



The Effect of Talent Management and Competence on Job Satisfaction and its Implication on Organizational Commitment at PT Sinergi Membangun Bangsa

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Abstract: This study aims to examine the influence of talent management on job satisfaction, competence on job satisfaction, talent management on organizational commitment, competency on organizational commitment, job satisfaction on organizational commitment, talent management on organizational commitment through job satisfaction, competence on organizational commitment through satisfaction work. The research design used in this study is a quantitative and causal analysis method. The data came from 70 employees of PT Sinergi Membangun Bangsa through questionnaires and processed using the partial least squares (SmartPLS). The results of this study simultaneously variable talent management and work competence affect job satisfaction with a contribution of 45,8%. Other than that, simultaneously talent management, work competence and job satisfaction affect organizational commitment, which is equal to 72,1%.

Keywords: Talent Management, Competence, Job Satisfaction, Organizational Commitment

INTRODUCTION

In the midst of the increasingly rapid development of a business or business, there needs to be awareness of the various challenges that must be faced so that business or business activities can take place in a sustainable manner, namely the problem of the availability of quality human resources.

The challenges that must be resolved can be seen starting from Indonesia's human resource index which is still relatively far behind other countries, such as Singapore, Malaysia and Thailand. Indonesia is still ranked 87th out of 127 countries, while Singapore is ranked 1st and Malaysia is ranked 47th. This means that the level of knowledge and skills of Indonesia's human resources is still lagging behind, and this will have an impact on Indonesia's per capita incomer group.

If taken as an example for government organizations, today's bureaucratic reform is directed at strengthening institutions, management and human resources or often also called

the three pillars of bureaucratic reform. This is expected to create a transparent, accountable organization and the realization of effective good governance. The most strategic pillar is personnel issues, this is because improving the quality of human resources will increase organizational success. In this case PT Sinergi Membangun Bangsa cooperates with the Ministry or local government in implementing training.

Increasing employee organizational commitment will have consequences for the overall performance of human resources in the organization. Thus, attention to organizational commitment is a strategic matter. The phenomenon of employee organizational commitment at PT Sinergi Membangun Bangsa, which tends to decrease, can be explained by the dimension of organizational commitment approach, shown in table 1:

Table 1. Value of Organizational Commitment of PT Sinergi Builds the Nation Period 2019 – 2021

No.	Dimension	Year			Value
		2019	2020	2021	
1	Affective Commitment	87	85	82	Good
2	Continous Commitment	87	85	82	Good
3	Normative Commitment	85	80	80	Good

Source : PT SMB 2022

Based on table 1 above, the phenomenon of employee organizational commitment in general has decreased, including employee performance targets that have not been achieved optimally, including the level of affective commitment in 2019-2021 with good category and fluctuating scores, for continuous commitment in 2019-2020 with good category and fluctuating score, for the dimensions of normative commitment from 2019 – 2021 it is also in a good category and the score fluctuates. Based on the above phenomena, it can be seen that the organizational commitment of employees at PT Sinergi Membangun Bangsa is not optimal, thus organizational commitment is the reason for conducting further research.

Many variables affect organizational commitment, and researchers suspect that the dominant factors among other talent management, competence and employee job satisfaction. This can be seen from one of the reasons employees resign which are divided into:

Table 2. Resign Reason Employee

=No	Resign Reason	Period 2019	Period 2020	Period 2021	Variable
1	Married/Family / Children	3	4	9	Talent Management
2	Job Pressure	3	5	2	Competencies
3	Internal Conflict	0	1	2	Job Satisfaction
4	Salary	2	2	1	Job Satisfaction
5	Etc.	0	0	2	-
Total		8	12	16	

Source : PT SMB 2022

From these data, the recruitment process is the foundation for determining talent management at PT SMB. If PT SMB's recruitment process focuses on HR who have potential and talent in accordance with the analysis of talent needs at PT SMB, of course there is no need for a high turnover rate due to family reasons, because from the start the talent has understood the consequences of having a career at PT SMB. Relevant research conducted by Mufarobah (2013) and Ujang Wawan (2015) concluded that talent management has an effect on organizational commitment.

Based on the researcher's initial observations from table 2, at the beginning of the 2020 pandemic there was a phenomenon that competence was the reason for employees to resign,

declining sales forced employees to work extra beyond their capabilities. Departing from this phenomenon as well, researchers took the choice of variables that can affect organizational commitment is work competence. Research that is in line according to Gunawan Malau (2018) that there is a positive and significant influence of work competence on organizational commitment.

