low), 75 to 90 (Medium), > 90 (High).

Employee performance assessments in table 2 also show a worrying trend. The average employee performance assessment has decreased from 87 in 2021 to 85 in 2022, and decreased again to 84 in 2023. This decline shows that the company has made efforts to

improve the quality of human resources. Challenges in terms of employee engagement and management support still need serious attention.

This condition emphasizes the importance of this study to examine how employee engagement through the mediation of the influence of talent management and authentic leadership on job satisfaction at PT XYZ. Understanding this influence is expected to help companies formulate more effective strategies in increasing employee engagement. Reducing absenteeism and improving employee performance are the main goals. This study is expected to make a significant contribution to the development of HR management in the company and help. achieve organizational goals amidst changing market dynamics.

Seeing the gap in previous research on the influence between Talent Management, authentic leadership, Employee Engagement, and Job Satisfaction shows various findings. Research by Khairina et al. (2022) revealed that Talent Management has an influence on Employee Engagement. Conversely, Violeto et al. (2024) found that Authentic Leadership had no effect on Employee Engagement, although the theory supports a positive influence between the two.

Research by Noercahyo et al. (2021) confirmed the influence of Employee Engagement on Job Satisfaction. In addition, Azmy et al. (2022) examined the influence of Talent Management on Job Satisfaction and found a significant influence. The influence of Authentic Leadership on Job Satisfaction is also supported by research by Ullah et al. (2022) which showed significant results.

Meanwhile, research by Goestjahjanti et al. (2020) highlighted the mediation pathway of Employee Engagement in the influence between Talent Management on Job Satisfaction. The results of the study indicate that this mediation is significant. Rustikarini's (2021) findings also found that the mediating role of Employee Engagement on the influence of leadership style on job satisfaction has a positive influence. The various differences in findings provide opportunities to deepen research in more specific contexts, such as certain company conditions, organizational culture, or different work environments. This research gap provides a strong basis for further exploring the influence of Talent Management, authentic leadership, and Employee Engagement on Job Satisfaction in Companies.

2. Literature Review

Management is the process of achieving organizational goals effectively and efficiently through planning, organizing, directing, and controlling organizational resources (Richard L. Daft 2015). Management plays an important role in ensuring that every resource, especially employees, is utilized optimally to achieve the best results.

One important aspect of management is Human Resource Management, which is the process of acquiring, training, evaluating, and compensating employees, as well as ensuring a healthy work environment, safety, and fairness in the organization (Gary Dessler 2020).

Job satisfaction, or Job Satisfaction, is the positive feeling that employees have about their jobs, which includes various aspects such as the work environment, responsibility, compensation, and influence between coworkers. According to the definition of management, the effective and efficient achievement of organizational goals is highly dependent on the management of resources, including human resources. Good management can create a work environment that supports employees, thereby contributing to increased job satisfaction.

In addition, human resource management (HRM) plays an important role in managing the recruitment, training, evaluation, and fair compensation processes. Effective HRM creates well-being and career development for employees, which has a direct impact on their job

satisfaction. Therefore, both management and HRM contribute to creating job satisfaction, which ultimately supports the productivity and overall performance of the organization.

Authentic Leadership

Authentic Leadership can be interpreted as a positive mental and behavioral condition possessed by a leader who understands how to think and act, based on his values and beliefs (Goestjahjanti et al. 2020).

Authentic Leadership is leadership that focuses on self-awareness, transparency, and moral principles, where leaders value the values of themselves and others and have high integrity and optimism (Kyambade et al. 2024).

Authentic Leadership is a social process that organizes all human, financial, and technological resources using human, conceptual, special, artistic, scientific, and experimental skills; and realizes organizational goals and policies by fulfilling the material and spiritual needs of employees (Hadi and Asgari 2023).

Talent Management

Talent Management is the process of increasing employee capacity by strengthening new characters according to business needs, competitive retention, human resource development, and recruitment of unique organizational competencies (Meyers 2020).

Talent Management is a strategic effort planned by a company to utilize various human resource management practices, including employee recruitment and evaluation, learning and development, performance management, and compensation. The purpose of Talent Management is to attract, retain, develop, and motivate employees (Ekhsan et al. 2023).

Talent Management is a strategic concept for organizations seeking sources of competitive advantage and dynamic growth, because in today's knowledge-based economy, employees, namely people-competent people supported by their knowledge and experience (as rare assets), are actually a guarantee for the effective implementation of organizational strategies (Shahi et al. 2020).

Job Satisfaction

Job Satisfaction can be interpreted as when someone completes their tasks or work, which is reflected in the individual's attitude towards the various elements involved in the work (Yulian and Ekhsan 2023). Job satisfaction refers to the emotional response, both positive and negative, that arises when a worker evaluates their level of satisfaction with their job (Radita et al. 2021).

