



Enhancing employee performance through talent management, perceived organizational support and employee engagement

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ABSTRACT

PT PLN is an Indonesian state-owned company engaged in the electricity sector which has received a target of assignment to provide 100% electrification ratio in Indonesia and also the company must meet the Quality of Service (TMP) for customers. When this study was conducted, the realization of RE was 98.76% and TMP was still below service standards. Therefore, PT PLN must improve their employee performance to exceed customer expectations. This study aims to analyze the application of Employee Engagement in mediating the relationship between Talent Management and Perceived Organizational Support to Employee Performance. The population is focused on employees of PT PLN West Sumatra Distribution Main Unit with a total of 831 participants. Sampling using the *quota sampling* method was processed using *G-Power Statistics* software with a sample of 152 participants. By using the Structural Equation Model (SEM)-PLS, the results were obtained that Employee Engagement does not mediate the relationship between Talent Management and Employee Performance, but Employee Engagement as a mediator of the relationship between Perceived Organizational Support and Employee Performance. This research adds to the knowledge of how companies engaged in energy can provide support to their employees, leading to attachments that ultimately have an impact on employee performance.

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1. INTRODUCTION

The War of Talent has begun. Companies must therefore make talent management (TM) a top priority and continuously refine their employee value proposition, resource and develop talent systematic (Hongal & Kinange, 2020). Managing TM is not difficult to implement, some companies are still competing with each other to hijack highly talented employees by providing intensive and high benefits (Walisundera & Arachchige, 2016). Then to achieve organizational goals, not only TM is needed, but also perceived organizational support (POS) is needed. POS is the level of a believer that an organization

has appreciated all contributions made to employees and cares about the welfare of employees (Oubibi et al., 2022). If an employee receives support from the organization where they work that can help them support themselves and improve their lives so that there is comfort in working which ultimately brings out their best abilities which is reflected in the level of employee engagement (EE) or the attachment of employees who make a close contribution to the business in the form of the best performance (Aggarwal et al., 2022). EE can increase productivity which of course will also have an impact on employee performance (EP) (Boccoli et al., 2022)

PT PLN is an Indonesian state-owned company engaged in the electricity sector which has received a target of assignment to provide 100% electrification ratio in Indonesia. In addition, PT PLN must meet the Quality of Service Level (TMP) for customers. TMP is a measure that states the quality of service of PT PLN (Persero) to Consumer Protection Customer Electricity as stated in ESDM Regulation Number 27 of 2017. When this study was conducted, the realization of RE was 98.76% and TMP was still below service standards. PT PLN (Persero) must reduce electricity bills to consumers if the realization of Quality Level Electricity Service (TMP) exceeds 10% (ten percent) below the amount of Quality Level Electric Power Service (TMP), this regulation also applies to PT PLN West Sumatra Distribution Main Unit. Therefore, PT PLN must improve their employee performance to exceed customer expectations.

The realization of TMP is still below the target in 2019 and 2020, this is because the EP is still lacking. To answer this challenge, PLN needs to create employee work attachment because employees are the most important asset, determining the sustainability and success of an organization in an institution or company organization. PT PLN has conducted an internal Employee Engagement Survey (EES) measurement to find out the engagement of PLN employees. Based on the results of the Employee Engagement Survey held by internal of the company, PLN West Sumatra Distribution Unit experienced a decrease in EES results in 2020 was 79% compared to 2019, which was 84%. This problem is not yet known whether the declining EES results are a contribution from the TM applied or because of the decrease in POS or even due to other factors. For this reason, further research needs to be carried out because EE will greatly help PT PLN in increasing EP so that it can improve company performance.