Based on the that, job satisfaction consists of feeling happy at work, employee attachment to the company value and employee engagement not to leave the company because they feel comfortable. This phenomenon can be seen in table 2 which shows 36 (thirty six) reasons employees resigned, 8 (eight) of them were due to a lack of support from the work environment and expected salary. Relevant research is from Akbar and Firnanda Utama (2018), which concludes that there is an influence of job satisfaction variables on organizational commitment. Nonetheless, according to Ema Budi Lestaringtyas (2016), it shows the opposite, job satisfaction has nothing to do with organizational commitment.

Other variables that are thought to influence organizational commitment besides the research variables are work culture, leadership, work environment and motivation. Work culture according to Robbins (2003:11) is a shared understanding held by employees towards a company that distinguishes it from competitors. Still according to Robbins (2003) leadership is the ability to influence group members towards the goals of the organization. Mardiana (2005:15) defines the work environment as an environment where employees carry out their daily tasks. According to Robbins & Judge (2018: 127), motivation is the readiness to exert substantial effort in achieving organizational goals, depending on the ability of these efforts to meet individual specific needs.

LITERATURE REVIEW

Organizational Commitment

Organizational commitment according to Robbins and Judge (2013: 100) "The state in which a worker connects with a particular organization and its aims and decides to stay a member of the organization is known as organizational commitment". According to Allen and Meyer (1993: 49) there are three organizational commitments:

1. *Affective Commitment*, arises when employees feel an emotional attachment to the company and want to be a part of it.
2. *Continuance Commitment*, occurs when a worker stays in company because he needs money and benefits or because he cannot find any job elsewhere.
3. *Normative Commitment*, sentiment that requires a person to remain in the organization because of obligations and responsibilities towards the organization that adheres to the rules, values and beliefs of employees.

According to Charles O'Relly (1990: 250), there are 3 (three) phases in organizational commitment, namely:

1. Alignment and compliance phase.
The phase when members of the organization are willing to be influenced by other people and for the work entrusted, because they want to get rewards from these other people, for example payment of commitments. This process is prone to encounter situations and conditions that do not meet their expectations, so that employees easily place their commitments.
2. Identification phase.
The phase when an individual is willing to be influenced to maintain a fulfilling and self-help relationship. Individuals strive for positive relationships with others to survive. As his bonds with others grew stronger, so did the pride he felt in that group. This pride fosters commitment within the organization.
3. Internalization phase.

The stage when people believe that the organization value personally match the values in themselves. The internalization process is when an individual's commitment to the organization is tested for constraints. At this level, the individual feels a strong sense of responsibility towards the organization. According to Sjabadhyni (2001: 456), individuals are more satisfied in such circumstances.

Job Satisfaction

According Robbins and Judge (2013: 108) "Job satisfaction is defined as a person's positive attitude toward his or her job based on an assessment of the characteristics of the satisfaction itself". Still based on Robbins dan Judge (2013: 107), next dimension can use to measure employee job satisfaction :

1. Work it self, especially when the job is attractive and challenging, not monotonous, and can provide a better status.
2. Wages, one measure of employee satisfaction that can be considered proper and appropriate is the amount of salary they receive.
3. Promotion, basic consideration for organizational development especially chance for upgrading skill, capability and intellectual.
4. Supervision, the supervisor capability to provide moral and technical support.
5. Work colleague, basic of job satisfaction is cooperative work colleague.

Talent Management

In the free translation conveyed by Dave Ulrich (2016: 82) that people's practice refers to talent in the organization. Talent Management is a systematic process of creating and maintaining individual competencies that will help businesses deliver strategy. In simple terms, companies with better talent will be more successful. Many programs and investments have been made to attract, retain and enhance talent. To minimize the risk, that there is actually a simple talent formula that can help change the practice of talent among others: Competence, Commitment and Contribution.

