THE INFLUENCE OF TALENT MANAGEMENT AND WORK LIFE BALANCE ON EMPLOYEE ENGAGEMENT WITH JOB SATISFACTION AS AN INTERVENING VARIABLE

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ABSTRACT

Amidst intensifying business competition, the focus on Employee Engagement has become pivotal for organizational success. One of the factors believed to play a crucial role in enhancing employee engagement is Talent Management, alongside the balance between work and personal life, known as Work-Life Balance. Additionally, Job Satisfaction is considered a potential factor that could mediate the relationship between Talent Management, Work-Life Balance, and Employee Engagement. This study delves into examining the influence of Talent Management and Work-Life Balance on Employee Engagement, with Job Satisfaction acting as a mediating variable. The research methodology adopted an experimental approach with a quantitative focus. Data were gathered from 97 employees out of a total population of 128, utilizing simple random sampling techniques. Primary data collection involved questionnaires, while secondary data were sourced from the company. Data analysis was conducted using the Partial Least Square method through Smart PLS 4.0 software. The findings of the study indicate that Talent Management and Job Satisfaction significantly and positively impact Employee Engagement. However, Work-Life Balance did not exhibit a significant positive influence on both Employee Engagement and Job Satisfaction.

KEYWORDS: Employee Engagement, Talent Management, Work-Life Balance, Job Satisfaction.

1. INTRODUCTION

The contemporary business landscape, influenced by profound changes initiated by the COVID-19 pandemic, has witnessed a paradigm shift in workplace dynamics. As organizations navigate the

challenges of remote work, lockdowns, and the uncertainties of the post-pandemic world, the concept of employee engagement takes center stage. A Prudential survey reveals that 25% of Americans plan to seek new employment post-pandemic, creating a "Tsunami Turnover" wave in 2021, as reported by Forbes. Employee engagement experienced a decline in 2021, with 52% actively exploring new opportunities. This trend persists into 2022, signaling a transformative wave in the workforce.

Employee decisions and actions now play a central role in influencing workforce conditions and organizational dynamics. Gallup's research highlights that globally, only 21% of engaged employees significantly surpass their counterparts in various industries and across borders, enduring economic highs and lows. In Indonesia, the issue of employee engagement is increasingly crucial, with only 16% actively engaged, as revealed in the Deloitte Global Human Capital Trends 2021 survey. The pandemic presents further challenges, especially in the Information Technology (IT) sector, with PT Dataflix facing the phenomenon of "Tsunami Turnover." Despite maintaining a voluntary attrition ratio below 25% from 2018 to 2022, a more in-depth analysis reveals an increasing trend post-2021.

Employee engagement is crucial, and PT Dataflix recognizes its importance in facing the uncertainties of the post-pandemic era. Presurveys among Dataflix employees indicate a gradual decline in engagement levels, from 86% in 2020 to 79% in 2022. Interviews with the Head of Human Capital highlight the impact of remote work and the need for strong management support to maintain employee engagement. Despite ongoing challenges, with 14.3% of employees feeling disengaged according to the presurvey, Dataflix demonstrates commitment to improving talent management practices, work-life balance, and job satisfaction as a proactive response to employee concerns.

Talent management, work-life balance, and job satisfaction emerge as critical variables influencing employee engagement. Talent management, encompassing activities from talent recruitment to retention and promotion, significantly impacts engagement. While research indicates a positive correlation between talent management and engagement, diverse findings demand deeper analysis. Work-life balance, crucial for maintaining the physical and emotional well-being of employees, shows a positive influence on engagement, as indicated by Siregar et al.'s research in 2022. However, Utama's 2021 study presents contrasting results for the younger generation.

The ever-changing workplace landscape demands a profound understanding of factors influencing employee engagement. Talent management, work-life balance, and job satisfaction emerge as key variables, and organizations require tailored strategies to successfully address these challenges. Dataflix's commitment to addressing these concerns reflects its proactive approach to fostering a supportive work environment and enhancing overall employee engagement. As organizations worldwide strive to redefine their work culture, the experiences of companies like Dataflix provide valuable lessons in adapting to the new normal.