Various ways have been done by PT PLN to create EE, one of which is by increasing TM, this is emphasized by (Pandita & Ray, 2018) one of the most effective tools to ensure that employees stay engaged and committed to their work is talent management. In addition, organizational support can also improve EE. In line with the study (Alvi et al., 2014), if an employee feels that there is support from the organization that is received high, the employee will feel a high attachment to the organization. So work attachment is very important in improving employee performance, it is explained by (Sugianingrat et al., 2019) has a significant influence on EP, because with a high level of EE will give rise to initiative in employees to work more vigorously in an organization. In addition, employee performance can also be improved by talent management owned by employees. Talent management is very appropriate to find talented employees, develop employee talent potential and develop a talent pool of highly talented employees will motivate employees to provide all the abilities and energy possessed by employees in meeting job demands and contributing to the achievement of company goals (Pandita & Ray, 2018). The talents possessed by employees need to be appreciated by the organization by paying attention to salaries, employee welfare, employee complaints heard and maintaining the spirit of employees which ultimately forms performance that optimal. It is supported by (Du et al., 2018) that there is a positive significant influence between POS on EP. Research showed by (Hamidi & Lukito, 2019), that the POS have positive and significant effect to EP. Also on the reseach by (Al-Omar et al., 2019), POS are related to EE in the workplace, demonstrating a significant relationship between POS and EE. Additionally, the study from (Shafique & Zia-ur-Rehman, 2021) deduced that

engagement at employees level might contribute partially as a mediation role in between employee work outcomes and talent management, Human Resource personnel can create a positive workplace culture in the organization by implementing TM practices. Furthermore, in the nature of the study (Wahyuni, 2019) POS has a positive and significant effect on EE, TM has a significant and positive effect on EE, POS has a positive and significant effect on EE, POS has a positive and significant effect on EP through EE as mediation variable, as well as for TM has a positive and significant influence on EP through EE as a mediation variable.

2. RESEARCH METHOD

This research uses quantitative methods to answer the hypothesis that has been formulated with the target population being employees of PT PLN West Sumatra Distribution Main Unit at Padang, Bukittinggi, Solok and Payakumbuh branch offices with a total of 831 people (Source: PT PLN West Sumatra, 2022). Sampling using *the quota sampling* technique, namely quota sampling is carried out using the method of determining a number of sample plans in a ration or *quotum*. So the number of samples needed in this study is 152 people, this number was obtained from the *G-Power Statistics* software version 3.1.9.7 using *effect size* 0.15, α err prob 0.05, power 0.95. Thus 152 samples were taken and ready to be used as respondents in this study with the data collection instrument used was a questionnaire. In the questionnaire, it will be explained in advance about the intention of the research and ensure to the respondents that the answers given are only used for academic research and will be directed. Questionnaires are distributed online through the WhatsApp Platform and google forms sent to employees with clear and easy-to-understand questionnaire statements and explanations of each variable added to clarify the concept.

Each variable is measured by indicators adopted and adapted from previous studies. A five-point likert scale is used ranging from strongly disagreeing with being weighted (1) to strongly agreeing with being weighted (5) in measuring each variable. This study has four variables, namely EP consisting of 11 indicators adopted and adapted from (Pradhan & Jena, 2017), then EE based on (Schaufeli et al., 2006) which consists of 9 indicators while for TM variables adopted and adapted from (Hafez et al., 2017) consisting of 10 indicators and for POS variables based on (Thakur & Srivastava, 2018) consists of 10 indicators.

Testing the proposed hypothesis used a model of partial least square structural equations (PLS-SEM) the purpose is to explain complex relationships such as unacceptable solutions and factor uncertainty (Fornell & Bookstein, 1982). The PLS-SEM evaluation consists of two approaches - first the measurement model and followed by the structural model (Hair et al., 2013). At the stage of the measurement model, reliability and validity are analyzed. The three main measures used to test reliability consist of outer loadings (i.e. values must be more than 0.7 and omit values below 0.7), internal consistency through composite reliability (i.e. values must be more than 0.70) and convergent validity or also known as average variance extracted (AVE) (i.e. values must be more than 0.50) and assess discriminant validity. The results of the measurement model are executed with the calculation of the PLS algorithm using the Smart PLS statistical application Version 3.2. Then the structural model stage is run by bootstrapping which includes analysis of the significance and relevance of the path coefficient, testing the coefficient of determination (R^2), analyzing the effect size by measuring the change in R^2 , Finally, testing predictive relevance (Q^2) analyzed using the blindfolding procedure.

