

THE EFFECT OF EMPLOYEE ENGAGEMENT AND JOB SATISFACTION ON WORKFORCE AGILITY THROUGH TALENT MANAGEMENT IN PUBLIC TRANSPORTATION COMPANIES

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Abstract

This study aimed to analyzed employee engagement and job satisfaction with workforce agility through talent management as a mediating variable. The object of research was carried out at one of the public transportation companies. The number of respondents was 100 people. This research is purposive because it is following the research needs. The analysis tool uses the Partial Least Square (PLS) method. It aims to analyze specifically the variables and indicators that affect workforce agility. The results showed that employee engagement and job satisfaction had a positive effect on workforce agility. The role of talent management as a mediating variable affects workforce agility. Organizations must maximize the role of talent management to prepare employee competencies according to business challenges. The implementation of employee engagement and job satisfaction will make employees more agile, responsive, and have high initiatives to generate business innovation. Job satisfaction is very much needed in maintaining performance stability. The business process is very dependent on how the role and involvement of employees in executing the business plan. The four variables explain that workforce agility makes employee responsiveness higher in advancing the company's business. Therefore, organizations must be responsive and adaptive in empowering human resources optimally.

Keywords: talent management; employee engagement; job satisfaction; workforce agility

Abstrak

Penelitian ini bertujuan menganalisis keterlibatan karyawan, dan kepuasan kerja terhadap kelincahan tenaga kerja melalui manajemen bakat sebagai variabel mediasi. Objek penelitian dilakukan pada salah satu perusahaan transportasi umum. Jumlah responden sebanyak 100 orang. Penelitian bersifat purposive disebabkan sesuai dengan kebutuhan penelitian. Alat analisis menggunakan metode Partial Least Square (PLS). Hal ini bertujuan untuk menganalisis secara spesifik variabel dan indikator yang mempengaruhi kelincahan tenaga kerja. Hasil penelitian menjelaskan bahwa keterlibatan karyawan dan kepuasan kerja berpengaruh positif terhadap kelincahan tenaga kerja. Peran talent management sebagai variabel mediasi berpengaruh terhadap kelincahan tenaga kerja. Organisasi harus memaksimalkan peran manajemen bakat untuk menyiapkan kompetensi karyawan sesuai tantangan bisnis. Penerapan keterlibatan karyawan dan kepuasan kerja akan membuat karyawan menjadi lebih tangkas, responsif, dan memiliki inisiatif tinggi untuk menghasilkan inovasi bisnis. Kepuasan kerja sangat dibutuhkan dalam menjaga stabilitas kinerja. Proses bisnis sangat bergantung bagaimana peran dan keterlibatan karyawan dalam mengeksekusi rencana bisnis. Keempat variabel menjelaskan bahwa kelincahan tenaga kerja membuat responsivitas karyawan menjadi lebih tinggi dalam memajukan bisnis perusahaan. Oleh karena itu, organisasi harus responsif dan adaptif dalam memberdayakan sumber daya manusia secara maksimal.

Kata kunci: manajemen bakat; keterlibatan karyawan; kepuasan kerja; kelincahan tenaga kerja

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INTRODUCTION

A professional business must be run agile, flexible, and responsive. Human resources, technology, and competencies are needed to achieve organizational business success. Public transportation services require an agile workforce in adaptively running the company's business is facing the change process. Everything is ably run through public services and is responsible for the convenience of public transportation users. Company businesses need agile and responsive employees to improve service quality. Rapid business changes require workforce agility and talent preparation for employees to change technology.

Workforce agility can be started by increasing work innovation and proactive initiatives (Muduli & Pandya, 2018). Employees must make work innovations according to performance demands. Proactive initiatives are needed in contributing to the company's business achievement. As professional employees must be able to actively seek opportunities to contribute to the success and take the organization to take the lead in pursuing opportunities that look promising. Adaptive behavior requires multiple role assumptions to be performed in different capacities across levels, and projects often move from one role to another very quickly. The employees must simultaneously learn in various areas of competence and be educated by actively sharing information and knowledge. Decision-making can be given independently and with trust to employees. Workforce agility requires competence and talent prepared by the company.

Talent management has a different perspective in preparing strong and responsive human resources for business changes. The talent management perspective is to strengthen employee productivity. A strong business organization must have individuals or employees with talents and abilities above

average. This will correlate with the contribution of success to performance both individually and collectively. The company's challenge is to win talent war with competitors to obtain competitive human resources in the labor market. The consequences that the company will get will be positively correlated with comprehensive business performance. Public transportation companies must be able to define the talents needed to be able to provide excellent service to the community. Talent management has a positive correlation with workforce agility (Lawler III & Worley, 2015; Martin, 2015). The company not only prepares talent for human resources but can get the right candidate according to the company's business needs.