2. LITERATURE REVIEW

2.1 Employee Engagement

The concept of employee engagement, introduced by Kahn (1990), encompasses the emotional, physical, and cognitive dimensions within an individual's role in the workplace. Known as employee engagement, it involves a strong connection and emotional, physical, and cognitive involvement between individuals and their roles within an organization. Employee engagement occurs when employees have a clear understanding of their job expectations, access to resources to complete tasks, participation in growth opportunities, feedback reception, and a sense of making a significant contribution. At the organizational level, employee engagement is defined as the emotional, physical, and cognitive relationship between employees and their jobs (Macey et al., 2011). Schaufeli and Bakker (2010) add that work engagement is a condition in which employees feel deeply involved and focused on their work, considering it a challenge that can be faced with enthusiasm and effectiveness, rather than a source of stress. In a series of expert views on employee engagement, it can be concluded that this is a crucial concept in the working world reflecting a strong emotional, physical, and cognitive relationship between individuals and their roles in the workplace. Engaged employees demonstrate high focus and involvement in their work, viewing it as a positive challenge and a source of motivation.

2.2 Job Satisfaction

Job satisfaction is the emotional condition of an individual related to the level of contentment, dissatisfaction, and happiness with their job. Job satisfaction is a positive feeling or contentment regarding the work being performed (Judge et al., 2021). Ellickson and Logsdon (2019) describe job satisfaction as an individual's evaluation of their job, including salary, work environment, development opportunities, and relationships with colleagues. Sadiq et al. (2019) highlight the emotional dimensions involving the level of satisfaction, dissatisfaction, and happiness related to work. Herzberg's theory identifies Motivator-Hygiene factors as influencing job satisfaction. Motivators, related to achievement, recognition, challenge, responsibility, and career advancement, can enhance satisfaction. In contrast, hygiene factors, such as company policies, supervision, salary, working relationships, and working conditions, can only eliminate dissatisfaction. Herzberg emphasizes that only motivators can increase job satisfaction (Mukmin and Prasetyo, 2021). Judge et al. (2021) categorize factors influencing job satisfaction into internal and external. Internal factors involve individual characteristics, such as personality, values, needs, and life goals. External factors encompass the work environment, including organizational policies, physical environment, colleagues, and salary. Therefore, understanding job satisfaction involves the complex dynamics between internal and external factors.

2.3 Talent Management

The term "talent management" was introduced by McKinsey & Company in 1997 through the report "The War for Talent." Ed Michaels, Helen Handfield-Jones, and Beth Axelrod later developed this concept in the book "The War for Talent" (2001). Armstrong (2014) defines talent management as a series of integrated processes, including talent identification, development through training, motivation through rewards, and the retention of talented employees. Cappelli (2014) adds that talent management helps organizations identify and recruit talent according to their needs, develop skills through training, maintain employee engagement, balance business and

individual needs, and provide relevant talent information. Thus, talent management is a strategic approach in human resource management, encompassing recruitment, selection, development, and retention activities. Its goal is to ensure that organizations have access to quality employees who can add value and contribute to the long-term business goals. Talent management also emphasizes employee development to enhance skills and competencies in achieving organizational objectives.

2.4 Work-Life Balance

Work-life balance can be defined as the condition in which individuals can integrate and fulfill the demands of both work and personal life by minimizing conflicts between them (Allen and Armstrong, 2020). The theory of work-life balance indicates individuals' efforts to manage their work and family environments and establish boundaries between them to achieve equilibrium (Clark, 2000, in Witriaryani et al., 2022). According to Maier (2015), work-life balance involves effective time, energy, and attention management to meet responsibilities at the workplace and address personal life needs. It is not just about evenly dividing time but finding a balance that suits individual needs, which can vary based on job type, life stage, and personal preferences. It is essential to note that work-life balance is not always easily achieved, especially in situations with numerous responsibilities or competitive work environments. Some experts emphasize the importance of workplace flexibility, social support, and autonomy in achieving work-life balance. Therefore, individuals need to prioritize this balance to achieve overall well-being.