3. RESULTS AND DISCUSSIONS

In general, employees of PT PLN Main Unit Parent Distribution Sumatera Barat are Men (67.76%) of these employees belong to the productive age with an age range between 26-30 years (32.24%) who have passed S1 / D4 (53.95%) with married status (77.63%). Placed in the UP3 Padang / ULP work unit (25.00%) as a functional worker (59.21%) for 6-10 years (36.84%) earned a monthly income of Rp \geq 10,000,000 (44.74%). Analysis of the reliability of the indicator is carried out by testing the outer loadings of each item on its variables. With regard to outer loadings, there are 5 eliminated items consisting of 2 removed indicators for EP variables, then 1 removed indicator for TM variables and 2 removed indicators for POS variables. The reason for removing items on each variable is that the outer loadings value found is lower than the rule of thumb of 0.7. After deleting the item, a new outer loadings value will be used obtained from the same PLS algorithm procedure. The outer loadings value of the k of the four variables used in this study has exceeded the rule of thumb which is 0.7 (see Table 1). Then in terms of internal consistency, the composite reliability (CR) result of each variable is high, namely from 0.930 to 0.955 exceeds the cut of value value of 0.7 so that it shows internal consistency and reliability. On the other hand, to assess convergent validity can be seen from the average variance extracted (AVE) value, the purpose is to analyze the degree of suitability of each indicator in measuring the same variable. AVE values for all four variables range from 0.598 to 0.703 which exceeds the threshold of 0.5.

Table 1. Results of internal consistency and convergent validity

Variable	Outer Loading	CR	AVE
EP			
EP1	0.812		
EP3	0.797		
EP4	0.816		
EP5	0.783	0.930	0.598
EP6	0.737		
EP7	0.790		
EP9	0.751		
EP10	0.722		
EP11	0.749		
EE			
EE1	0.85		
EE2	0.856		
EE3	0.780		
EE4	0.851	0.955	0.703
EE5	0.827		
EE6	0.815		
EE7	0.881		
EE8	0.865		
EE9	0.818		
TM			
TM1	0.777		
TM3	0.763		
TM4	0.775		
TM5	0.768	0.937	0.621
TM6	0.812		
TM7	0.803		
TM8	0.763		
TM9	0.826		
TM10	0.805		
POS			
POS1	0.748	0.939	0.659

POS2	0.797
POS3	0.789
POS4	0.801
POS5	0.850
POS6	0.837
POS7	0.842
POS8	0.826

Source: Research Results

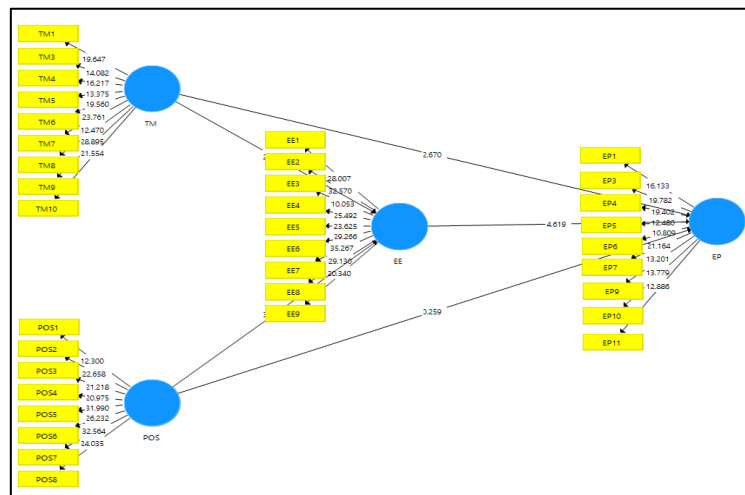


Figure 1 The Result of Outer Model

Finally measure discriminant validity. Discriminant validity assesses the extent to which a variable differs from other variables in the research model (Hair Jr et al., 2017). The heterotrait-monotrait ratio (HTMT) is used to test discriminant validity. HTMT analysis proved superior among other methods for assessing discriminant validity (Henseler et al., 2015). A more conservative cut off value for HTMT is 0.85 (Henseler et al., 2015). The results of this study do not violate the assumption of discriminant validity as described in Table 2. Thus the measurement model results have been met. It can be seen on the table 2 that HTMT ratios of all variables are smaller than the threshold of 0.90. Based on the tests that have been carried out from AVE, outer loading, cross loading, square root of AVEs on the Fornell-Larcker Criterion, and the HTMT ratio has met the requirements of discriminant validity and is considered valid.