Talent management that is managed properly will provide the best results, providing the best work results from employees at all levels of positions and functions. The theory states that talent management is a human resource that the company wants to retain because of its strengths (Darmin & Afifah, 2011). Talent management is defined in the broadest possible sense, is strategic management to manage the flow of talent in an organization to ensure the supply of talent when it is necessary to align the right people, with the right job, and at the right time. The identified employees have the potential to become company leaders in the future. In another sense, it is people who are selected or have the ability (talent) who are the objects in the application of talent management.

The company always strives to improve the role of employee engagement and job satisfaction in a professional business process. Capability and competency standards are needed to support the achievement of the company's business goals. Employee engagement plays an important role in maintaining the stability of work motivation, consistency of work processes, and achievement of

employee performance (Nawangsari & Sutawidjaya, 2019). Companies must have the best talent retention capabilities through the role of employee engagement in every work process (Pandita & Ray, 2018). The significance of the role of employee engagement must have functioned through talent management that is managed professionally and competitively to have responsive human resources according to the company's business needs.

Job satisfaction is feeling something individual for high achievement (Wagner & Hollenbeck, 2020). Employee satisfaction with the job plays an important role in what the company provides. Employees will provide the best contribution to the company's business through a good talent management process (Hayati, 2020). Companies must provide a fast response to the competency needs of employees. The provision of training and development programs is needed to prepare employees for changes in the company's business. Attention to abilities and competencies can be done through talent management in identifying the company's business needs (Sheihaki Tash et al., 2016). When employees have a sense of belonging and feel valued, they will automatically work following the company culture with the same work rhythm and values, productivity will increase dramatically and employee job satisfaction will be maintained at a high level. The role of job satisfaction and employee engagement can be seen in how the function of talent management can be maximized optimally.

This study will attempt to analyze employee engagement and job satisfaction which can affect workforce agility through the talent management function. The existence of research will add reference and strengthening in the field of human resource management. Job satisfaction and employee engagement must be maximized through the talent management process.

This will show the centrality of talent management in increasing employee involvement in the company's business processes. Besides, increasing job satisfaction through the provision of competencies and talents of employees according to the company's business needs. These three variables are expected to be able to produce workforce agility in the public transportation industry and excellent service to consumers. The higher the assessment of the work results of an employee, the higher the satisfaction with these activities. Ideally, when every employee holds firmly the values and culture of the company, the company's performance will increase. Employee engagement is the key to a successful company. Happy employees are a vital instrument to ensure the smooth performance of the company.

LITERATURE REVIEW

Employee Engagement on Talent Management

Employee engagement requires strategic competencies according to the company's business. Competencies and talents must be prepared through training and development programs according to the company's business scale (Bhatt & Sharma, 2019). This condition indicates that the greater the level of work engagement will increase the workability of employees. Companies must make a priority scale to fulfill obligations to all employees. This is because the level of employee engagement will be proportional to what employees receive in completing the work process. Fulfilling talent for employees will have implications for the strategic achievement of the company through employee engagement according to the talent generated through human resource empowerment (Wahyuni, 2019).

Employee engagement will work in synergy with talent management (Misra, 2017). Employee engagement is an idea in organizational behavior that has become an

attraction for organizational leaders or in recent years. Several studies have shown that employee engagement affects talent management (Aizat Ramli et al., 2018; O'Connor & Crowley-Henry, 2019; Sopiah et al., 2020). This attraction arises because employee engagement has an indirect effect on the overall performance of the company. This variable is used to see how engagement is with employee retention efforts, talent preparation, and increased work productivity (Kamel, 2019). Each employee is expected to be able to build a comprehensive work engagement as part of an effort to increase work productivity. The four principles informing positive energy are physical, emotional, mental, and spiritual energy. Employees need to have the ability to recognize when they need to stop the activities, they are doing to renew their energy so that they can carry out their responsibilities optimally. The ability to motivate oneself to be able to perform well will improve the best results according to the talent management process.