3. RESEARCH METHOD AND HYPOTHESIS

This research employs a causal research design with an experimental method. A quantitative research method is chosen, based on positivistic philosophy, with the aim of investigating cause-and-effect relationships between specific variables. According to Sugiyono (2017), the quantitative research method is a scientific approach to collecting data using research instruments for quantitative or statistical data analysis. The causal research design involves independent variables, namely Talent Management and Work-life Balance, expected to have a cause-and-effect influence on the dependent variable, Employee Engagement. Job Satisfaction is identified as an intervening variable, playing a role in connecting the influence of independent variables to the dependent variable. This study is conducted at PT. Dataflix, and data analysis will test the influence of Talent Management and Work-life Balance on Employee Engagement, considering the role of Job Satisfaction as an intervening variable. The structured research design guides the researcher in collecting data and seeking answers to the identified research background issues.

The population used in this study is the employees of the company at PT. Dataflix. The total number of employees in this population is 128 people, with a margin of error of 0.05 (5%). Using the simple random sampling technique, the researcher will take a sample of 96.97 people or rounded to 97 people from the existing population. In this study, a questionnaire is used, which is an ordinal rating scale adopting the Likert scale with five options. The data analysis method used in this study is using SmartPLS software version 4. Partial Least Square (PLS) is used as an approach to test the measurement model and the structural model based on variance analysis.

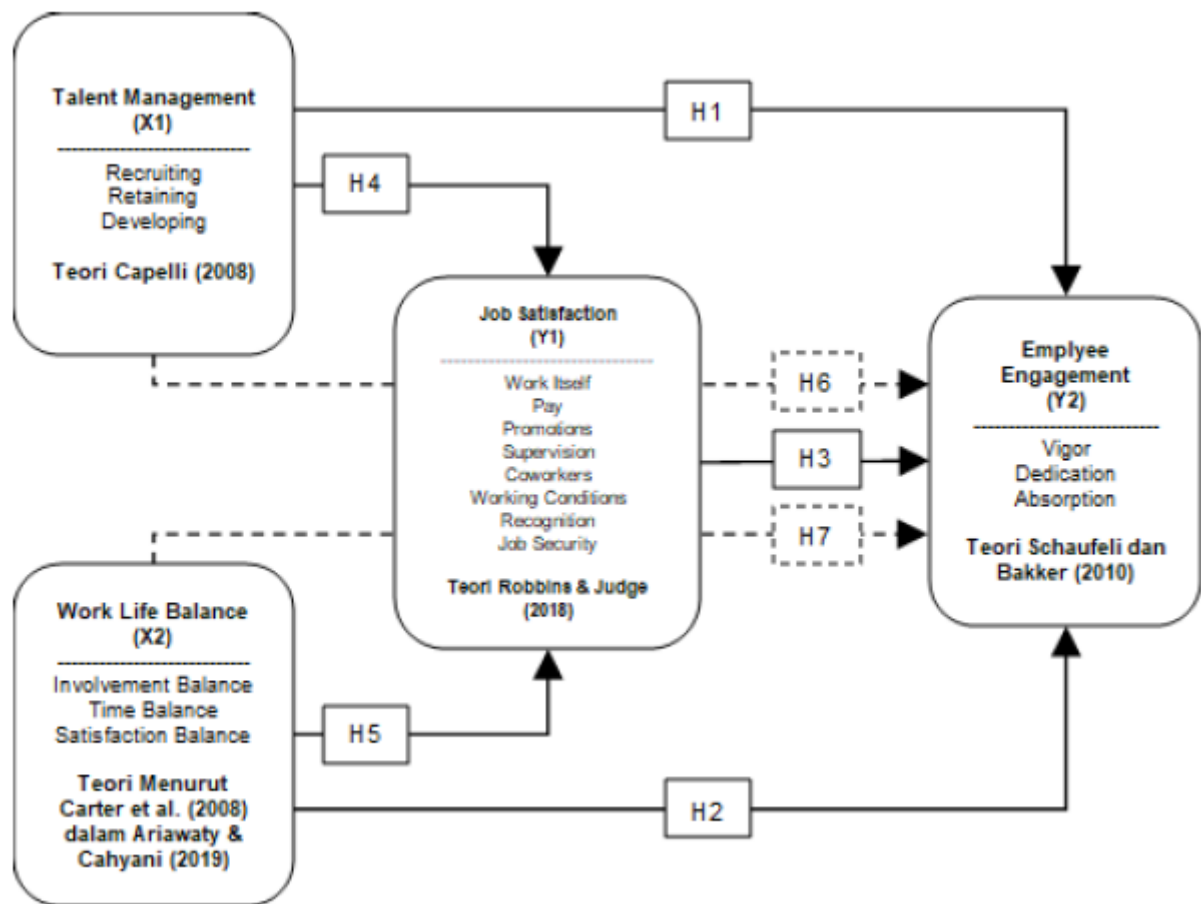The conceptual framework in this study can be outlined as follows:

Figure 1: Conceptual framework

Based on the aforementioned conceptual framework, this research comprises seven hypotheses:

H1: Talent Management has a positive and significant impact on Employee Engagement

H2: Work-life Balance has a positive and significant impact on Employee Engagement

H3: Job Satisfaction has a positive and significant impact on Employee Engagement

H4: Talent Management has a positive and significant impact on Job Satisfaction

H5: Work-life Balance has a positive and significant impact on Job Satisfaction

H6: Talent Management has a positive and significant impact on Employee Engagement through Job Satisfaction

H7: Work-life Balance has a positive and significant impact on Employee Engagement through Job Satisfaction

4. ANALYSIS

The respondents used in this study amounted to 97 employees. In terms of gender, the distribution of respondents is relatively balanced, with 51% male and 49% female. Based on age, the majority of respondents are between 31 and 40 years old (63%), followed by respondents under 30 years old (30%), and respondents over 40 years old (7%). In the context of the highest education level, the majority of respondents have a bachelor's degree (92%), followed by master's degree (5%), and only 3% have a high school or equivalent educational background. Regarding the length of employment, the majority of respondents (62%) have worked for 5 to 10 years, followed by 28% with 0-5 years of service, and 10% with 10-15 years of service. The analysis concludes that the

composition of respondents is dominated by employees with diverse ages and lengths of service, and the majority has a higher education background.

The results of Convergent Validity testing show that all indicators meet the convergent validity criteria with factor loadings exceeding 0.70. The AVE testing process aims to assess the extent to which the variation in manifest variables can be explained by latent constructs. The desired AVE value is a minimum of 0.50, indicating a good level of convergent validity, meaning that the latent constructs can explain more than half of the indicator's variation. In this context, the tabulation of AVE values examines the validity of variables, and the expected AVE value to ensure the validity of a variable is more than 0.50. From the information stated in Table 1, it is evident that each variable has an AVE value exceeding 0.5, indicating that each variable has good construct validity.

Table 1: Results of the Average Variance Extracted (AVE) Test

Variabel	AVE Value	AVE Value Threshold	Decision
Talent Management (X1)	0,731	0,5	Fulfilled
Work Life Balance (X2)	0,732	0,5	Fulfilled
Job Satisfaction (Y1)	0,713	0,5	Fulfilled
Employee Engagement (Y2)	0,739	0,5	Fulfilled

Discriminant validity test using the Fornell-Larcker criterion was conducted to assess the extent to which latent variables have adequate discrimination. The test results indicate that the square root of AVE values for each variable exceeds the correlation values with other variables, indicating that all variables demonstrate good discriminant validity based on the Fornell-Larcker criterion in the context of this research model. Additionally, the Heterotrait-Monotrait Ratio Of Correlations (HTMT) approach was employed to evaluate discriminant validity. The HTMT analysis results show that all HTMT values are below 0.9, in line with the criteria set by Henseler et al. (2015). Therefore, it can be concluded that all variables exhibit good discriminant validity based on the HTMT calculations in the context of this research model.