Job satisfaction reflects an individual's feelings towards their job, which is reflected in the employee's positive attitude towards their job and everything that happens in the work environment (Pratama and Alfiandy 2021).

Employee Engagement

Employee Engagement is a condition in which an employee has a strong emotional and intellectual influence on their work, organization, superiors, or coworkers. This encourages them to put in extra effort (discretionary effort) in their work (Berlianah and Gulo 2023).

Employee Engagement can see the extent to which employees feel connected to their work and committed to organizational goals, and actively contribute to achieving the desired results (Dewi and Maharani 2023).

Employee Engagement is a positive psychological condition in which employees have

energy, motivation, and emotional attachment to their work. Employees feel enthusiastic, proud, and focused so that they enjoy and are fully involved in the tasks being carried out (Kwon et al. 2024).

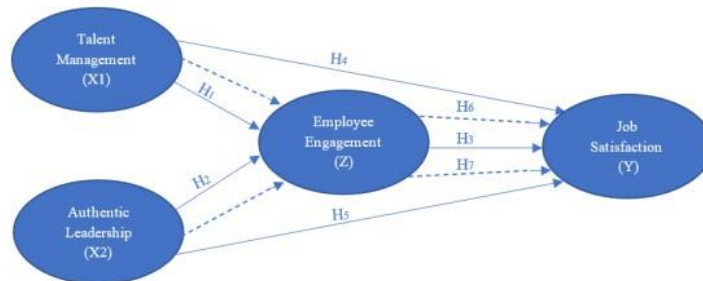


Figure 1. Research Mode

Talent Management on Employee Engagement

In the context of human resource management, Talent Management has become one of the key factors contributing to increased employee engagement. Various studies have shown that an effective talent management strategy is not only able to attract and retain quality employees but also plays an important role in increasing their level of engagement. For example, research conducted by Khairina et al. (2022) shows that Talent Management has a positive and significant influence on Employee Engagement at PT. Bank Indonesia. Similar findings were also obtained by Azmy et al. (2022), which showed that Talent Management contributed 46.4% to employee engagement in a private hospital. In addition, research by Ekhsan et al. (2023), Goestjahjanti et al. (2020), Diena Achmada and Eko Soetjipto (2022) further supports this finding by showing a positive and significant direct influence of Talent Management on Employee Engagement. Based on the description above, the following hypothesis can be made:

H1: There is an influence of Talent Management on Employee Engagement at PT XYZ Indonesia.

Authentic Leadership on Employee Engagement

Authentic leadership is becoming increasingly important to drive employee engagement. Research conducted by Kingdom and Hadziahmetovic (2023) revealed that in the hospitality industry, authentic leadership can substantially increase employee engagement. Similar findings were also obtained by Dartey-Baah, Issahaku, and Akwetey-Siaw (2024) on local government services in Ghana, and by Paredes, Salomón, and Rivera Camino (2021) on micro, small and medium enterprises (MSMEs) in all provinces in Ecuador. In addition, research by Lorenzo (2022), Podder and Saha (2024) also shows the influence of Authentic Leadership on Employee Engagement. Based on the description above, the following hypothesis can be made:

H2: There is an influence of Authentic Leadership on Employee Engagement at PT XYZ.

Employee Engagement on Job Satisfaction

In the context of human resource development, the influence between Employee Engagement and Job Satisfaction is becoming increasingly important to understand. Various studies have shown that high levels of employee engagement can contribute significantly to

job satisfaction. For example, a study conducted by Noercahyo et al. (2021) revealed that Employee Engagement has a positive influence on Job Satisfaction in a multinational chemical manufacturing company.

Similar findings were also found by Anukampa and Ranga (2021), Reissova and Papay (2021), Aziez (2022), Sypniewska, Baran, and Kłos (2023) supporting this finding by showing a positive and significant influence of Employee Engagement and Job Satisfaction on companies in Poland. Based on the description above, the following hypothesis can be made:

H3: There is an influence of Employee Engagement on Job Satisfaction at PT XYZ.

Talent Management on Job Satisfaction

Talent management is one of the important aspects that can affect employee job satisfaction. Talent Management has been recognized as an organizational strategy that not only focuses on individual development but also becomes a benchmark for success in increasing employee satisfaction. Clarissa Sunaryo, Kharenina Augustine, and Firmansyah (2022) showed the results in their research that Talent Management has a positive and significant influence on Job Satisfaction. Research conducted by Goestjahjanti et al. (2020) shows that Talent Management has a positive influence on Job Satisfaction in automotive industry employees.