Hughes and Rog (2008) define that employee engagement as the emotional and intellectual relationship an employee has with his job, organization, manager, or co-workers. Where the higher the emotional and intellectual attachments are intertwined, the more efforts will be made in completing their work, even exceeding the standards expected by the organization for their job positions. Therefore, the hypothesis adopted from this study is as follows:

H1: Employee engagement affects talent management

Job Satisfaction on Talent Management

Job satisfaction is a reflection of positive emotional feelings or attitudes that come from one's work experience (Inegbedion et al., 2020). The components that influence job satisfaction are influenced by work processes, benefits, leadership style, and coworker support (Kianto et al., 2016). Employees will feel

satisfaction in carrying out their work, they will feel happy, free from pressure, and comfortable work environment (Azmy, 2019). Job satisfaction is the level of individual satisfaction with rewards, situations, and supporting factors for the success of the work done by employees (Choi et al., 2016). The implications of job satisfaction can foster employee motivation and optimize talent management in the company's business. to remain in the organization which has an impact on increasing talent management. The results of the optimization of a comprehensive talent management system can have a good effect on direct job satisfaction and indirect job results where job satisfaction is the mediating variable (R.Luna-Arocas, 2015).

Several studies have shown the effect of job satisfaction on talent management (Bello & Alhyasat, 2020; Kim & Park, 2020). Dissatisfaction with work will cause employees to be passive, have high absenteeism, and choose to quit the company (Robbins & Judge, 2017). Company leaders together with HRM practitioners need to always strive for several things related to the design of employee jobs, how to increase choices in the implementation of a job, implement enriched and attractive job programs for employees, including increasing their ability to lead employees in their teams to increase job satisfaction with employees (Porter, 2011). Therefore, the hypothesis raised in this study is as follows:

H2: Job satisfaction affects talent management

Talent Management on Workforce Agility

The application of talent management as a mediation variable between employee engagement and job satisfaction with workforce agility has a positive impact on the company's success rate in achieving the company's vision and mission as well as making the company able to compete and even become the best among other companies that produce

products or offer excellent services. The application of talent management aims to achieve the strategic position of the organization. The role of human resources needs to be managed properly to be aligned with organizational goals. The process of implementing talent management as mediation for employee engagement and job satisfaction covering organizational culture, working conditions, and employee talent development will help direct employees to achieve the best positions according to the organization's strategy. Through the development of organizational culture, an employee can be involved in decision making and problem-solving related to their work.

Talent management is a series of integrated human resource processes in identifying, managing and developing a person's abilities based on their performance to get employees who are following the work results as expected by the company (Dessler, 2013). Talent management is a combination of initiatives undertaken by the company to create business excellence by optimizing talented employees. The key is in the process of identifying, developing, and retaining talented employees so that they can continue to create companies that excel in their fields. Talent management is a series of integrated organizational HR processes designed to develop, motivate and maintain the productivity of all employees involved.

Talent management is a link to workforce agility with job satisfaction and employee engagement. The application of talent management also has an impact on work agility or workforce agility. Workforce agility is a form of employee ability that is formed through processes in the organization and to have work time that has agility, it is necessary to apply the principles of agile leadership and agile 4.0 management thinking to prepare companies in the 4.0 era and research conducted by Edelkraut in 2016 who interviewed HR managers in 37 companies

in Germany but only a few HRM practitioners made breakthroughs by combining traditional HRM practices with agile HRM practices to prepare the company for the management era 4.0 (Balve, 2018).

The results of the study show that job satisfaction and employee engagement are influenced by employee position (L. Lu et al., 2016). The application of talent management will help put employees in their best positions according to the hard skills and soft skills that each employee has in public transportation companies where this will have a positive effect on workforce agility. Meanwhile, workforce agility enables organizations to create ideal working conditions by stimulating, motivating, and developing organizational talent (Martin, 2015).

Workforce agility is a stimulator of employees' ability to solve daily problems (Muduli, 2013). This variable indicates an ability to respond and cope quickly and flexibly to unexpected changes in the internal and external environment. Workforce agility can be defined as the agility of the workforce in behaving proactively, adaptively, and generatively (Muduli, 2016; Sherehiy & Karwowski, 2014). Workforce agility can help organizations with the agility of their workforce in dealing with change and companies or organizations need to have agile managers to formwork teams that have agility (Sharrock, 2015). This is in line with workforce agility which can affect four strategic objectives including cost, time, quality, and diversity, and can help organizations achieve agility (Paul et al., 2020; Tamtam & Tourabi, 2020). An organization needs employees who are capable of making improvements, learning, and problem-solving from daily work proactively and adaptively. Therefore, the hypothesis that is raised is as follows:

H3: Talent management affects workforce agility in connecting job satisfaction and employee engagement.

