



# The Influence of Talent Management and Job Engagement on Job Satisfaction and Organization Citizenship Behaviour with Person-Organization Fit as a Mediation Variable at PERUMDA Tirta Sakti

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**Abstract.** The purpose of this study is to determine the impact of talent management and labor force participation on job satisfaction and OCB using personal organization as a mediating variable. The population of this study was 145 employees PERUMDA Tirta Sakti. The sample for this survey consisted of 97 respondents. Data collection using a questionnaire using a 5-criteria Likert scale. Data analysis using structural equation modeling (SEM) uses partial least squares (PLS) software. Thus, talent management had a positive effect on job satisfaction ( $p = 0.000$ ), talent management had a positive effect on employee OCB ( $p = 0.003$ ), and job engagement had a positive effect on job satisfaction. positive effect ( $p = 0.010$ ), work engagement has a positive effect on employee OCB ( $P = 0.000$ ), P-O Fit has a positive effect on job satisfaction ( $P = 0.000$ ), P-O Fit Employee OCB ( $0.000$ ), talent management via P-O Fit has a positive effect on job satisfaction ( $P = 0.000$ ), and talent management provided by P-O Fit has a positive effect on OCB. effective ( $p = 0.000$ ).

**Keywords:** talent management · job engagement · job satisfaction · OCB · person-organization fit

## 1 Introduction

Human resources can determine the success of a company. Companies must empower and manage the talent possessed by employees well. Good talent management have a positive impact on job satisfaction. It makes the employees will be loyal to the company, and indirectly affecting the company's progress. According to Mensah (2018), job satisfaction is defined as how employees like or dislike their work [1].

Based on observations with some employees of PERUMDA Tirta Sakti, several problems arise at PERUMDA Tirta Sakti include workloads that are not accordance with the rewards. As happened in one of the units, many employees are uncomfortable and have a thoughts to quit, because their wages are not commensurate with the work.

In addition, the lack of cooperation between fellow employees causes satisfaction and OCB to decrease.

The problem of increasing job satisfaction and OCB is closely related to the recruitment process for quality employees, which is following its vision and mission according to its goals and characteristics so that employees will quickly adapt to the company, which will impact mutual progress. Then motivate employees to improve their performance optimally so that they can support the company's achievement. The company must also pay attention to the welfare of its employees.

According to Gallardo and Thunnissen (2016) in Gupta (2019), talent management is an identification, development, organized, attraction, retention, engagement, and deployment of high potential and effective employees efficiently to occupy critical positions which ultimately have a significant impact on the organization's sustainable competitive advantage [2].

Based on interviews and pre-survey observations, the authors are interested in examining the effect of talent management and work engagement on job satisfaction and OCB with P-O fit as a mediating variable at PERUMDA Tirta Sakti.

## **2 Theoretical Basis**

### **2.1 Talent Management**

According to Williams (2000) in Tafti et al., (2017), Talented people are people who are highly capable and successful in a variety of activities and occupations [3].

Michael et al. (2001) in Tafti et al. (2017) explain that talent management combines sharp strategies, leadership abilities, emotional maturity, communicative skills, and the ability to attract and inspire talented people, entrepreneurial instincts, functional skills, and the ability to deliver results [3].

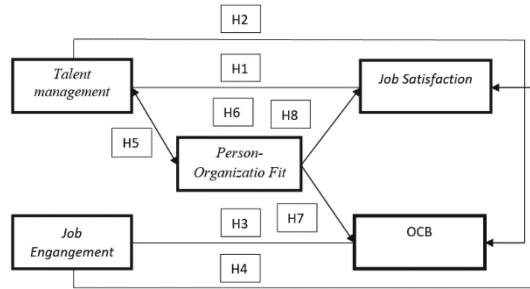
According to Schweyer (2004), talent management includes all human resource activities, planning, analyzing, recruiting, appraising, motivating, developing, and retaining talent. It has a cycle spanning three main areas: talent identification and absorption; talent nurturing; and talent development [4].

According to Mensah and Bawole (2018), talent management focuses on activities and processes used to identify critical positions, development of talented employees who have high potential and performance to improve their skill, and sustainable management to ensure their continuity in the company [1].

### **2.2 Job Engagement**

Schaufeli and Bakker (2004) explain that characterize of job engagement are vigor (spirit; energy at work), dedication (active role in the organization or company), and absorption (the fun and enjoyment when doing their job) [5].