Other studies by Alfaruqi et al. (2023), Hilmy (2023), Almomani, Obeidat, and Sweis (2021) also show a positive and significant influence between Talent Management practices and employee Job Satisfaction. Based on the description above, the following hypothesis can be made:

H4: There is an influence of Talent Management on Job Satisfaction at PT XYZ.

Authentic Leadership on Job Satisfaction

Human resource management, especially in authentic leadership, has been recognized as an important factor that can influence employee job satisfaction. Authentic leadership not only creates a positive work environment but also encourages employee engagement and commitment, which in turn can increase job satisfaction levels. Research conducted by Kingdom and Hadziahmetovic (2023) shows that Authentic Leadership has an effect on Job Satisfaction in the hospitality industry.

Other studies by Ullah et al. (2022), Arriagada-Venegas et al. (2022), Hadi and Asgari (2023), Cortés-Denia et al. (2023) also show that Authentic Leadership has an effect on Job. Based on the description above, the following hypothesis can be made:

H5: There is an effect of Authentic Leadership on Job Satisfaction at PT XYZ.

Talent Management on Job Satisfaction through Employee Engagement

Research conducted by Goestjahjanti et al. (2020) shows that Talent Management has an effect on Job Satisfaction through Employee Engagement in industries in Southeast Asia. When organizations implement effective talent management practices, employees feel more valued and engaged in their work, which in turn increases job satisfaction Khairina, Games, and Yuliharsi (2022). In addition, employee engagement serves as an important mediator in this influence, as engaged employees tend to be more committed and satisfied with their jobs Atika Anggi Hafsara (2024).

This is in line with the findings by Ade et al. (2024), which state that good talent management can create a positive work environment, thereby increasing employee

engagement and job satisfaction. Research by Hartanto and Nawangsari (2024) also supports this by showing that talent management has a significant effect on employee engagement and job satisfaction, although work-life balance does not show a significant effect. Based on the description above, the following hypothesis can be made:

H6: There is an effect of Talent Management on Job Satisfaction through Employee Engagement at PT. XYZ.

Authentic Leadership on Job Satisfaction through Employee Engagement

Research by Rustikarini (2021) shows that leadership style has a positive effect on job satisfaction with employee engagement as a mediator. Authentic leadership creates an environment of trust and openness, which encourages employees to be more involved in their work. According to Marcellino and Pujianto (2022), leadership that can manage emotions, has social awareness, and establishes good influence with the team is expected to create a positive atmosphere, encourage values and beliefs that support organizational goals, and ultimately increase employee engagement. Research by Ullah et al. (2022) shows that when employees view their leaders as authentic and trustworthy, they are more likely to show higher levels of job satisfaction.

In addition, employee engagement serves as an important mediator in this influence, because engaged employees are more committed to their roles and organizations, which results in increased job satisfaction Goestjahjanti et al. (2020). In line with what was noted by Kingdom and Hadziahmetovic (2023), leader commitment to involve employees in the decision-making process creates a sense of meaning, which is one of the main antecedents of job satisfaction. Based on the description above, the following hypothesis can be made:

H7: There is an influence of Authentic Leadership on Job Satisfaction through Employee Engagement at PT XYZ.

3. Research Method

The form of research used in this study is descriptive and causal research with a quantitative approach. This study aims to determine the effect of Talent Management and Authentic Leadership on job satisfaction through Employee Engagement.

This research was conducted at PT. XYZ, a company engaged in the field of Human Resource Management and Empowerment. The aim is to determine the effect of Talent Management and Authentic Leadership on job satisfaction through Employee Engagement at PT XYZ. This study uses a structural SEM data model with SmartPLS 4.0 software to manage all the data that has been collected.

Research Object

PT. XYZ is a company engaged in the field of consulting or distributing workers to several companies. The sample to be used in this study is 87 employees of the HR Supervisor division of PT. XYZ. This study was obtained through the distribution of questionnaires containing a list of written statements regarding Talent Management, authentic leadership, Employee Engagement, and Job Satisfaction at PT. XYZ.

In the study consists of independent variables or free variables, mediating variables or intervening, dependent variables or bound variables. Talent Management (X1) is a planned and systematic process to attract, develop, retain, and utilize talented employees to achieve organizational goals. Authentic Leadership (X2) is a leadership style that reflects a positive mental condition and behavior based on the values and beliefs of the leader. Employee Engagement (Z) is a positive mental condition and behavior of an employee who shows a

strong attachment to his work, organization, and leader. Job Satisfaction (Y) is an employee's positive feeling towards his work that is enjoyable and satisfies his needs.