RESEARCH METHODS

This study will analyze the implications of employee engagement and employee satisfaction with workforce agility through talent management. The object of research was carried out at a company engaged in public transportation services in Jakarta. The research method uses Partial Least Square (PLS). The independent variables used in this study were employee engagement and job satisfaction mediated by talent management. The mediation variable, namely talent management. This variable is the link between job satisfaction and employee engagement. The dependent variable is workforce agility. The variable talent management will be measured through working culture, working conditions, and talent development (Gallardo-Gallardo et al., 2020; Meyers et al., 2020; Narayanan et al., 2019). Job satisfaction variables are measured through aspects of satisfaction with the work environment, job satisfaction, and satisfaction with the compensation system (Hoboubi et al., 2017; Kianto et al., 2016; Mira et al., 2019; Navajas-Romero et al., 2020). Employee engagement variables are measured through job dedication, enthusiasm, dedication, job challenges, totality, and optimism for achieving work results (Cooke et al., 2019; Gupta & Sharma, 2016; C. J. Lu & Torng, 2017; Wang et al., 2020). Workforce agility variables are measured through work comfort, job flexibility, job skills, and adaptation to new circumstances (Muduli & Pandya, 2018; Paul et al., 2020). The Figure 1 is the format of the regression model in this study.

The Figure 1 explains that employee engagement and job satisfaction have implications for workforce agility. However, the implementation of these two variables can be seen through the optimization of talent management. Implementation of talent management by

preparing the competencies and talents of employees needed by the company's business. Optimizing employee engagement and job satisfaction can be seen how the role of talent management in preparing talent & competency needs for the sustainability of the company's business. As a result, workforce agility can be seen in the contribution and productivity of the company's business. The public transportation business needs workforce agility in seeing fast business changes. Customer expectations must be met through excellent service by employees.

The number of respondents was 100 people. These respondents come from employees who work in public transportation companies. This selection is based on the ease of taking data according to research needs. This number can already represent the research sample. Collecting data with five scales, namely 1 (Strongly Disagree), 2 (Disagree), 3 (Neutral), 4 (Agree), and 5 (Strongly Agree). Table 1 is the indicators used to measure the effect of the independent variable on the dependent variable.

This research will be analyzed using the Partial Least Square (PLS) method and using a purposive sampling approach. This tool is adapted to research needs. This method can display more details about the feasibility of variable indicators. Analysis can be more detailed to test hypotheses on research variables. The test tools used are outer loading, validity & reliability test, R-Square, and Partial T-test. Outer loading is used to check the indicator representation of variables with a value > 0.7 . Validity and reliability tests used Cronbach Alpha (> 0.7), Rho-A (0.8–0.9), Composite Reliability (> 0.7), and AVE (> 0.5). R-Square shows to what extent the determination of the independent variable on the dependent variable. The T-test is used to test the hypotheses built and the influence between variables based on the conceptual framework.