Variable	EE	EP	POS	TM
EE				
EP	0.783			
POS	0.696	0.664		
TM	0.667	0.744	0.803	

Source: Research Results

The next stage is testing the already developed hypothesis with the evaluation of the structural model. The first stage analyzes the significance and relevance of the path coefficient (the one-sided t-test value must be more than 1.96 with a confidence level of 5 percent). The results of the hypothesis developed based on the research model are presented through Table 3. Based on Table 3 explains that H1, H 2, H 3, H 4 and H7 are accepted while the two hypotheses namely H5 and H6 rejected in t Statistics are 1.96 and the P value is 0.05. H1 to H5 is a direct effect that can be evaluated with the path coefficient. On the table 3 informs that H1, H3, H4 and H5 are accepted because the

statistical T value obtained is greater than 1.96 and the p values are smaller than 0.05 while H2 is rejected because the statistical T value obtained is less than 1.96 and the p values are greater than 0.05. In the results of the specific indirect effect (H6 and H7) on the structural model of this study, only H7 can be accepted because the T statistic obtained is greater than 1.96 and the p values are smaller than 0.05. Thus it can be concluded that of the seven hypotheses proposed there are 5 hypotheses that are accepted and the remaining 2 hypotheses are rejected as explained in the table 3.

Table 3. Research hypothesis testing results

Hypothesis	Inter-Construct Relationships	Original Sample (O)	Sample Average (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P values	Ket
Direct Influence							
H1	TM -> EE	0.326	0.323	0.151	2.152	0.032	Accepted
H2	POS -> EE	0.410	0.413	0.134	3.057	0.002	Accepted
H3	EE -> EP	0.483	0.486	0.105	4.619	0.000	Accepted
H4	TM -> EP	0.370	0.376	0.139	2.670	0.008	Accepted
H5	POS -> EP	0.026	0.016	0.102	0.259	0.796	Rejected
Indirect Influence (Mediation)							
H6	TM -> EE -> EP	0.157	0.157	0.081	1.943	0.053	No Mediation Effect Occurs
H7	POS -> EE -> EP	0.198	0.199	0.074	2.682	0.008	Mediation Effect Occurs

Source: Research Results

The second stage is to look at how exogenous variables are able to describe endogenous variables through testing the coefficient of determination (R^2). Based on the results of the study, it was found that R^2 for employee performance of 62.8 percent means that employee performance *variability* is explained moderately by talent management, perceived organizational support, and employee attachment. Then R^2 for employee attachment of 47.4 percent, this means that the *variability* of employee attachment is weakly explained by talent management and perceived organizational support, meanwhile, the *effect size* (f^2) for each path model is calculated. The value of f^2 can be interpreted whether the variable predictor has a weak, moderate or strong influence on the structural level. If the value of f^2 is 0.02 then it has a weak influence, while 0.15 has a moderate influence and the value of 0.35 has a strong influence (Hair Jr et al., 2010). Based on Table 4, it is defined that talent management and the perception of organizational support for employee attachment have a weak influence as well as for the perception of organizational support for employee performance but talent management and employee attachment to employee performance have a moderate influence. The final stage performs a predictive analysis of the relevance of Q^2 , which represents the accuracy of the path model in predicting the original observed value. The value of Q^2 employee entanglement of 0.328 is greater than zero as well as for Q^2 employee performance of 0.352 is greater than zero, this indicates that employee attachment and performance have predictive relevance.

Table 4. Results of R^2 , f^2 , and Q^2

Variable	R^2	f^2	Effect Size	Q^2
EE	0.474			0.328
EP	0.628			0.352
TM → EE		0.089	Weak	
TM → EP		0.150	Moderate	
POS → EE		0.142	Weak	
POS → EP		0.001	Weak	
EE → EP		0.330	Moderate	