4. Result and Discussion

4.1. Results

Table 3. Respondent Characteristics

No	Variable	Classification	Amount	%
1	Gender	Male	46	52,9
		Female	41	47,1
2	Respondent age	21 – 30 Years	56	64,4
		31 – 40 Years	25	28,7
		41 – 50 Years	6	6,9
3	Last education	Vocational High School/Vocational	16	18,4
		High	8	9,2
		School/D1/D2/D3/S1	63	72,4
4	Years of service	1 – 3 years	42	48,3
		4 – 6 years	37	42,5
		7 – 10 years	6	6,9
		> 10 years	2	2,3
5	Position	Staf	67	77,0
		Admin	16	18,4
		Recruiter	4	4,6

Source: Data processing results

The majority of respondents listed in table 3 are male, with the largest age group being in the 21–30 years range, indicating that the respondents are dominated by young individuals. In terms of education, most respondents are S1 graduates, reflecting a fairly high level of education. For length of service, the majority have 1–3 years of work experience, indicating that most respondents are in the early stages of their careers. In addition, most respondents work in staff positions, indicating a dominant operational role in this group.

4.2. Discussion

Descriptive statistics for Talent Management (TM), Authentic Leadership (AL), Job Satisfaction (JS), and Employee Engagement (EE) variables. Based on the data, the mean value for all variables ranges from 3.89 to 4.23, indicating a positive assessment from respondents towards each of these variables. The TM variable has a slightly higher mean value compared to AL and EE, indicating that respondents are more satisfied with the talent management implemented. The standard deviation (Std. Dev.) value is relatively low, ranging from 0.697 to 0.941, indicating that most respondents gave consistent assessments and there was no significant variation in their responses to these variables. Overall, these data illustrate that in general, respondents have a positive and consistent view of Talent Management, Authentic Leadership, Job Satisfaction, and Employee Engagement.

Table 4. Nilai AVE

Variable	AVE
Talent Management	0,709
Authentic Leadership	0,692
Employee Engagement	0,652
Job Satisfaction	0,796

Source: Data processing results

Table 5. Heterotrait – Monotrait (HTMT)

	AL	EE	JS
AL			
EE	0,651		
JS	0,721	0,755	
TM	0,779	0,720	0,702

Source: Data processing results

Based on the test results in the table above, the HTMT value for each pair of variables is below 0.90. Therefore, discriminant validity has been achieved and meets the specified criteria.

Table 6. Cronbach's Alpha and Composite Reliability

Variable	Cronbach's Alpha	Composite Reliability
TM	0,954	0,960
AL	0,935	0,947
EE	0,952	0,957
JS	0,872	0,921

Source: Data processing results

Based on the table above, it shows that the level of reliability of the variables Talent Management, Authentic Leadership, Employee Engagement, and Job Satisfaction is acceptable, as indicated by Cronbach's alpha and composite reliability above 0.70 (reliable).

Table 7. R-Square and Q-Square

Variable	Cronbach's Alpha	Composite Reliability
Employee Engagement	0,518	0,498
Job Satisfaction	0,573	0,461

Source: Data processing results

The R-square result for Employee Engagement is 0.518, indicating a moderate influence of Talent Management and Authentic Leadership on Employee Engagement of 51.8%. Meanwhile, the R-square for Job Satisfaction is 0.573, indicating a moderate influence of Talent Management, Authentic Leadership, and Employee Engagement mediation on Job Satisfaction of 57.3%. The Q-Square result of the Employee Engagement variable is 0.498, meaning that the value is > 0 and illustrates strong predictive relevance (0.35). The Q-Square result of the Job Satisfaction variable is 0.461, meaning that the value is also > 0 and also illustrates strong predictive relevance (0.35).

Table 8. Direct Influence

Hypothesis	T statistics	P Values	Supported
TM □ EE	4,814	0,000	Yes
AL □ EE	2,129	0,033	Yes
EE □ JS	2,817	0,005	Yes
TM □ JS	0,957	0,339	No
AL □ JS	2,238	0,025	Yes

Source: Data processing results

Hypothesis 1 listed in Table 8 shows that the T-Statistic value for the influence of Talent Management (TM) on Employee Engagement (EE) is 4.814 with a P-Value of 0.000. Because the T-Statistic is greater than 1.96 and the P-Value is less than 0.05, the null hypothesis (H01) is rejected and the alternative hypothesis (Ha1) is accepted. This shows that there is a significant influence between Talent Management and Employee Engagement.

Hypothesis 2 shows that the influence of Authentic Leadership (AL) on Employee Engagement (EE) has a T-Statistic value of 2.129 and a P-Value of 0.033. Because the T-Statistic is greater than 1.96 and the P-Value is less than 0.05, this hypothesis is also supported, which means there is a significant influence between Authentic Leadership and Employee Engagement.

Hypothesis 3 shows that the influence of Employee Engagement (EE) on Job Satisfaction (JS) has a T-Statistic of 2.817 and P-Values of 0.005. T-Statistic values greater than 1.96 and P-Values smaller than 0.05 indicate a significant influence between Employee Engagement and Job Satisfaction.