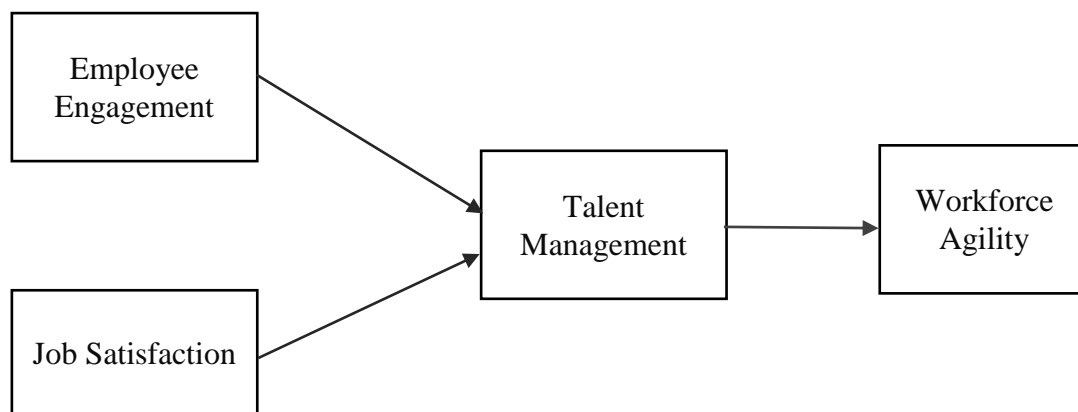


Figure 1. Research Model

Table 1. Indicator of Variables

Variables	Indicator	References
Talent Management (TM)	Organizations play a role in developing employee professionalism through talent programs and competency training according to business needs (TM2) The organization has an employee career plan for leadership regeneration (TM3)	(Gallardo-Gallardo et al., 2020; Meyers et al., 2020; Narayanan et al., 2019)
Job Satisfaction	Unit leaders build a professional working atmosphere (JS2). Unit leader discuss with employees about the work process (JS3) Unit leaders provide feedback on employee work results (JS4) Employees are given directions in doing work for optimal work results (JS5) Employees are given appreciation for the results and performance of their work in a professional manner (JS6) The relationship between subordinates and superiors has been good (JS7)	(Hoboubi et al., 2017; Kianto et al., 2016; Mira et al., 2019; Navajas-Romero et al., 2020)
Employee Engagement	I do the job with all my heart (EE1) My work full inspiration companies (EE2) My job is important to my long-term career (EE3) I feel proud of (EE4) 's work. I am very enthusiastic about doing work for the advancement of the company (EE5) I feel challenged by this job (EE6) I work with high totality (EE7) I am happy and professional in carrying out my job with responsibility (EE8).	(Cooke et al., 2019; Gupta & Sharma, 2016; C. J. Lu & Torng, 2017; Wang et al., 2020)

Table 1. Continue

Variables	Indicator	References
Workforce Agility	Employees feel comfortable with change, freedom to express ideas, and technology provided by the company (WA2) Employees are given high flexibility in doing various kinds of work (WA3) Employees are given the freedom to conduct skills mapping, selection of competency development programs, and performance appraisal standards according to the company's business needs (WA4) Employees understand technology, work procedures, and conducive optimal work environment (WA5) Employees can adapt to changes made by the company according to business demands (WA6)	(Martin, 2015; Sherehiy & Karwowski, 2014)

RESULT AND DISCUSSION

Respondent Profile

The initial stage by analyzing the profile of the respondents. This will show the distribution of the questionnaires used for the data collection process. Table 2 shows the profile of the respondents in the distribution of data. Respondents are employees who work for public transportation companies. Respondents in

the gender aspect were more dominated by men (29%) and women (71%). Most of the age aspects were 31-35 years (27%), 36-40 years (24%), 26-30 years (21%), 41-45 years (14%), and under 25 years (14%). The working period is dominated by 11-15 years (46%), under 5 years (26%), 5-10 years (24%), and the remaining 16-20 years (4%). The distribution of data to respondents can represent both genders, ages, and years of service.

Table 2. Respondent Profile

Information	Data	Number
Gender	Man	71
	Woman	29
Age	<25 year	14
	26-30 year	21
	31-35 year	27
	36-40 year	24
	41-45 year	14
Work Period	<5 year	26
	5-10 year	24
	11-15 year	46
	16-20 year	4

Partial Least Square (PLS)

The next process is to analyze the research variables with the Partial Least Square method. The research process will begin with the identification of variable indicators, validity & reliability tests, R-Square, and T-test for hypothesis testing. The process begins by identifying all variable indicators with outer loading values >0.7 . Table 3 is the outer loading result. Based on the table, it can be seen that all indicators in the dimensions have a value above 0.8. This stage explains that each variable dimension indicator is feasible to use in the research model. The indicators used in employee engagement, job satisfaction, talent management, and workforce agility will be able to manifest the research model.

The next feasibility is to test the components of the questions on the research questionnaire through validity and reliability tests. The indicators used are Cronbach Alpha >0.7 , Composite Reliability >0.7 , and Average Variance Extracted >0.5 (Ringle et al., 2020). Table 4 is the results of the validity and reliability tests. The table indicates that all the questionnaires used are feasible in the research analysis process. The value of Cronbach Alpha is >0.7 , Composite Reliability >0.7 , and AVE >0.5 . Rho-a values shown in all variables can meet the indicators that are above 0.8–0.9 (Nunnally & Bernstein, 1994). All indicators are able to show the reliability of the reliability shown by Cronbach Alpha and Rho-a. All questions posed to respondents can be answered properly.

Employee engagement, job satisfaction, talent management, and workforce agility variables will be analyzed through the R-Square and T-Test. The results in Table 5 explained that employee engagement and job satisfaction we're able to provide a determination effect of 42.5% and the remaining 57.5% outside the research variables. Then talent management can provide a determination

effect on workforce agility by 39.5% and the remaining 60.5% outside the research model. This shows that all variables have a significant effect in explaining the effect of the effect according to the research model.