According to Ernie Trisnawati Sule and Ratri Wahyuningtyas (2016: 29) Talent Management is divided into 3 major groups as presented in the journal Sudarjati & Setiawan, B. (2019), namely:

1. Attract talent
 - a. Talent Planning
Planning to fulfill amount of talent employee on each job function tha will filling a talent pool.
 - b. Recruitment process
Recruiting mechanism which started from administration aspect untul competencies aspect. This process could done by self or using consultant.
 - c. Selection Process
Selection proses has been done by using digital tools.
 - d. Talent Orientation Process
Process which giving knowledge to the talent before sending him with job and responsibility to his job.
2. Talent Development
 - a. Performance Management
Including performance value measurement which sustainable with talent's key performance indicator (KPI).
 - b. Talent Mapping
For choosing and decide talent candidate suggestion.
 - c. Learning and Development Needs Analysis.

- Implementation of training need analysis as a method, hopefully more precise and efficiently.
- d. Leading and Development Implementation.
Development mechanism with training concept including coaching and counselling process.
 - e. Talent Review
By doing some review process, all activities step on talent development are purpose for getting right method that sustainable in the future.
3. Talent Guard
- a. Career Plan
Giving career path certainly by transparent and challenging method can give huge contribution for company.
 - b. Succession Planning
Giving chance for occupy some certain position either directly or indirectly for upgrading skill and knowledge.
 - c. Talent Binding
Giving future guarantee and other advantages more than employee else as a bonding, of course with hopefully the contribution can increase directly company performance.

Competence

Becker and Ulrich (2012: 24) state that: "Competency is defined as a person's knowledge, skills, abilities, or personality traits that have a significant impact on how well they execute their jobs.". In other words, competency includes elements of knowledge, skills, and (expertise), as well as any attributes or personality traits that affect work performance.

Here are some of the elements that make up the idea of competence according to Gordon and Sutrisno (2012):

1. Knowledge.
This deals with cognition-based awareness. For example, a worker can provide learning support and facilitate effective learning that meets business objectives.
2. Understanding
Specifically, the depth of the person's cognitive and emotional capacity. For example, a worker must have a comprehensive awareness of the nature and conditions of the work to carry out learning successfully and efficiently.
3. Value
A set of behaviors that a person is invested in and psychologically integrated. For example, expectations of employee behavior in conducting their work (honesty, behavior, communication, etc.).
4. Ability (skill)
Resources that individuals have to complete tasks or jobs that have been assigned to employees. For example, expectations of employee behavior in choosing more productive and efficient work practices.
5. Attitude
Specifically, a feeling (happy-unhappy, like-dislike) or response to an external stimulus. Consider how people respond to an economic crisis or how they feel about a salary increase.
6. Interest
A person's tendency to act, such as performing a task at work.

METHODS

Research Design

The research design used in this study is a quantitative and causal analysis method. Primary data in the form of questionnaires developed from the previous research and supported by spontaneous observations with respondents. Respondents in this study are employees of PT Sinergi Membangun Bangsa. In this study, the research population selected is 70 employees of PT Sinergi Membangun Bangsa. Sugiyono (2016: 150) states that the sampling technique is a technique in sampling to determine the number of samples to be used in research.

The sampling technique in this study uses non-probability sampling, namely a technique that does not provide equal opportunities for members of the population to be selected as samples. The sample size was 70 employees, meaning that the entire population in this study was used as a sample. This is because the overall population is less than 100 which is often called a saturated sampling. So it can be said that this research is included in population research.

According to Sujarweni, (2019: 121) data analysis is the act of taking existing data, processing it with statistics, and using the results to answer research questions. Following this, data analysis techniques can be seen as a method of analyzing data to analyze data to provide solutions to problem formulations. The data analysis in this study is conducted using the Partial Least Square (PLS) approach. The Structural Equation Modeling (SEM) approach is used to analyze the data in this study, and the analysis tool for this method is the Smart-PLS program.

Variable Operationalization

The preparation of the variable operationalization in this study can be seen on the following table:

Table 3. Variable Operationalization

No	Variable and Concept	Dimension	Indicator	Item
1	Talent Management (X1) is the systematic process which creating and maintain individual competence that can help business organization on achieve their purpose. Dave Ulrich (2016 : 82)	1. Talent Attracting	1. Talent Planning	TM1
			2. Selection Process	TM2
			3. Talent Orientation	TM3
		2. Talent Development	1. Talent Mapping	TM4
			2. Needs Analysis	TM5
			3. Performance Management	TM6
		3. Talent Maintenance	1. Career Plan	TM7
			2. Succession Planning	TM8
			3. Talent Binding	TM9
2	Job Competence (X2) is ability that supported by knowledge aspect, skills and personality carachteristic which influence performance. Becker and Ulrich (2012: 24)	1. Knowledge	1. Job Knowledge	K1
			2. Job Skills	K2
			3. Professional	K3
		2. Skill	1. Skill Expertise	K4
			2. Work Precision	K5
			3. Working Speed	K6
		3. Personality	1. Spirit at Work	K7
			2. Job Creativity	K8
			3. Job Responsibility	K9
<hr/>				
No	Variable and Concept	Dimension	Indicator	Item
3	Job Satisfaction (Y) Dessler (2015 : 120) express worker's positive feelings on his job and the organization, including	1. Work it self	1. Work with happy	KK1
			2. Job as expectation	KK2
			3. Work Challenge	KK3

4	development opportunities and welfare or salary.	2. Promotion	1. Career Oportunity	KK4	
			2. Job Responsibility	KK5	
			3. Competence Development	KK6	
	3. Welfare or Salary		1. Salary	KK7	
			2. Incentive	KK8	
			3. Other Welfare	KK9	
	Organizational Commitment (Z) is desire to stay as a member of organizational, willingness to hardwork by the name of organization and acceptance to value and purpose of organization. Luthan (2012, hal 120)	1. Affective		1. Happy on Job	KO1
				2. Bonding with Organization	KO2
				3. Member Involvement	KO3
2. Continue			1. Awakeness of Organization	KO4	
			2. Bonding with Organization	KO5	
			3. Possibility to Sign Out	KO6	
3. Normative			1. Value of Organization	KO7	
			2. Belief of Organization	KO8	
			3. Acceptance to stay at organization	KO9	

Source : *Research 2023*

RESULT AND DISCUSSION

Respondent Profile

Composition number of the employee at PT Sinergi Membangun Bangsa which was sampled to be tested using questionnaire is 70 person that divide according gender:

Table 4. Respondent Data According Gender

No	Education Background	Amount	Percentage
1	Laki-laki	19	27%
2	Perempuan	51	73%
	Total	70	100%

Source : *Research 2023*

Composition number of the employee at PT Sinergi Membangun Bangsa which was sampled to be tested using questionnaire is 70 person that divide according age range :

Table 5. Respondent Data According Age

No	Age Range	Amount	Percentage
1	17 – 22 Years Old	21	30%
2	23 – 27 Years Old	33	47%
3	28 – 35 Years Old	10	14%
4	36 – 55 Years Old	6	9%
	Total	70	100%

Source : *Research 2023*

Composition number of the employee at PT Sinergi Membangun Bangsa which was sampled to be tested using questionnaire is 70 person that divide according education background:

Table 6. Respondent Data According Education Background

No	Tingkat Pendidikan	Amount	Percentage
1	Highschool	27	39%
2	Diploma	25	36%

3	Bachelor	15	21%
4	Masters	3	4%
5	Doctor	0	0%
Total		70	100%

Source : Research 2023

Composition number of the employee at PT Sinergi Membangun Bangsa which was sampled to be tested using questionnaire is 70 person that divide according:years of service :

Table 7. Respondent Data According Year of Service

No	Masa Kerja	Amount	Percentage
1	0 – 1 Years Old	24	34%
2	1 – 3 Years Old	37	53%
3	3 – 5 Years Old	6	9%
4	> 5 Years Old	3	4%
Total		70	100%

Source : *Research 2023*

Validity and Reliability Construct Test

Researcher doing experimental step during this development model for choosing the best one.