Table 2: Results of the Composite Reliability dan Cronbach's Alpha Test

Variabel	Composite Reliability	Cronbach's Alpha	Value Threshold	Decision
X1 Talent Management	0,968	0,966	>0.7	Reliable
X1.1. Recruit	0,909	0,907	>0.7	Reliable
X1.2. Retain	0,923	0,918	>0.7	Reliable
X1.3. Develop	0,926	0,925	>0.7	Reliable
X2 Work Life Balance	0,955	0,954	>0.7	Reliable
X2.1. Involvement Balance	0,886	0,884	>0.7	Reliable
X2.2. Time Balance	0,897	0,896	>0.7	Reliable
X2.3. Satisfaction Balance	0,859	0,859	>0.7	Reliable
Y1 Job Satisfaction	0,977	0,976	>0.7	Reliable
Y1.1. Work Itself	0,926	0,926	>0.7	Reliable

Y1.2. Pay	0,902	0,896	>0.7	Reliable
Y1.3. Promotion	0,900	0,900	>0.7	Reliable
Y1.4. Supervision	0,895	0,895	>0.7	Reliable
Y1.5. Coworker	0,891	0,885	>0.7	Reliable
Y1.6. Working Condition	0,897	0,895	>0.7	Reliable
Y1.7. Recognition	0,893	0,893	>0.7	Reliable
Y1.8. Job Security	0,927	0,927	>0.7	Reliable
Y2 Employee Engagement	0,958	0,955	>0.7	Reliable
Y2.1. Vigor	0,921	0,916	>0.7	Reliable
Y2.2. Dedication	0,929	0,928	>0.7	Reliable
Y2.3. Absorption	0,872	0,861	>0.7	Reliable

Translation: Reliability testing is conducted to assess the consistency and accuracy of the instrument in measuring the construct. The analysis results in Table 2 show that all variables, including their sub-variables, have Composite Reliability and Cronbach's Alpha values above 0.7, meeting the reliability standards for confirmatory research. Therefore, it can be concluded that this research model has passed the reliability test well, indicating that the questionnaire instrument used is reliable and accurate in measuring the studied construct.

Coefficient of determination (R Square) testing aims to assess the model's ability to explain variations in the dependent variable. The analysis results in Table 3 show that this research model has a good ability to explain variations in the dependent variable. For the Job Satisfaction variable (Y1), the R Square value is 0.687, indicating that 68.7% of the variation in Job Satisfaction can be explained by the Talent Management, Work-Life Balance, and Employee Engagement variables. Additionally, the R Square value for the Employee Engagement variable (Y2) reaches 0.738, indicating that 73.8% of the variation in Employee Engagement can be explained by the variables under study. Overall, these results signify that the model has a sufficiently strong ability to explain variability in the dependent variables in the context of this research.

Table 3: Results of the R Square (R2) Test

Construct	R Square	R Square Adjusted
Job Satisfaction (Y1)	0,687	0,680
Employee Engagement (Y2)	0,738	0,730

F^2 test is used to evaluate the extent of the impact of exogenous latent variables on endogenous latent variables. In the context of this research, this impact is measured using the f Square value. If f^2 has a value of 0.02, the impact is considered small, 0.15 is moderate, and 0.35 is considered large. The analysis results show:

- The impact of Talent Management Variable (X1) on Job Satisfaction (Y1) has an f Square value of 0.680, categorized as a large impact.
- The impact of Talent Management Variable (X1) on Employee Engagement (Y2) has an f Square value of 0.114, indicating a moderate impact.
- The impact of Work-Life Balance Variable (X2) on Job Satisfaction (Y1) has an f Square value of 0.005, indicating a small impact.
- The impact of Work-Life Balance Variable (X2) on Employee Engagement (Y2) has an f Square value of 0.001, also indicating a small impact.

- The impact of Job Satisfaction (Y1) on Employee Engagement (Y2) has an f Square value of 0.336, categorized as a moderate impact.

Overall, these results provide an overview of the extent of the impact of exogenous latent variables on endogenous latent variables in the framework of this research.