According to Bakker (2011), employees who have work engagement will be open to new experiences. Work engagement is identified as truly engaged employees. Employees who can improve attendance and performance (physical, cognitive and emotional engagement) can lead to full and positive performance [6].



**Fig. 1.** Conceptual Framework

### 2.3 Job Satisfaction

Job satisfaction is a pleasant or positive state that results from a work experience. Job satisfaction is defined as the degree to which a person likes or dislikes their job [1].

### 2.4 Organization Citizenship Behaviour

Organization Citizenship Behavior (OCB) is a individual contribution that goes above and beyond the requirements of a job in the workplace and is rewarded by task performance achievement. Organ (1988) defines OCB as individual behavior that is independent, not directly or explicitly related to the reward, and has the potential to improve the organization's effective functioning [1].

### 2.5 Person-Organization Fit

Person-Organization Fit (P-O fit) refers to the compatibility of individual values, beliefs, and personality traits with organizational values, beliefs, and norms. It has also been an integral part of research and practice in the discussion of *fit* [7]. Definition of P-O fit is the match between individual and organizational value [8]. Individuals who have a great P-O fit will be easier to adjust and achieve job satisfaction [9].

According to Saks and Ashforth (2002), the initial interaction with members of the organization, formal interaction with representatives of the organization, and the initial characteristics offered by the organization all contribute to the perception of conformity with the organization [7].

### 2.6 Conceptual Framework

The conceptual framework of this study can be seen in the Fig. 1.

### 2.7 Hypothesis

Based on the conceptual framework presented above, it is possible to develop the following study hypothesis between variables:

H1: Talent management has a positive and significant effect on job satisfaction.

H2: Talent management has a positive and significant effect on OCB.

H3: Job involvement has a positive and significant effect on job satisfaction.

H4: Job involvement has a positive and significant effect on OCB.

H5: P-O fit has a positive and significant effect on job satisfaction.

H6: P-O fit has a positive and significant effect on OCB.

H7: Talent management has a significant effect on job satisfaction mediated by P-O fit.

H8: Talent management has a significant effect on OCB mediated P-O fit.

### 3 Research Method

This study is a quantitative study with survey methods, which was conducted at PERUMDA Tirta Sakti, Kerinci Regency, Jambi, Indonesia. The sample in this study was 97 respondents from PERUMDA Tirta Sakti employees in 2021–2022 period.

The research instrument used a questionnaire consisting of written statements using a Likert scale (score 1 to 5). Testing data quality using validity and reliability tests. Data analysis using Partial Least Square-Structural Equation Modeling (PLS-SEM) to explain the relationship between several variables.

## 4 Research Results

### 4.1 Characteristics of Respondents

This study by SEM approach. Analysis tools for analyzing SEM modeling and hypothesis testing using PLS using SmartPLS version 3.

Table 1 shows that the dominant sex is male as many as 61 people (62.89%). The general level of education is high school graduates as many as 77 people (79.38%). The dominant is in the age range of 46–50 years (28.87%). Based on years of service, the chief is 16–20 years (38.14%).

**Table 1.** Characteristics of Respondents

| Respondents        | Frequency | Percents (%) |
|--------------------|-----------|--------------|
| Gender             |           |              |
| Male               | 61        | 62.89%       |
| Female             | 36        | 37.11%       |
| Education          |           |              |
| Bachelors          | 10        | 10.31%       |
| D3                 | 8         | 8.25%        |
| Senior High School | 77        | 79.38%       |
| Junior High School | 1         | 1.03%        |

(continued)

**Table 1.** (continued)

| <b>Respondents</b>    | <b>Frequency</b> | <b>Percents (%)</b> |
|-----------------------|------------------|---------------------|
| Elementary School     | 1                | 1.03%               |
| <b>Ages</b>           |                  |                     |
| <30 years             | 15               | 15.46%              |
| 31–35 years           | 8                | 8.25%               |
| 36–40 years           | 17               | 17.52%              |
| 41–45 years           | 12               | 12.37%              |
| 46–50 years           | 28               | 28.87%              |
| >50 years             | 17               | 17.53%              |
| <b>Working Period</b> |                  |                     |
| 1–5 years             | 9                | 9.28%               |
| 6–10 years            | 4                | 4.12%               |
| 11–15 years           | 16               | 16.49%              |
| 16–20 years           | 37               | 38.14%              |
| 21–25 years           | 21               | 21.65%              |
| 26–30 years           | 4                | 4.12%               |
| >31 years             | 6                | 6.19%               |