The next process is testing the hypothesis by looking at the T-test. The Table 6 explains that employee engagement and job satisfaction have a significant effect on talent management. Employee engagement variable has p-values $0.019 < 0.05$ and T-Statistic value $2.344 > 1.98$ (T-Table). This means H1 is accepted which explains that there is an influence between employee engagement on talent management.

Job satisfaction variable has p-values $0.021 < 0.05$ and 2.321 (T-Statistic) > 1.98 (T-Table). This means that H2 is accepted which explains that there is an influence between job satisfaction on talent management. These two variables have positive implications for talent management where employee engagement (34.1%) and job satisfaction (36.1%) The talent management variable has a significant effect on workforce agility.

The variable talent management has p-values of $0.000 < 0.05$ and 5.999 (T-Statistic) > 1.98 (T-Table). This means that H3 is accepted which explains that there is an influence between talent management on workforce agility. Talent management has a positive effect on workforce agility by 62.8%.

Figure 2 is the research model that has been analyzed through this method. The picture shows that there are two indirect effects, namely employee engagement and job satisfaction. Both of these are analyzed to see the amount of workforce agility in running business processes. Talent Management is the connecting variable for the agility workforce. Indicator analysis by looking at the number of p-values < 0.05 and T-Statistics $> T$ -Table.

Table 7 show indirect effects, the results explain that employee engagement has an indirect effect on workforce agility by 21.5%. It can be seen from p-values $0.044 < 0.05$ and T-statistic $2.023 > 1.98$ T-Table. Employee engagement can indirectly increase workforce agility by 21.5% through talent management. Then job satisfaction has an indirect effect of 22.6%. This can be seen from the value of p-values $0.042 < 0.05$ and T-statistic $2.035 > 1.98$ T-Table. Job satisfaction is able to increase labor agility indirectly by a

large 22.6 through talent management. Talent management has an important role in producing an agile workforce. The implications shown through employee engagement and job satisfaction are able to make a positive contribution to workforce agility. Employees are able to work with high flexibility and achieve work results according to company expectations. Therefore, employee engagement and job satisfaction must be the company's concern for the stability of workforce agility.

Table 3. Outer Loading

Indicator	Employee Engagement	Job Satisfaction	Talent Management	Workforce Agility
EE1	0.883			
EE2	0.895			
EE3	0.863			
EE4	0.779			
EE5	0.926			
EE6	0.869			
EE7	0.857			
EE8	0.948			
JS2		0.920		
JS3		0.884		
JS4		0.927		
JS5		0.868		
JS6		0.913		
JS7		0.721		
TM2			0.888	
TM3			0.864	
WA2				0.858
WA3				0.869
WA4				0.880
WA5				0.734
WA6				0.838

Table 4. Validity & Reliability

Variables	Cronbach's Alpha	Rho-A	Composite Reliability	Average Variance Extracted (AVE)
Employee Engagement (EE)	0.957	0.961	0.964	0.772
Job Satisfaction (JS)	0.937	0.942	0.951	0.766
Talent Management (TM)	0.700	0.703	0.869	0.768
Workforce Agility (WA)	0.892	0.894	0.921	0.701

Table 5. R-Square

Variables	R-Square	Adj R-Square
Talent Management	0.425	0.413
Workforce Agility	0.395	0.389

Table 6. Hypothesis Testing

Variables	Original Samples	T-Statistic	P-Values
Employee Engagement -> Talent Management	0.341	2.344	0.019
Job Satisfaction -> Talent Management	0.360	2.321	0.021
Talent Management -> Workforce Agility	0.628	5.999	0.000