The Goodness of Fit (GoF) index is used as a comprehensive evaluation of the structural and measurement models in this research. GoF is a single measure that validates the overall performance between the measurement and structural models. The calculation of GoF uses the formula: GoF = $\sqrt{(AVE \times R^2)}$. For this research model, the GoF value calculation is: GoF = $\sqrt{(0.729 \times 0.713)}$ = 0.721. The criteria for evaluating the GoF index are 0.10 for the small category, 0.25 for medium, and 0.36 for large. With a GoF value of 0.721, it can be concluded that this research model falls into the large category, indicating a good overall predictive ability of the model.

The testing of goodness of fit is done by calculating the predictive relevance value, known as Q2 or Stone-Geisser. The purpose of this test is to evaluate the predictive ability of the model, and the Q2 value is considered acceptable if it is above 0. The formula for calculating Q2 is: Q2 = 1 – (1 – R12) (1 – R22) ... (1 - Rp2). In the context of this research, the Q2 calculation is: Q2 = 1 – (1 – 0.687) (1 – 0.738) = 1 – (0.313 × 0.262) = 1 – 0.082 = 0.918. With a Q2 value of 0.918, it can be concluded that this model has a high predictive relevance and is suitable for use.
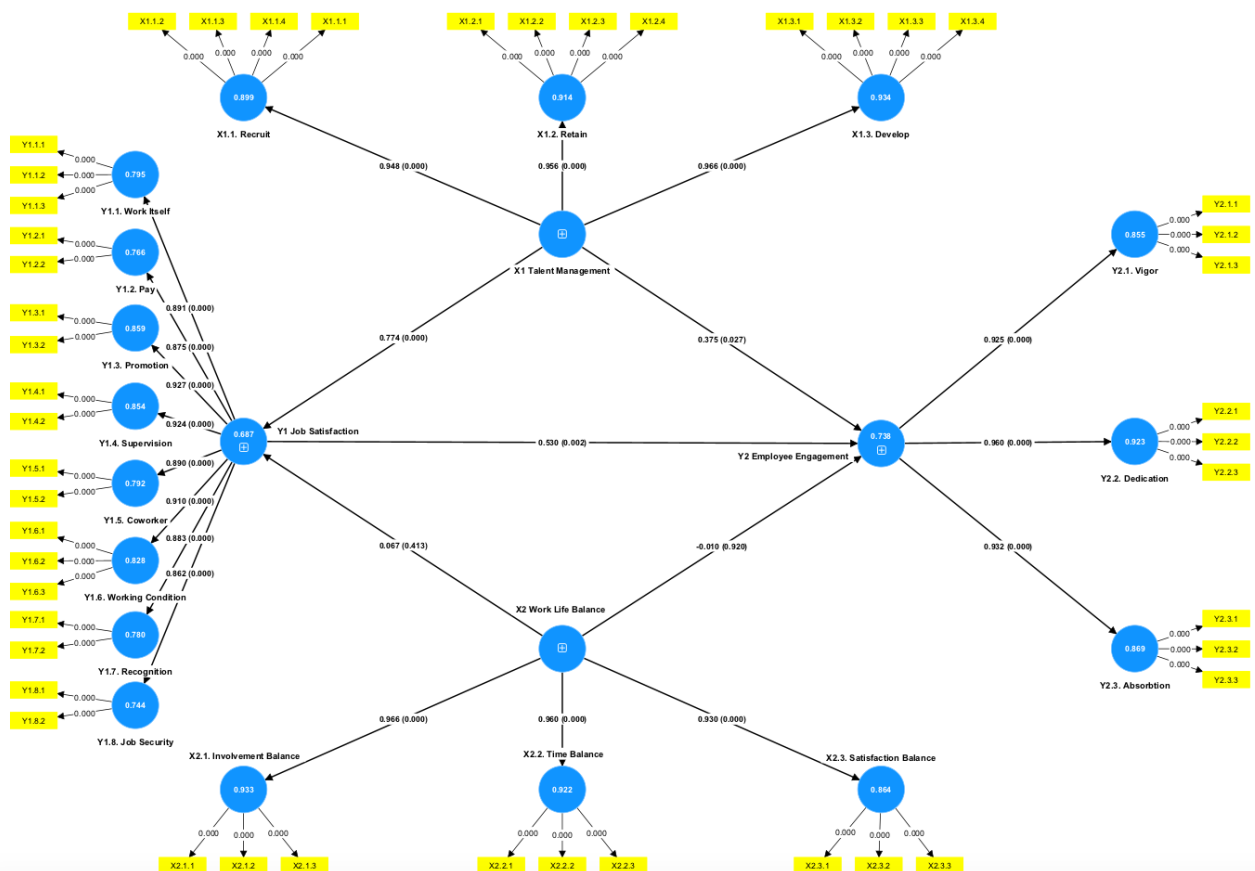