**Table 2.** The results of discriminant validity and composite reliability tests

|                          | <b>AVE</b> | <b>Root of AVE</b> | <b>Composite reliability</b> | <b>Cronbach's alpha</b> |
|--------------------------|------------|--------------------|------------------------------|-------------------------|
| <i>Job Satisfaction</i>  | 0,720      | 0,849              | 0,954                        | 0,947                   |
| <i>Job Involvement</i>   | 0,676      | 0,822              | 0,958                        | 0,952                   |
| <i>Talent Manajement</i> | 0,631      | 0,794              | 0,966                        | 0,963                   |
| OCB                      | 0,645      | 0,804              | 0,967                        | 0,963                   |
| P-O Fit                  | 0,595      | 0,772              | 0,929                        | 0,925                   |

## 4.2 Outer Model

The Convergence validity test considers values of loading factor or outer loading  $> 0.5$ . additionally, to see if the discriminant validity variable are valid, we can see the value of ave and the root of ave  $> 0.5$ , to find out the value of composite reliability can see value composite reliability and value Cronbach's alpha with value  $> 0.7$  (Table 2).

## 4.3 Inner Model

Evaluate the inner model by looking at endogenous constructs r-square (reliability indicator). Hair (2014) suggests that the statistical t value can be calculated by resampling

with bootstrapping. Analysis of variance (R Square) or determination test determines the effect of exogenous variables on these endogenous variables (Tables 3 and 4).

The proposed hypothesis can be tested by examining the magnitude of the t-statistic. Because PLS does not assume normality and data distribution, PLS uses nonparametric tests to determine significance levels of path coefficients. where is the value of T (the T-statistic). It is generated by running the bootstrap algorithm with Smart PLS 3.0.

Based on the results of hypothesis testing in this study, it can conclude as follows:

Hypothesis 1: Talent management on job satisfaction obtained a T-count of 4.833 > T-statistical value of 1.96 and a significant value of 0.000. These results indicate a significant influence between talent management on job satisfaction.

Hypothesis 2: Talent management on employee OCB obtains a T-count value of 3.023 > T-statistical value of 1.96 and a significant value of 0.003. These results indicate a significant influence between talent management on OCB.

Hypothesis 3: Job engagement on job satisfaction obtains a T-count value of 2.569 > a T-statistic value of 1.96 and a significant value of 0.010. These results indicate a significant relationship between engagement and job satisfaction.

Hypothesis 4: Job engagement on OCB of employees obtains a T-count of 8.247 > a T-statistic value of 1.96 and a significant value of 0.000. These results indicate a significant influence between attachment to OCB.

**Table 3.** Result of Direct Hypothesis Test

| Hypothesis |  | T Statistics<br>( t /STDEV) | T-Count | P-Values | Description |
|------------|--|-----------------------------|---------|----------|-------------|
| H1         | Talent Management ▪ Job Satisfaction           | 4.833                       | 1.96    | 0.000    | H1 accepted |
| H2         | Talent Management ▪ OCB                        | 3.023                       | 1.96    | 0.003    | H2 accepted |
| H3         | Job involvement ▪ Job Satisfaction             | 2.569                       | 1.96    | 0.010    | H3 accepted |
| H4         | Job Involvement ▪ OCB                          | 8.247                       | 1.96    | 0.000    | H4 accepted |
| H5         | P-O Fit ▪ Job Satisfaction                     | 62.945                      | 1.96    | 0.000    | H5 accepted |
| H6         | P-O Fit ▪ OCB                                  | 4.495                       | 1.96    | 0.000    | H5 accepted |
| H7         | Talent Management ▪ P-O Fit ▪ Job Inveolvement | 7.860                       | 1.96    | 0.000    | H7 accepted |
| H8         | Talent Manajement ▪ P-O Fit ▪ OCB              | 4.069                       | 1.96    | 0.000    | H8 accepted |

Sources: Primary Data Processed, 2021

**Table 4.** Godness of Fit Test – Inner Model (Structur Model)

|                  | R Square Adjusted |
|------------------|-------------------|
| Job Satisfaction | 0.653             |
| OCB              | 0.344             |
| P-O Fit          | 0.310             |

Sources: Primary Data Processed, 2021

Hypothesis 5: Person organization-fit on job satisfaction obtains a T-count value of 62,945 > a T-statistic value of 1.96 and a significant value of 0.000. These results indicate a significant influence between PO fit on job satisfaction.

Hypothesis 6: Person organization-fit against OCB obtains a T-count value of 4.495 > a T-statistic value of 1.96 and a significant value of 0.000. These results indicate that there is a significant influence between attachment to OCB.