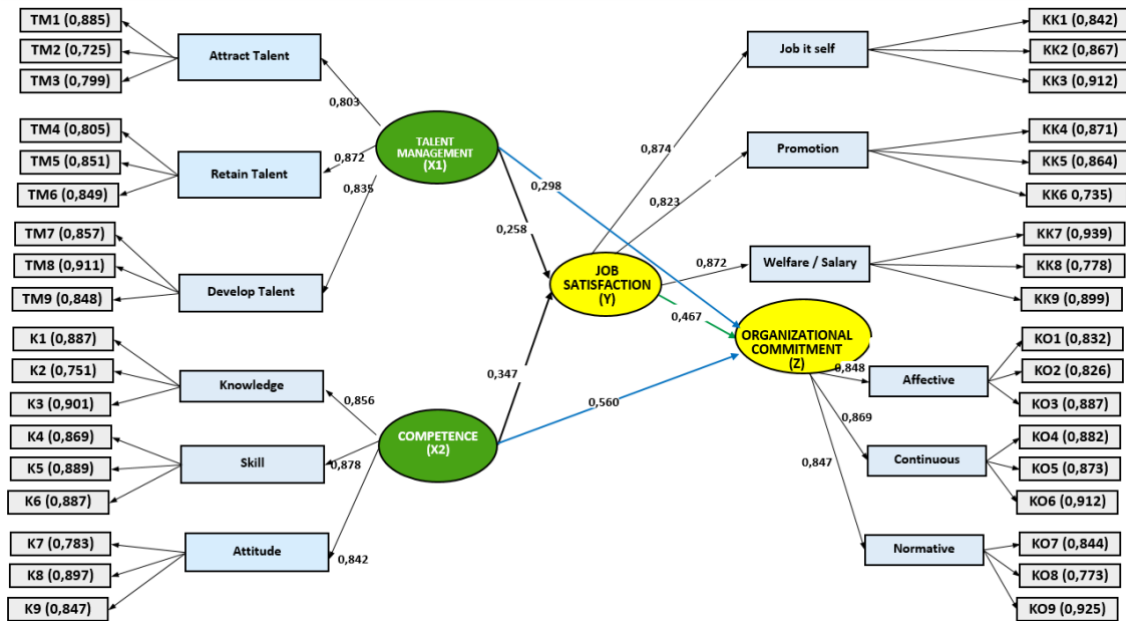
Table 8. Reliability and Validity Construct Test

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Talent Management	0.947	0.95	0.955	0.703
Job Competence	0.955	0.963	0.961	0.734
Job Satisfaction	0.955	0.957	0.962	0.737
Organizational Commitment	0.954	0.956	0.961	0.733

Source : *Research 2023*

Based on construct realibility and validity test, can be seen that whole variable has fulfillment minimum condition for getting tested by Cronbach’s Alpha test, and whole score are 0.7, composite reliability also average variance extracted (AVE). average variance extracted (AVE) minimum 0,5. So that the appropriate model is obtained through the following outer loading results:

Picture 2. Model of Inter-Causal Relations Model of Inter-Causal Relations



Source : Research 2023

Based on picture 2 above, it can be seen that the outer loading value for each variable > 0.5 so that it can be said that the indicators for the four variables are convergently valid.

Discriminant Validity

Discriminant validity can be measured by comparing the AVE root value of each construct and seeing correlation between one construct and another construct in a model. If the square root value of the AVE of each construct is greater than correlation value between constructs in a model, then it can be interpreted that a construct has a good discriminant validity value.

Table 9. AVE Root Value Results and Correlation Between Constructs

	Job Satisfaction	Organizational Commitment	Job Competence	Talent Management
Job Satisfaction	0.858			
Organizational Commitment	0.873	0.856		
Job Competence	0.656	0.580	0.857	
Talent Management	0.676	0.613	0.983	0.838

Source : Research 2023

Discriminant validity can be measured by comparing the AVE root value of each construct with the correlation between constructs. AVE root value can be seen from output number 2 (two) namely discriminant validity on Fornell Larcker Criterion column, or we can see on the table 9 which cell with yellow color.

R-square Test

Result R-Square Test output as seen on the table below :

Table 10. R Square Vale

	R Square	R Square Adjusted
Job Satisfaction	0.458	0.442
Organizational Commitment	0.721	0.708

Source : *Research 2023*

Based on the table above, it can be said that simoustanly talent management variable and job competences variable effect on satisfaction job with contribution 45,8%. other than that, simultaneously talent management, work competence and job satisfaction affect organizational commitment, which is equal to 72,1%, and the rest of that was influenced by another variables which not included in these research.