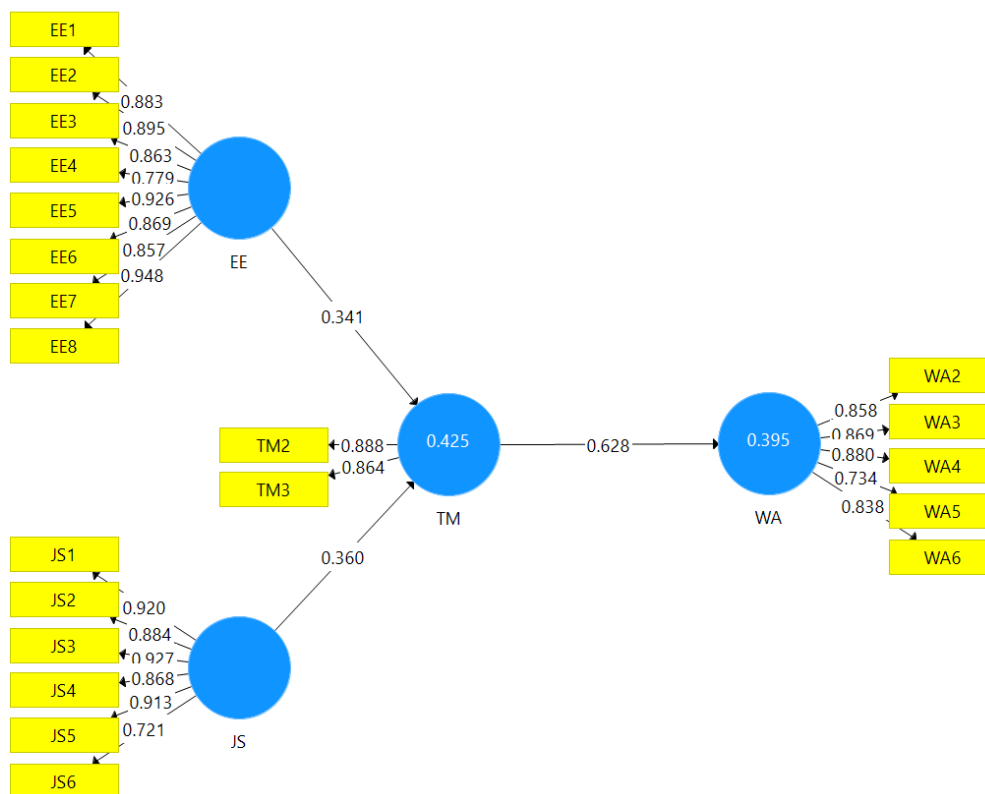


Figure 2. Research Model
Source: Smart-PLS Output

Table 7. Indirect Effect

Variables	Original Samples	T-Statistic	P-Values
Employee Engagement -> Talent Management -> Workforce Agility	0.215	2.023	0.044
Job Satisfaction -> Talent Management -> Workforce Agility	0.226	2.035	0.042

Discussion

Employee Engagement on Talent Management

The results showed that employee engagement was able to improve talent management optimization by 34.1%. This study supports several studies that show the positive effect of employee engagement on talent management (Aizat Ramli et al., 2018; O'Connor & Crowley-Henry, 2019; Sopiah et al., 2020). Employee engagement runs optimally by increasing participation in the company's business processes. The assumed hypothesis can be proven that employee engagement affects talent management. This implication shows that the positive effect of employee engagement can maximize the role of talent management on workforce agility. Employees who have job dedication, enthusiasm, dedication, job challenges, totality, and optimism for achieving work results can represent employee engagement.

The significance of the employee engagement indicator can manifest in the research model. All P-Values and T-Significant values can show that all indicators of employee engagement can represent talent management. The highest indicator for employee enthusiasm for the company's progress is 92.6%. Employees have high enthusiasm and motivation to provide the best results for the sustainability of the company's business. Enthusiasm and optimism can increase employee engagement with talent management. The company succeeded in instilling its organizational values deeply so that employees understand its role in the public transportation business. The lowest indicator for employees is proud of the work results of 77.9%. This is still sufficient to show that employees will continue to strive to achieve the best for work results.

Employee engagement has an indirect implication of 21.5% on workforce agility through talent management. Talent

management has an important function in shaping employee involvement in their work. This has become the driving force for the company to improve the optimization of talent management towards workforce agility. Employees who are able to work agile, fast, and flexible are needed to provide the best service to consumers. The public transportation business is in dire need of workforce agility as a driver of comprehensive service quality.

Job Satisfaction on Talent Management

The results showed that job satisfaction was able to increase the optimization of talent management by 36%. Optimized job satisfaction through the provision of competitive compensation, work environment, and job by talent management. This study supports a positive influence between job satisfaction on talent management (Bello & Alhyasat, 2020; Kim & Park, 2020). The assumed hypothesis can be proven that job satisfaction affects talent management. This implication shows that the positive effect of job satisfaction can maximize the role of talent management on workforce agility. Employees who have an agile attitude greatly influence the level of satisfaction with the facilities and components provided by the company.

The highest indicator for employees was given positive feedback by the company at 92.7%. Feedback given can evaluate the results and work processes performed by employees. This process provides high responsiveness to employees to make quick solutions to their work problems. The lowest indicator on the relationship between superiors and subordinates is 72.1%. This shows that the relationship is still to be improved both from the communication process and work team coordination. It can still be understood that building good relationships between superiors and subordinates is an important factor in increasing job satisfaction. This shows how the role of talent management is to build corporate

culture talent for all employees. All levels of leadership must constantly improve team cohesiveness for the success of the company's business.