Hypothesis 7: Talent management on job satisfaction mediated by person organization-fit obtained a T-count value of 7.860 > T-statistical value of 1.96 and a significant value of 0.000. These results indicate a significant influence between talent management on job satisfaction mediated by P-O fit.

Hypothesis 8: The effect of talent management on employee OCB mediated by person organization-fit obtained a T-count value of 4,069 > T-statistical value of 1.96 and a significant value of 0.000. These results indicate a significant influence between talent management on OCB mediated by P-O fit.

## 5 Discussion

The results of this study show that talent management has a positive and significant effect on job satisfaction (p-value = 0.000) and OCB (p-value = 0.003). This finding was supported by the study of Mensah [1] that talent management has an impact on the employee's satisfaction. It means that increased talent management will impact on job satisfaction and OCB. Companies must have and implement a good strategy in recruiting and selecting talented employees (talent management), developing and managing their human resource capabilities to compete and keep up with the times. The company recruits employees according to the company's needs. After recruiting employees, the company will put them by the background and skill. Talented employees will get rewards from the company, while lazy employees will be penalized. Motivating employees also affect employee OCB because employees will bring out their best abilities and form a solid workgroup so that employee OCB can be achieved.

This study also showed a positive and significant effect between job engagement on job satisfaction (p-value = 0.010) and OCB (p-value = 0.000). This finding is supported by study of Mikkelsen et al. That finding that more employees are involved in a job, the employees will feel satisfied with their job [10]. It means that the better the work engagement, the more job satisfaction and OCB will be. To increase job satisfaction, employees must increase work engagement by increasing energy to work, not giving up easily despite difficulties at work, feeling challenged at work, feeling the work done is very meaningful, having goals, and not thinking to resign.

To improve OCB, companies must increase work engagement by providing strength or enthusiasm to employees who are working either in the form of incentives or bonuses from the company. Employees will be loyal to the company where they work. Providing opportunities for employees to be involved in completing work can also make employees challenged to do new things and provide space for employees to innovate to be able to develop their abilities. With vigor, dedication, and adoption, employees will be loyal and work voluntarily for the progress of the company.

The results showed that P-O Fit had a positive and significant effect on job satisfaction (p-value = 0.000) and OCB (p-value = 0.000). This finding is supported by the study

of Mensah (2018) finding that P-O fit affects job satisfaction and OCB. It means that the increase of P-O Fit can increase the job satisfaction and OCB [1]. The company improves P-O Fit by employees who are happy to be at work; the type of work matches the personality and background of the employee; the company provides the facilities needed to work; employees get bonuses from the company when they work well. Placing employees where they work according to their knowledge will make employees work with a happy heart and full of enthusiasm for work. Adjusting the rewards for his work will also affect employee loyalty to the company.

The mediating role of P-O Fit strengthens the relationship between talent management and job satisfaction ( $p$ -value = 0.000). This finding is supported by the study of Mensah [1] that P-O Fit enhances the relationship between talent management and job satisfaction. It means that the higher the talent management value can increase the job satisfaction mediated by PO Fit. Companies must improve talent management because utilizing the talent of good employees will certainly directly impact the company. Companies must also make the office atmosphere as comfortable as possible to feel at home and comfortable at work. It will also have a good impact on the progress of the company.

The mediating of P-O Fit strengthens the relationship between talent management and OCB ( $p$ - value = 0.000) at PERUMDA Tirta Sakti. This finding is supported by the study of Mensah that PO Fit strengthens the relationship between talent management and OCB [1]. It means that the higher the talent management value, the more OCB will increase through PO Fit. Companies must improve PO Fit and talent management because good recruitment resources management and aligning company values with individual values will positively affect the company. So, the company must also improve talent management and PO fit within the company so that employees feel comfortable and enthusiastic to complete their work. It will indirectly form employee loyalty to the company.

## **6 Conclusions and Suggestions**

### **6.1 Conclusion**

Based on the results of research and discussions, it concludes that the talent management and job engagement has a significant effect on job satisfaction and OCB of Perumda Tirta Sakti employees mediated by person-organizational fit. This result is important to improve the quality of the company and employees.

### **6.2 Suggestion**

Based on the results and discussion, the author can suggest to improved and maximized employees OCB, to manage talent in the company, especially PERUMDA Tirta Sakti as place of this research. Further researches can develop this research with other variables and wide comprehensive range of respondents as needed.



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