However, Hypothesis 4 which tests the influence of Talent Management (TM) on Job Satisfaction (JS) has a T-Statistic of 0.957 and P-Values of 0.339. Because the P-Values are greater than 0.05, this hypothesis is not supported, which means there is no significant influence between Talent Management and Job Satisfaction.

Hypothesis 5 which tests the influence of Authentic Leadership (AL) on Job Satisfaction (JS) has a T-Statistic of 2.238 and P-Values of 0.025. Since the T-Statistic is greater than 1.96 and the P-Values are less than 0.05, this hypothesis is accepted, which means there is a significant influence between Authentic Leadership and Job Satisfaction.

Table 9. Indirect Influence

Hypothesis	T statistics	P Values	Supported
TM □ EE □ JS	2,501	0,012	Yes
AL □ EE □ JS	1,572	0,116	No

Source: Data processing results

Table 9 shows that the indirect effect of Talent Management (TM) on Job Satisfaction (JS) through Employee Engagement (EE) has a T-Statistic of 2.501 and P-Values of 0.012. Because the T-Statistic is greater than 1.96 and the P-Values are smaller than 0.05, this hypothesis is accepted, which means There is a significant indirect influence between Talent Management and Job Satisfaction through Employee Engagement.

Meanwhile, Hypothesis 7 shows an indirect effect of Authentic Leadership (AL) on Job Satisfaction (JS) through Employee Engagement (EE) with T-Statistic 1.572 and P-Values 0.116. Since P-Values are greater than 0.05, this hypothesis is not supported, which means

there is no significant indirect effect between Authentic Leadership and Job Satisfaction through Employee Engagement.

5. Conclusion

Here are the conclusions of this study:

1. Talent Management has an effect on Employee Engagement. This means that effective talent management, such as skill development, job rotation, and retention programs, can increase employee engagement in their work.
2. Authentic Leadership has an effect on Employee Engagement. This means that leaders who demonstrate values of authenticity, transparency, and consistency in their behavior can encourage employees to be more involved in their work.
3. Employee Engagement has an effect on Job Satisfaction. This means that the higher the employee engagement in their work, the higher the level of satisfaction they feel.
4. Talent Management has no effect on Job Satisfaction. This means that good talent management alone is not enough to increase employee job satisfaction if it is not accompanied by other factors, such as employee involvement or appreciation.
5. Authentic Leadership has an effect on Job Satisfaction. This means that leaders who have authenticity in their actions and communications can increase employee satisfaction with their work.
6. Talent Management has an effect on Job Satisfaction through Employee Engagement. This means that good talent management can increase employee engagement, which ultimately contributes to job satisfaction.
7. Authentic Leadership does not affect Job Satisfaction through Employee Engagement. This means that although Authentic Leadership can increase Job Satisfaction directly, the effect is not strong enough when through Employee Engagement as a mediating variable.
8. This research model is limited to the variables of Talent Management, Authentic Leadership, Employee Engagement, and Job Satisfaction, while other variables such as organizational culture, compensation systems, or work stress are not analyzed, which opens up opportunities for further exploration.
9. This study was only conducted on 87 employees of PT XYZ, so the small sample limits the generalization of the results to a wider population and other organizational contexts.
10. Data collection using questionnaires, which although effective, have the potential to produce social bias or lack of understanding of the question asked.
11. Further research can include additional variables such as organizational culture, compensation systems, or work stress to expand the analysis model and provide more comprehensive results regarding the factors that influence the influence between variables.
12. It is recommended to use a larger sample size and include several companies from different sectors to improve data representation and generalization of results.
13. To reduce potential bias in filling out the questionnaire, future research can complement quantitative data with in-depth interviews or focus group discussions, so that it can explore respondents' perspectives and experiences in more depth and increase the validity of the research results.
14. Companies need to optimize talent management and strengthen authentic leadership to increase employee engagement, as both play an important role in driving job satisfaction. However, considering that talent management does not directly increase job satisfaction, companies need to balance it with other factors, such as active employee involvement

and a fair appreciation system. With the right strategy, companies can create a more dynamic work environment, motivate employees, and achieve organizational goals more optimally.