Hypothesis Test

Hypothesis test proposed before, firstly seeing the path coefficient which showed by parameter coefficients value and statistic t significant value. Reject limitation and hypothesis acceptance has been proposed ini these research is using probability rate <0,05. The next table is showing estimated output value to do structural model test.:

Table 11. Hypotesis Test based on Path Coefficient

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P Values
Talent Management -> Job Satisfaction	0.258	0.239	0.129	1.771	0.014
Talent Management -> Organizational Commitment	0.298	0.291	0.181	1.642	0.016
Competences -> Job Satisfaction	0.347	0.362	0.114	3.043	0.002
Competences -> Organizational Commitment	0.460	0.562	0.234	1.151	0.015
Job Satisfaction > Organizational Commitment	0.667	0.480	0.115	4.052	0.017

Source : *Research 2023*

Next to measure indirect effect between mediator variables cab ve seeb at Table 12 below :

Tabel 12. Hypothesis Test based on Indirect Effect

Specific indirect effect	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P Values
Talent Management-> Job Satisfaction-> Organizational Commitment	0.468	0.122	0.054	2.245	0.025
Job Competences -> Job Satisfaction -> Organizational Commitment	0.598	0.175	0.074	2.195	0.025

Source : *Research 2023*

Explanation

Based on research result above, a summary of the hypothesis test results is obtained through the following table :

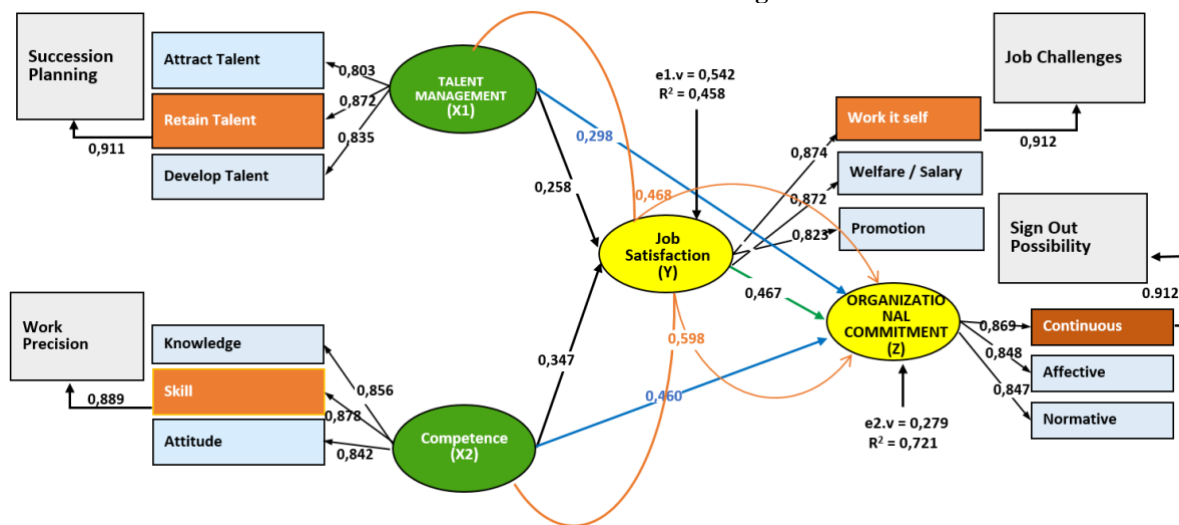
Tabel 13. Summary of Hypothesis Test Result

No	Hypothesis	Statistic	Proof of Influence	Information
1	There is an influence of talent management on job satisfaction at PT Sinergi Membangun Bangsa	0.014 < 0.05 Coefficient Value 0.258	Approved	Significantly
2	There is an influence of competence on job satisfaction at PT Sinergi Membangun Bangsa	0.002 < 0.005 Coefficient Value 0.347	Approved	Significantly
3	There is an influence of talent management on organizational commitment at PT Sinergi Membangun Bangsa	0.016 < 0.05 Coefficient Value 0.298	Approved	Significantly
4	There is an influence of competence on organizational commitment at PT Sinergi Membangun Bangsa	0.015 < 0.05 Coefficient Value 0.460	Approved	Significantly
5	There is an influence of job satisfaction on organizational commitment at PT Sinergi Membangun Bangsa	0.017 < 0.05 Coefficient Value 0.667	Approved	Significantly
6	There is an influence of talent management on organizational commitment through job satisfaction at PT Sinergi Membangun Bangsa	0.025 < 0.05 Coefficient Value 0.468	Approved	Mediately
7	There is an influence of competence on organizational commitment through job satisfaction at PT Sinergi Membangun Bangsa	0.029 < 0.05 Coefficient Value 0.598	Approved	Mediately

Source : Research 2023

Based on table above, obtained full model diagram picture below :

Picture 3. Full Model Diagram



Source : Research 2023

Hypothesis 1: The Effect of Talent Management on Job Satisfaction at PT Sinergi Membangun Bangsa

To overcome employee career problems in an organization or company, the talent management system serves as a solution and approach to human resource management. Human resources in a company or organization have an impact on the success of the company or organization. A talent management system itself is a technique for managing human resources better in an organization or business. It is a system for managing talent and employee development in business more effectively for the benefit and sustainability of the business.