Source: Research Results

Based on the results of hypothesis testing, it was found that talent management has a positive and significant effect on employee attachment (H1), this is supported by (Pandita & Ray, 2018). If PLN West Sumatra Distribution Main unit wants to increase employee entanglement, it can be done with talent management. Improve talent management by implementing a Human Experience Management System (HXM) because HXM is an HR management system that utilizes Human Capital Management (HCM) data to create a closer relationship between the organization or company and its employees. HXM is defined as the totality of each person's experience with the service system as they seek to meet basic human needs throughout the course of their lives. To implement this, PLN West Sumatra Distribution Main Unit already has Employee Engagement Survey (EES) survey data which is carried out annually as a consideration to further improve employee attachment. In addition, the perception of organizational support has a positive and significant effect on employee engagement (H2). The results of the hypothesis are in line with the findings (Alvi et al., 2014), If the employee feels that there is support from the organization that is received high, the employee will feel a high attachment to the organization. Based on the survey results, the age of respondents is dominated by gen Y or millennials as much as 60.53%. According to (Sessoms-Penny et al., 2022) is a group that requires work-life balance and likes an attractive work environment with complete facilities, this has been implemented by the management of PLN West Sumatra Distribution Main Unit such as providing attractive office facilities and facilities so as to increase employee attachment.

Employee engagement has a positive and significant effect on employee performance (H3). In line with (Sugianingrat et al., 2019) that EE has a significant influence on EP. PLN West Sumatra Distribution Main Unit can make its employees explore their work which can be seen from the turn over decreased and increased efficiency so that it has an impact on improving performance. Likewise, talent management has a positive and significant effect on employee performance (H4). The results of the Hypothesis are in accordance with research conducted by (Pandita & Ray, 2018) that talent management contributes to the achievement of company goals. PLN West Sumatra Distribution Main Unit clearly defines the criteria for talented employees. This can be done by creating *talent pool* criteria that are guided by the PLN Competency Directory so that it is able to meet the demands of the work done.

Interestingly, the results showed that employee perceptions of organizational support had a positive but not significant effect on employee performance (H5). The reason this study is not significant can be because based on the results of respondents with the most position segments, namely functional position employees, 59.21% have not felt organizational support for them or it could be that employees feel that there is still a large gap in the perception of organizational support between structural employees and functional employees. In addition, the facts in the field also show that the organizational support provided by PLN management to employees is not comparable to the targets set by the company so that it is not significant in improving employee performance. As it is known that the work target at PLN is very high, often employees have to work overtime day or night and are not tied to working hours, especially when there is a power failure to customers and the company does not compensate employees for overtime pay. This result is supported by (Yulivianto, 2019) that the perception of organizational support has no significant effect on employee performance. Likewise, on the mediating effect of employee attachment, it is known that employee attachment does not mediate the relationship between talent management and employee performance (H6). These results are in line with the findings (Jimoh & Kee, 2022) that employee engagement does not mediate the relationship between talent management and performance and vice versa the perception of organizational support for employee performance is mediated by employee attachment (H7), in line with the study conducted by (Wahyuni, 2019).

4. CONCLUSION

After explaining the results of the research and discussion, a conclusion can be drawn that providing support to employees is very useful for creating work attachments which in the end employee performance can improve. To be able to create such a thing, PLN Management conducts a clear identification of the definition of talented employees and talent pool criteria in the form of General Manager Regulations with the guidelines of the PLN Competency Directory. In this case, the regulation must also be socialized to all employees of PLN West Sumatra Distribution Main Unit regarding the required competency requirements or the requirement for an employee to be invited to conduct a fit and proper test to occupy a position in order to realize a transparent talent management climate. Not only that, to increase employee attachment to this organization, the management of PLN West Sumatra Distribution Main Unit can create employee gathering with families so that employees' families can be involved in interesting company activities so that they can encourage not only employee attachment but can encourage employee family attachment. Finally, PLN Management can make efforts to improve the perception of organizational support by making regular visits to the Service Unit so that it can provide support and dialogue directly to employees, listen to complaints and input as a forum for aspirations and support to employees, especially PLN Service Unit offices that remain open and on standby on big days such as holidays with religious days. The visit was a form of support from the top leaders of PLN's West Sumatra Distribution Main Unit for employees who continue to work and sacrifice vacation time with their families in order to continue to provide the best service for the community with reliable electricity supply.

Further research is important to consider the findings of this study that there are additional variables such as organizational commitment and *supervisor feedback* that can shape the EE. Therefore future research should study those variables. The next research is expected to expand the object of research by being carried out at PLN Sumatra and Kalimantan Regional so that the results are more accurate. The sample used should also observe employees with the status of Central PLN employees who are based in PLN West Sumatra Distribution Main Unit (Legal Field) and six data collection methods through direct interviews with each respondent in order to obtain more accurate facts about conditions in the field.

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