References

- Alfaruqhi, Muhammad, Zulhaida Zulhaida, Henni Indrayani, Identiti Identiti, Qomariah Lahamid, Universitas Islam, Negeri Sultan, and Syarif Kasim. 2023. “, Jurnal Al-Iqtishad, Vol 19 No 2 (2023)” 19 (2): 350–62. Almomani, Laith M., Bader Yousef Obeidat, and Rateb Sweis. 2021. “The Impact of Talent Management Practices on Employees’ Job Satisfaction.” *International Journal of Business Environment* 1 (1): 1. <https://doi.org/10.1504/ijbe.2021.10043619>.
- AMANU, RAIHANA FARRAS, and YUPITER GULO. 2024. “Pengaruh Komponen Iklim Organisasi Terhadap Keterlibatan Kerja Karyawan.” *E-Jurnal Manajemen Trisakti School of Management (TSM)* 4 (1): 151–66. <https://doi.org/10.34208/ejmtsm.v4i1.2543>.
- Annur, muhammad rizki allam, Niken Purbasari, and Nurti Widyawati. 2024. “Pengaruh Lingkungan Kerja Dan Gaya Kepemimpinan.” *E-JURNAL MANAJEMEN TSM* 4 (2): 373–88.
- Anukampa, and Dr. Priyanka Ranga. 2021. “Impact Of Employee Engagement Factors On Job Satisfaction In Employees Working In Five-Star Hotels In Haryana MMIM , (Maharshi Markandeswar Deemed to Be University.” *Natural Volatiles & Essential Oils* 8 (6): 4451–63.
- Arriagada-Venegas, Matías, Eva Ariño-Mateo, Raúl Ramírez-Vielma, Gabriela Nazar-Carter, and David Pérez- Jorge. 2022. “Authentic Leadership and Its Relationship With Job Satisfaction: The Mediator Role of Organizational Dehumanization.” *Europe’s Journal of Psychology* 18 (4): 450–63. <https://doi.org/10.5964/ejop.6125>.
- Atika Anggi Hafsa. 2024. “Mediasi Keterlibatan Karyawan Terhadap Pengaruh Manajemen Bakat Dengan Kinerja Pegawai.” *Jurnal Bisnis Dan Kewirausahaan* 13 (1): 1–10. <https://doi.org/10.37476/jbk.v13i1.4409>.
- Aziez, Abdul. 2022. “The Effect of Employee Engagement on Employee Performance With Job Satisfaction and Compensation As Mediating Role.” *Journal of Social Research* 1 (3): 221–30. <https://doi.org/10.55324/josr.v1i3.58>.
- Azmy, Ahmad, Eric Hermawan, Antoni Arifin, and Antaiwan Pranogyo. 2022. “The Effect Of Talent Management Optimization On Workforce Agilyty Thorough Job Satisfaction And Employee Engagement To Develop Excellent Service In Private Hospital.” *2022 1 Academy of Strategic Management Journal* 21 (5): 1–20.
- Berlianah, Berlianah, and Yupiter Gulo. 2023. “Pengaruh Employee Enggament, Training-Development Dan Shared Leadership Terhadap Produktifitas Karyawan.” *E-Jurnal Manajemen Trisakti School of Management (TSM)* 3 (2): 129–38. <https://doi.org/10.34208/ejmtsm.v3i2.1941>.
- Clarissa Sunaryo, Alda, Annisa Kharenina Augustine, and Yohanes Firmansyah. 2022. “Pengaruh Talent Management Terhadap Job Satisfaction: Tinjauan Literatur.” *MANABIS: Jurnal Manajemen Dan Bisnis* 1 (2): 134–42. <https://doi.org/10.54259/manabis.v1i2.930>.
- Cortés-Denia, Daniel, Octavio Luque-Reca, Esther Lopez-Zafra, and Manuel Pulido-Martos. 2023. “Does Authentic Leadership Promote Higher Job Satisfaction in Public