Job satisfaction has indirect implications for workforce agility by 22.6%. This can be done through optimization of talent management. The satisfaction felt by employees will have implications for the results of their work. Companies must be able to provide programs to increase the competence and capacity of employees. This indirect influence should be a concern of the company. Workforce agility must be created through a crucial talent management function. Increasing job satisfaction can be done through the design of a competitive career system, a performance-based reward system, leadership development, and other programs according to company needs.

Talent Management on Workforce Agility

The two variables, both job satisfaction and employee engagement can illustrate that the application of talent management is vital in generating workforce agility. The results showed that talent management affected workforce agility. Talent management can increase workforce agility by 62.8%. This means that employee talent is needed to form an agile, agile, and professional character in the company's business. So it can be concluded that this study supports the influence of talent management on workforce agility (Pratamasari, 2019; Tobeery, 2017).

All indicators of talent management can be represented in the research model. The highest indicator in the role of an organization that provides talent and competency programs is 88%. This program is given annually according to the company's business needs. The organization realizes by providing excellent service to consumers. The company's business will progress and develop according to the vision of the organization.

the lowest indicator in employee career planning is 86%. However, this is still high considering how the organization prepares for long-term careers and promotions. This aims to retain employees who have the best work records and performance for the company's business. Leadership regeneration will always be carried out to anticipate very fast business changes.

Talent management is the connecting variable for job satisfaction and employee engagement. Research results show that the centrality of talent management is very important in increasing workforce agility. Talent search, career development, competitive reward system, and various other programs are carried out through talent management. Companies must anticipate the unique abilities and competencies that employees must possess. Rapid business changes are a challenge for talent management. The challenge that must be answered is to generate new talent for the company's business needs.

Workforce agility is the ability of a company or organization to maintain the best talent management in the company or organization that makes the company or organization have a winning quality work team (agile). Workforce agility is a work team that is a company asset because they are a work team that has the skills, knowledge, and abilities needed to lead with an entrepreneurial spirit, vision, and work team spirit, which will make the company or organization the best in its field compared to other companies and organizations. The implementation of strategies within the company or organization in talent management will produce agile leaders and successors of companies and organizations (agile) but will also stimulate and encourage a learning culture that involves all employees in the company or organization that will build an organization that is thirsty for sustainable development. (Martin, 2015).

CONCLUSION AND RECOMMENDATION

This study has limitations in analyzing things that can have a good effect on the application of employee engagement which can increase job satisfaction, where both of these have a positive influence on workforce agility with talent management as the mediation. This is because the use of research variables is limited, although the coefficient of determination of the three variables above has shown a positive influence on the ability of the organization or company to have workforce agility. This research can be continued more deeply and comprehensively with research that uses other variables such as choosing the types of leadership that will be applied in the company, forming employees as team players, improving job designs, providing training, increasing remuneration for employees, or other variables. Other variables that are considered to have a positive effect are in the form of mediating variables or interference variables which of course use the scientific approaches needed to help a company or organization achieve its vision, mission, and corporate targets.

Companies engaged in public transportation services always need new and innovative ideas from their employees who are expected to be agile work teams. Companies must be able to implement human resource strategies that can foster the attachment of their employees to the company. Emotional attachment of employees to the company or organization cannot be separated from the implementation of the HR strategy that is given to all employees evenly in the form of remuneration which is always adjusted to financial fluctuations in Indonesia, awards for achievements (big or small) that are shown or produced by employees, providing training that will improve employee work skills as well as training that introduce employees to a new skill,

including leadership training that will introduce employees to the principles of agile thinking to create workforce agility on all lines of employees, providing career advancement opportunities within the company or organization to employees within the company or organization for all employees.

The management of a company or organization needs to understand that at a certain level employee engagement is formed because of all the factors that the company or organization gives employees, where the factors we previously mentioned above will encourage employees to provide work results that exceed what the company or organization expects. Employees will also get satisfaction at work where this will continue to encourage their employees to improve their skills, knowledge, and abilities. Employees who always encourage themselves to improve their skills, knowledge, and abilities will provide a learning atmosphere for their teammates. This will have a domino effect that positively encourages employees in other teams or departments. If this can continue to happen, the HR strategy that is implemented will ensure the formation of workforce agility where all employees will move with the company or organization with an entrepreneurial spirit, vision, and work team spirit, to achieve the goals of the organization or company.

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