Figure 1: Path Coeffisient Model

Table 4: Path Coefisient (Direct Effect and Indirect Effect)

	Inter-construct Relationship	Original Sample (O)	T Statistics	P Values	Decision
H1	X1 Talent Management -> Y2 Employee Engagement	0,375	2,218	0,027	Accepted
H2	X2 Work Life Balance -> Y2 Employee Engagement	-0,100	0,101	0,920	Rejected
H3	Y1 Job Satisfaction -> Y2 Employee Engagement	0,530	3,129	0,002	Accepted
H4	X1 Talent Management -> Y1 Job Satisfaction	0,774	9,210	0,000	Accepted
H5	X2 Work Life Balance -> Y1 Job Satisfaction	0,670	0,819	0,413	Rejected
Indirect Effect					
H6	X1 Talent Management -> Y1 Job Satisfaction -> Y2 Employee Engagement	0,410	2.652	0,008	Accepted
H7	X2 Work Life Balance -> Y1 Job Satisfaction -> Y2 Employee Engagement	0,036	0,739	0,461	Rejected

The hypothesis testing phase aims to determine whether the proposed research hypotheses within the research model framework can be accepted or rejected. The testing involves examining the path coefficient values, T-Statistic values using bootstrapping procedures, and p-values. The hypothesis testing results in this model, conducted through the SmartPLS 4 statistical application, shows that: The criteria for accepting or rejecting hypotheses use a significance level of 0.05. With this approach, if the p-value < 0.05 or the t-value > the t-table value, then the hypothesis is accepted; conversely, if the p-value > 0.05 or the t-value < the t-table value, then the hypothesis is rejected.

5. DISCUSSION

The results of this study indicate that talent management has a positive influence on employee engagement, consistent with previous research. A strong recruitment process at DataFlix successfully attracts individuals who align with the company's needs, motivating employees to contribute maximally. Robust retention policies, such as career development programs, flexibility in work, and incentives, can enhance employee dedication to the company. However, the work-life balance policy at DataFlix does not seem to have a direct and significant impact on employee engagement, deviating from findings in other studies. Individual perceptions of the balance between work and personal life may vary, and the policy may not be uniform or effective across the organization. If the majority of employees perceive the existing balance as sufficient, its impact on employee engagement may appear minimal. Another positive finding indicates that job satisfaction has a positive influence on employee engagement at DataFlix. Factors such as comfortable working conditions, role clarity, promotion opportunities, and good leadership support contribute to high job satisfaction. Positive talent management influence on job satisfaction at DataFlix is attributed to an effective recruitment process and well-designed employee development programs. These programs provide clear opportunities for skill and career development, enhancing job satisfaction as employees feel valued and supported in their growth. Work-life balance, although not directly influencing job satisfaction, remains an important factor in this context. Job satisfaction emerges as

a mediator between talent management and employee engagement, emphasizing the significance of job satisfaction in this relationship. The positive influence of talent management, encompassing attention to employee satisfaction, career development, and recognition, can improve job satisfaction, subsequently enhancing employee engagement. Conversely, no significant mediation was found between work-life balance and employee engagement through job satisfaction, indicating complex dynamics that require a deeper understanding. The findings underscore the need for effective talent management, improved work-life balance policies, and a focus on enhancing job satisfaction to achieve optimal levels of employee engagement.