- versus Private Organizations? Exploring the Role of Vigor and Engagement.” *Heliyon* 9 (1). <https://doi.org/10.1016/j.heliyon.2023.e12906>.
- Dartey-Baah, Kwasi, Latifa Issahaku, and Bridget Akwetey-Siaw. 2024. “Authentic Leadership and Employee Engagement: The Mediating Role of Employee Work Environment.” *Industrial and Commercial Training* 57 (1): 118–34. <https://doi.org/10.1108/ICT-06-2024-0045>.
- Dewi, Nur Fadilah, and Ressa Maharani. 2023. “Lingkungan Kerja, Employee Engagement Dan Kepuasan Kerja Karyawan Non Medis Di Rs Hermina Bogor.” *Jurnal Vokasi Indonesia* 11 (1). <https://doi.org/10.7454/jvi.v11i1.1192>.
- Diena Achmada, Fahma, and Budi Eko Soetjipto. 2022. “Literacy: International Scientific Journals Of Social, Education and Humaniora The Effect Of Talent Management On Employee Engagement And Employee Retention In Improving Employee Performance” 1 (3). <http://jurnal-stiepari.ac.id/index.php/LITERACY>.
- Ekhsan, Muhamad, Daspar, Ryani Dhyhan Parashakti, and Didin Hikmah Perkasa. 2023. “The Impact of Talent Management on Employee Performance Mediated by Employee Engagement.” *East Asian Journal of Multidisciplinary Research* 2 (4): 1821–34. <https://doi.org/10.55927/eajmr.v2i4.3913>.
- Gary Dessler. 2020. *Human Resource Management*. 16th ed. new york: Pearson.
- Goestjahjanti, Francisca Sestri, Dewiana Novitasari, Dhaniel Hutagalung, Masduki Asbari, and Joko Supono. 2020. “Impact Of Talent Management, Authentic Leadership And Employee Engagement On Job Satisfaction: Evidence From South East Asian Industries Pendidikan Pancasila View Project Islamic Studies View Project Dewiana Novitasari Journal Of Critical Reviews Impact O.” *Journal of Critical Reviews* 7 (19): 67–88. <https://www.researchgate.net/publication/342975537>.
- Hadi, Mohammad, and Mohammad Hadi Asgari. 2023. “Journal of Management and Educational Perspective Investigating the Effect of Authentic Leadership on Employee Job Satisfaction with Emphasis on the Mediating Role of Job Involvement,” 161–83. <https://doi.org/10.22034/jmep.2023.314242.1078>.
- Hartanto, Reisha Setyo, and Lenny Christina Nawangsari. 2024. “The Influence of Talent Management and WorkLife Balance on Employee Engagement with Job Satisfaction As an Intervening Variable” 4 (1): 127–38. <http://creativecommons.org/licences/by/4.0/legalcode>.
- Hilmy, Muhammad Fauzi Haidar. 2023. “The Determinants of Individual Performance in Talent Management and Employee Management Through Job Satisfaction.” *Journal of Entrepreneurship* 2 (July): 15–27. <https://doi.org/10.56943/joe.v2i3.338>.
- Khairina, Fitria, Donard Games, and Yuliharsi. 2022. “The Influence of Talent Management Practices on Employee Performance: The Mediating Role of Employee Engagement and Employee Job Satisfaction. (Case Study at PT Bank Negara Indonesia (Persero) Tbk Regional Office 02).” *Enrichment: Journal of Management* 12 (4): 2079–2892. Kingdom, United, and Nereida Hadziahmetovic. 2023. “Role of Authentic Leadership Style On Job” 11 (8): 79–99.
- Kwon, Kibum, Shinhee Jeong, Jiwon Park, and Seung Won Yoon. 2024. “Employee Development and Employee Engagement: A Review and Integrated Model.” *Career Development International* 29 (2): 169–84. <https://doi.org/10.1108/CDI-04-2023-0117>.
- Kyambade, Mahadih, Daud Bartazary, Afulah Namatovu, and Monica Tushabe. 2024.