Based on research on talent management currently pursued through indicators of attracting, retaining, and developing talent, the effect has been significant on increasing employee job satisfaction, this is indicated by a P value of $0.014 < 0.05$, this research is in line with research conducted by Komang Ayu (2015) that talent management has a significant effect on job satisfaction. Following the opinion of Pella and Inayati (2011: 82) suggests that talent management is due to the company's intention to maintain people who have the strengths to be further identified because of their potential to become company leaders in the future.

Hypothesis 2: The Effect of Competence on Job Satisfaction at PT Sinergi Membangun Bangsa

Placing competent employees to achieve the goals of PT Sinergi Membangun Bangsa is expected to increase employee job satisfaction because employees who feel satisfied with the company will certainly provide maximum and best results for the company.

The results of this study prove that so far the competence of employees at PT Sinergi Membangun Bangsa has a significant influence on job satisfaction. This is indicated by the P value of $0.002 < 0.05$. Thus, it can be interpreted that, so far, with the competence of employees, PT Sinergi Membangun Bangsa has been satisfied with their work.

This research is in line with several previous studies, such as Arta I Gede Mamda Wiguna (2017) who said in his research that Competence has a positive effect on Job Satisfaction. Nevertheless, as a company that is still starting up, PT Sinergi Membangun Bangsa still needs to continuously develop and improve the competence of its employees.

Hypothesis 3: The Effect of Talent Management on Organizational Commitment at PT Sinergi Membangun Bangsa

The existence of talent management can be an initial screening for prospective employees during the recruitment process. However, talent management is one of the factors supporting the success of a company. In addition, talent management can group workers based on their abilities to fill appropriate roles. Companies must have the right idea of talent management so that this talent management functions well and retains as well as increases employee commitment to the company. In its implementation, talent management is often faced with various challenges, based on research as described earlier, that talent management at PT Sinergi Membangun Bangsa is currently still not optimal to improve employee job satisfaction. This means that there are still issues that need to be improved regarding the current talent management.

Based on the research results, talent management at PT Sinergi Membangun Bangsa has a significant influence on organizational commitment, this is indicated by a P value of $0.016 < 0.05$. This is in line with research conducted by Momeni, Mandan, et al (2012) in his research findings he mentioned that there is a significant relationship between talent management and organizational commitment.

Hypothesis 4: The Effect of Competence on Organizational Commitment at PT Sinergi Membangun Bangsa

The results showed that competence has a significant effect on organizational commitment. This is indicated by a P value of $0.015 < 0.05$. These findings are aligned with Amrullah's research (2017) that employee competence affects organizational commitment.

For employees who feel comfortable at work and have no desire to leave the company, it can be indicated that employees have a high level of commitment to the company. Employees will work very hard to do everything for the benefit of the organization and their careers. Employees are encouraged to stay at work and produce expected results because of organizational commitment. Highly committed employees are more likely to provide high-quality work with a higher level of totality, thus resulting in a lower employee turnover rate.

Hypothesis 5: The Effect of Job Satisfaction on Organizational Commitment at PT Sinergi Membangun Bangsa

As previously described, in this study, there are indications that the commitment of employees to remain at PT Sinergi Membangun Bangsa is a form of Continuance Commitment that occurs when an employee stays with the organization because he needs salary and other benefits or because he cannot find another job. current employees tend to have satisfaction based on their competence. This means that employees who are currently employed following their competence feel quite satisfied so this has implications for organizational commitment. So it can be said that the results of this study indicate a significant effect of job satisfaction on organizational commitment. This can be seen from the P value of $0.017 < 0.05$.

This research is in line with several previous studies, such as the research results of Nugroho, Dwiyekti Agung (2011) which revealed that Competence and Job Satisfaction have a significant effect on organizational commitment. Other research with the same findings is conducted by Pratama, Erwanda Wildam et al (2016), where competence and job satisfaction have a significant effect on organizational commitment.

As a company that is still starting up, of course building organizational commitment among its employees is a special challenge, especially for employees who have high competence. Even though employees currently feel quite satisfied with their work, and stay in their current company, it does not rule out the possibility that their commitment will decrease when other companies offer them more value, such as greater salary or benefits or other better offers.