In the context of the DataFlix company, several conditions play a key role in influencing and not influencing the relationships among the studied variables, namely talent management, work-life balance, job satisfaction, and employee engagement. An effective recruitment process at DataFlix, capable of attracting individuals with suitable cultural values, can act as a trigger to enhance employee engagement. Similarly, the success of employee development programs in providing career growth opportunities and skill enhancement can contribute positively to employee engagement. The effectiveness of the work-life balance policy at DataFlix also plays a crucial role. If this policy can provide adequate flexibility and is implemented consistently, the balance between work and personal life can improve employee satisfaction and, ultimately, employee engagement. However, the company's culture emphasizing the importance of this balance also needs to be a factor influencing employees' perceptions of work-life balance. Job satisfaction, as an intermediary variable, can be reflected in comfortable working conditions, clear promotion opportunities, and strong leadership support at DataFlix. Effective employee development programs and recognition systems can be primary supports in enhancing job satisfaction, subsequently increasing employee engagement. Nevertheless, the complexity of DataFlix's organizational dynamics introduces variability in the relationships among these variables. The lack of influence of work-life balance on job satisfaction could be attributed to variations in employees' preferences and priorities regarding the balance between work and personal life. Additionally, a high-performance culture or emphasis on flexibility may introduce unique dynamics in understanding the influence of these variables. It is crucial to consider the company's culture, communication patterns, and employees' perception variabilities in understanding the extent to which management policies and practices at DataFlix impact employee engagement. While the research results indicate significant influences in some cases, this complexity highlights the need for a holistic approach to comprehensively understand the impacts of these factors.

6. DISCUSSION

Talent Management has been proven to have a positive and significant impact on the level of Employee Engagement. Effective talent management strategies directly enhance employee engagement through a focus on recruitment, retention, and employee development aligned with the company's needs. Secondly, although Work-life Balance is considered important, research indicates that there is no significant direct relationship between the balance of work and personal life and the level of employee engagement at PT Dataflix. Other factors may be more dominant in influencing employee engagement. Thirdly, Job Satisfaction plays a crucial role, with a positive and significant influence on Employee Engagement. Employees who are satisfied with their jobs tend to be more enthusiastic, dedicated, and focused on their tasks. Fourth, Talent Management also has a positive

and significant impact on Job Satisfaction, affirming that good talent management directly influences job satisfaction. Fifth, in the context of PT Dataflix, Work-life Balance does not have a direct impact on Job Satisfaction. Finally, Talent Management has proven to have a positive and significant impact on Employee Engagement through Job Satisfaction, indicating that investing in talent management can enhance employee engagement by improving their satisfaction. However, Work-life Balance does not have a significant impact on Employee Engagement through Job Satisfaction, highlighting the complexity of dynamics in the company.

As a result of this study, several recommendations can be proposed to the management of PT Dataflix to enhance talent management, manage work-life balance, and pay attention to employee satisfaction and engagement without causing negative impacts on them. In the context of talent management, the "Retain" dimension, which significantly impacts Employee Engagement, can be improved through more effective strategies for recruiting, retaining, and developing employees. This includes skill development programs, opportunities to contribute to critical projects, and a collaborative work environment. Additionally, a focus on performance recognition, incentives, and rewards can enhance employee engagement. On the other hand, in the "Recruit" dimension, the company can design a more selective recruitment process and consider the cultural values of the company. A robust on boarding program is also necessary to expedite the adjustment of new employees to the company's culture and goals. In the context of job satisfaction, management can pay more attention to the "Job Security" dimension to improve employee satisfaction. Developing policies related to job security, open communication, and improving working conditions are key to enhancing job satisfaction. The integration of policies that support both aspects can have an overall positive impact on employee job satisfaction. The results of the determination test indicate that this study has not considered all variables that can influence Employee Engagement. Further suggestions include incorporating additional variables such as organizational culture, internal communication, or work policies to gain a more comprehensive understanding. Additionally, this study may be limited by a restricted sample of respondents. Recommendations for future research include expanding the scope of respondents, including various levels of positions, departments, or different work regions. The use of qualitative methods, such as in-depth interviews, can also provide deeper insights into individual experiences related to the variables under investigation. This will provide a more holistic overview of the influence of talent management, work-life balance, and job satisfaction on Employee Engagement.

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