- “Authentic Leadership and Performance of Public Servants in Tanzania Context: The Mediation Role of Motivation.” *International Journal of Public Leadership* 20 (3): 189–203. <https://doi.org/10.1108/IJPL-03-2024-0031>.
- Lorenzo, Arthur. 2022. “The Role of Authentic Leadership on Employee Engagement in Europe.” *Journal of Human Resource & Leadership* 6 (1): 1–14. <https://doi.org/10.53819/81018102t2033>.
- Marcellino, Muhammad Arvan, and Surahman Pujiyanto. 2022. “Pengaruh Gaya Kepemimpinan Transformasional, Iklim Organisasi Dan Work Engagement Terhadap Job Crafting Karyawan.” *E-Jurnal Manajemen Trisakti School of Management (TSM)* 2 (3): 47–60. <https://doi.org/10.34208/ejmtsm.v2i3.1585>.
- Meyers, Maria Christina. 2020. “The Neglected Role of Talent Proactivity: Integrating Proactive Behavior into Talent-Management Theorizing.” *Human Resource Management Review* 30 (2): 100703. <https://doi.org/10.1016/j.hrmr.2019.100703>.
- Noercahyo, Unggul Sentanu, Mohammad Syamsul Maarif, and I Made Sumertajaya. 2021. “The Role of Employee Engagement on Job Satisfaction and Its Effect on Organizational Performance.” *Jurnal Aplikasi Manajemen* 19 (2): 296–309. <https://doi.org/10.21776/ub.jam.2021.019.02.06>.
- Paredes, Santiago Leal, Jaime O Salomón, and Jaime Rivera Camino. 2021. “Impact of Authentic Leadership on Work Engagement and Organizational Citizenship Behavior: The Meditating Role of Motivation for Work.” *International Journal of Economics and Business Administration* IX (3): 3–31.
- Podder, Popy, and Hillol Saha. 2024. “Mediating Effects of Occupational Self-Efficacy on the Relationship of Authentic Leadership and Job Engagement.” *Business Analyst Journal* 45 (1): 41–59. <https://doi.org/10.1108/baj-02-2023-0043>.
- Pratama, Muhammad Aditya, and Arief Alfiandy. 2021. “Pengaruh Stres Kerja, Komitmen Organisasional, Dan Gaya Kepemimpinan Terhadap Kepuasan Kerja Karyawan di Pt. Xyz” 1 (2): 69–76. <http://jurnaltsm.id/index.php/EJATSM>.
- Radita, Fatrilia Rasyi, Whan Augustin Ainul Amri, Nana Supiana, Ipang Sasono, Tias Pramono, Dewiana Novitasari, Gusli Chidir, and Sri Wahyuni Asnaini. 2021. “Work-Family Conflict among Employees: What Is the Role of Religiosity on Job Satisfaction and Performance.” *International Journal of Science and Management Studies (IJSMS)*, no. February: 45–59. <https://doi.org/10.51386/25815946/ijms-v4i1p105>.
- Reissová, Alice, and Marek Papay. 2021. “Relationship between Employee Engagement, Job Satisfaction and Potential Turnover.” *TEM Journal* 10 (2): 847–52. <https://doi.org/10.18421/TEM102-44>.
- Richard L. Daft. 2015. *Management*. 12th ed. Cengage Learning.
- Rofi’ah, Rofi’ah, Silvia Avira, Budiasih Budiasih, and Sri Kurniasih Agustin. 2022. “Penggunaan Manajemen Talenta Pada Manajemen Sumber Daya Manusia Sebagai Strategi Organisasi.” *Jurnal Ilmiah Manajemen, Ekonomi, & Akuntansi (MEA)* 6 (3): 1791–1801. <https://doi.org/10.31955/mea.v6i3.2643>.
- Rustikarini, Riska Dwi. 2021. “Pengaruh Gaya Kepemimpinan Dan Kepuasan Karyawan Terhadap Loyalitas Karyawan Melalui Employee Engagement Sebagai Variabel Mediasi.” *JIMMU Jurnal Ilmu Manajemen* 6 (1): 94–107. <https://kontan.co.id>.
- Salwa Safira, and Hasrudy Tanjung. 2024. “Pengaruh Budaya Organisasi, Motivasi, Kepuasan Kerja Dan Keterlibatan Kerja Terhadap Kinerja Karyawan Pada PT Bank Negara Indonesia Cabang Kawasan Industri Medan.” *Al-Kharaj: Jurnal*

- Ekonomi, Keuangan & Bisnis Syariah 6 (5): 5223–40.
<https://doi.org/10.47467/alkharaj.v6i5.2278>.
- Shahi, Tahereh, Behzad Farrokhsheresht, Mohammad Javad Taghipourian, and Hassan Ali Aghajani. 2020. “Behavioral Factors Affecting Talent Management: Meta-Synthesis Technique.” *Iranian Journal of Management Studies* 13 (1): 117–37.
<https://doi.org/10.22059/IJMS.2019.283845.673684>.
- Sypniewska, Barbara, Małgorzata Baran, and Monika Kłos. 2023. *Work Engagement and Employee Satisfaction in the Practice of Sustainable Human Resource Management – Based on the Study of Polish Employees*. *International Entrepreneurship and Management Journal*. Vol. 19. Springer US.
<https://doi.org/10.1007/s11365-023-00834-9>.
- Ullah, Mohib, Altaf Hussain, Shahid Muhammad, Aqsa Siddiq, Mohammad Hanif Khan, Shabir Ahmad, and Nazim Ali. 2022. “Relationship Between Authentic Leadership and Job Satisfaction: Mediating Role Of Organizational Commitment.” *Journal of Positive School Psychology* 2022 (9): 44–57.
<http://journalppw.com>.
- Urbani, Winnie Puspitaning, and Tiara Puspa. 2023. “Authentic Leadership Sebagai Strategi Pengelolaan Sumber Daya Manusia: Dampaknya Pada Menurunkan Turnover Intention Pada Karyawan Perbankan.” *El- Mal: Jurnal Kajian Ekonomi & Bisnis Islam* 5 (3): 1197–1206. <https://doi.org/10.47467/elmal.v5i3.5649>.
- Violeto Mardlatillah R.N.I, Zakhyadi Ariffin, and Maruf Kusbianto. 2024. “Pengaruh Servant Leadership Dan Komunikasi.” *E-Jurnal Manajemen Unud* 8 (12).
<https://jurnal.syntaxliterate.co.id/index.php/syntax-literate/issue/view/144>.
- Yulian, Hafizu Dwi, and Muhamad Ekhsan. 2023. “Pengaruh Talent Management Terhadap Workforce Agility Yang Dimediasi Kepuasan Kerja.” *Dynamic Management Journal* 7 (3): 465–79. <https://doi.org/10.31000/dmj.v7i3>.