Hypothesis 6: The Effect of Talent Management on Organizational Commitment Through Job Satisfaction at PT Sinergi Membangun Bangsa

The purpose of talent management is to ensure that there is a consistent and appropriate flow of talent within the company that is in line with business strategy. The existence of talent management allows companies to continue to explore the value of each employee. With good talent management, the company expects to be able to keep potential employees and also increase the organizational commitment of employees by increasing the work satisfaction of these employees.

Based on the research results, talent management at PT Sinergi Membangun Bangsa can affect organizational commitment indirectly through the mediation of job satisfaction. This can be seen from the P value of $0.025 < 0.05$. The findings in this study are in line with the research conducted by Komang Ayu (2015) which explains that talent management affects organizational commitment through job satisfaction.

Hypothesis 7: The Effect of Competence on Organizational Commitment Through Job Satisfaction at PT Sinergi Membangun Bangsa

As a startup company that deals with services, especially web developer services, its employees certainly have sufficient competence. In the previous description, it has been stated

that so far the competencies possessed by employees have sufficiently influenced employee job satisfaction so that employees have organizational commitment based on their job satisfaction based on their competence. However, if examined more specifically, employee competence does not directly affect organizational commitment.

This can be interpreted that there is an influence of employee competence on organizational commitment through job satisfaction. This is evident from the P value of $0.029 < 0.05$. This implies that employees according to their competence are quite satisfied with their current job, so they are willing to stay in the company. This is in line with the research of Nugroho, Dwiyehti Agung (2011) which reveals that competence has a significant effect on organizational commitment through job satisfaction. However, it is not an impossible thing, if there is a better job offer from a competitor or other company, the employee will leave and choose a new company.

The Simultaneous Influence among Variables

Based on the statistical tests previously described, it is known that, simultaneously, the talent management and work competency variables affect job satisfaction with a contribution of 45.8% and the remaining 54.2% is influenced by other variables not listed in this study. In addition, simultaneously talent management, work competence as well as job satisfaction affect organizational commitment, that is 72.1%, while the remaining 27.9% is influenced by other variables not listed in this study.

CONCLUSION

Based on the previous explanation, the conclusions of this study are as follows:

1. There is a significant influence between Talent Management on Job Satisfaction reflected by the dimensions of retaining talent and succession planning indicators at PT Sinergi Membangun Bangsa.
2. There is a significant influence between Job competence on Job Satisfaction which is reflected by the dimensions of skills and indicators of work accuracy at PT Sinergi Membangun Bangsa.
3. There is a significant influence between Talent Management on Organizational Commitment reflected by the dimension of maintaining talent and the indicator of succession planning at PT Sinergi Membangun Bangsa.
4. There is a significant influence between work competence on Organizational Commitment reflected by the dimensions of skills and indicators of work accuracy at PT Sinergi Membangun Bangsa.
5. There is an influence of Job Satisfaction on the organizational commitment reflected by the dimensions of the job itself and indicators of job challenges at PT Sinergi Membangun Bangsa.
6. Talent management can affect organizational commitment through job satisfaction reflected by the continuous dimension and the indicator of leaving possibility from the organization at PT Sinergi Membangun Bangsa.
7. Job competence can affect organizational commitment through job satisfaction reflected by the continuous dimension and indicators of the possibility of leaving the organization at PT Sinergi Membangun Bangsa.

Simultaneously, the talent management and work competency variables affect job satisfaction with a contribution of 45.8%. In addition, simultaneously talent management, work competence, and job satisfaction affect organizational commitment by 72.1%, while the rest is influenced by other variables not listed in this study.

If PT Sinergi Membangun Bangsa wants to increase organizational commitment, then the variable that must be considered is the job satisfaction variable, which is reflected by the dimensions of the job itself and the job challenge indicator at PT Sinergi Membangun Bangsa.

If PT Sinergi Membangun Bangsa wants to increase employee job satisfaction, the first variable that must be considered is the competency variable, because its impact is greater than the talent management variable which is reflected by the dimensions of skill and work accuracy.

This research has limitations in the number of respondents who still use saturated samples, short research time, and the use of the number of variables. So that to obtain a more comprehensive study, further research is needed using a larger sample, longer research duration, different variables, and a larger number of variables.

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