



Relationship Between Transformational Leadership, Talent Management and Job Satisfaction: A Test of Perceived Organizational Support as Meditating Role

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ABSTRACT

This paper is to examines the effect of TL and talent management on job satisfaction. It also purposes to determines the meditating role of POS in relationship between transformational leadership and talent management on job satisfaction at the Secretariat General of the Ministry of Energy and Mineral Resources, Indonesia. This explicit research uses quantitative approach with Structural Equation Modelling via Partial Least Squares (PLS-SEM) method to carried out the evaluation of the measurement model, the evaluation of the structural model and the evaluation of the goodness and fit model. Total of the responses are 135 government employees in 15 divisions. Primary data was obtained by distributing questionnaires through print out paper and online. The result based on p-value shows that TL has negative insignificant effect on job satisfaction, TM has a positive and significant effect on job satisfaction, POS has a positive and significant effect on job satisfaction, TL has a positive and insignificant effect on job satisfaction meditated by POS, TM has a positive and significant effect on job satisfaction meditated by POS. The findings suggestion that talent management variables should be examining and continuing to improved job satisfaction.

INTRODUCTION

Exploring and investigating job satisfaction can be an important field of study in various fields and professions, especially when considering ways to effectively recruit highly qualified employees and retain employees (Boynton, 2021: 80). Interestingly, after the salary facet, workplace culture, organizational character and personality, unique values, traditions, beliefs, interactions, behaviors, and attitudes, are the most cited reasons related to job satisfaction (Marcus, 2017: 110). Quoted from the Gallup report, according to Collins. L (2022, August 12), starting from bad treatment by colleagues, inconsistent compensation, and company policies are the causes of job dissatisfaction.

Marken & Rothwell (2022, Oct 12) through Gallup in collaboration with Amazon Web Services conducted a study of more than 30,000 workers and 3,000 recruitment managers in 19 countries, the employees who tend to have digital skills are stated have a higher level of job satisfaction compared to the employees who has less skills of digital capabilities. As many as 72% reported having high job satisfaction had apparently received a higher salary and had a higher level of productivity. According to a survey conducted by Jobstreet.co.id (2022, June 30) of 17,623 correspondents in October 2022, 73% of employees were dissatisfied with their jobs. It turns out that the factors that cause job dissatisfaction are caused by employees who do not have a work life balance of 85%.

Kohll (27 March 2018), citing Forbes, found that work-life balance is related to an individual's ability to enrich their lifestyle through work. That is, personal life is closely correlated with work. The second biggest factor causing job dissatisfaction by 60% is caused by employees feeling they do not have a career path. While the third position where employees work not in accordance with educational background contributes 54% and employees who have leaders/superiors with military, paternalist and laissez-faire leadership styles amount to 53%. In addition to leadership style, poor leader character also causes employees to be dissatisfied with their jobs.

According to Decree 1808 K/07/MEM/2015 of the Minister of Energy and Natural Resources, the values of the Ministry of Energy and Natural Resources are Honest, Professional, Serving, Innovative and Meaningful. Supportive and qualified human resources are needed to carry out these values. In the second quarter of 2022, hundreds of candidates for government employees surprisingly resigned. The resignations cause by the wages/benefits do not meet expectations, inappropriate workload and other reasons. It seems that the jobs that were once coveted by parents are no longer relevant for their children, especially for generations-Z. Organizations must have a business process map describe effective and efficient working relationships to perform duties and functions. A person who is satisfied with his work will try his best to complete the job task so that the level of work productivity becomes optimal.

THEORETICAL REVIEW

Transformational Leadership on Job Satisfaction

A transformational leader is one who puts aside self-interest and inspires his followers to become extraordinary influencers. Transformational leadership can be defined as leadership capable of carrying out organizational changes (Kamnasar & Nawangsari, 2019). According to Robbins and Judge (2017: 433), "Transformational leadership: who inspires followers to transcend their self-interests for the good of the organization. Transformational leaders can have an extraordinary effect on their followers, who respond with increased levels of commitment." Colquitt, Lepine & Wesson (2018:456), "Transformational leadership involves inspiring followers to commit to a shared vision that provides meaning to their work while also serving as a role model who helps followers develop their own potential and view problems from new perspectives." Based on the various descriptions above, we can conclude that transformational leadership is leadership that can change the values, beliefs, attitudes, behaviors and emotions of its followers in order to achieve a better direction for the future. Transformational leaders can have a tremendous impact on their followers. One of the factors that is often considered as the main determinant in determining staff satisfaction is the level of staff job satisfaction. Job satisfaction is considered important because with a high level of job satisfaction, employees will do better at work. According to Colquitt, Lepine, and Wesson (2018: 94), "Job satisfaction is the pleasurable emotions felt when performing job tasks." The ability to experience aspects of work as a form of pleasure is the basis for Marcus's high level of job satisfaction (2017:27). "Job Satisfaction, which describes a positive feeling about one's job, resulting from an evaluation of its characteristics" (Robbins & Judge, 2021: 111). From various definitions of job satisfaction mentioned above, it can be concluded that job satisfaction is an employee's positive emotional attitude towards work that can contribute to the achievement of organizational or company goals. Research conducted by Alshaar, A. M. (2022) states that TL has a significant positive effect on JS. It was supported by Zhang, Huang & Xu (2022) that concludes TL has a positive effect on job satisfaction. Through various research and definitions above,

H1. TL has a positive and significant effect on JS

Talent Management on Job Satisfaction

TM is various activities that include searching for talented human resources, selecting talent, developing talent, and managing or retaining talent according to qualifications in achieving organizational goals. According to Armstrong & Tailor (2020: 264) "Talent management is the process of ensuring that an organization has the talent it needs to meet its business objectives. It involves strategically managing the flow of talent within an organization by creating and developing a talent pipeline." The term TM has had various meanings reflecting several developments in HR, especially in modern times. In the beginning TM had a focus on recruitment, especially for top management

positions, and the importance of attracting and selecting the brightest talents who have characteristics that show managerial success (Ariss, Cascio, Paauwe; 2014). Talent management has an important role as part of the HR function to manage everyone in the organization to produce good performance (Tetik, 2016). TM refers to the processes and activities used to discover and develop talent. Filling key positions for sustainable organizational success (Bolander et al., 2017). Based on the understanding of talent management from various literature, it can be defined that talent management are activities carried out to attract, manage, develop and retain talented and suitable talents to achieve organizational goals.

Almomani, Sweis & Obeidet (2022) stated that TM has a significant positive effect on JS supported by Dzimbri & Molefi (2021) that TM has a positive effect on JS. Through various research and definitions above conclude:

H2. TM has a positive and significant effect on JS

Perceived Organizational Support on Job Satisfaction

Perception is a person's picture of something that is the focus of the problem at hand. Perception depends on factors both individually and other factors that influence it. Colquitt, Lepine & Wesson (2018:79) "Perceptions of organizational support reflect the extent to which employees believe their organization values their contributions and cares about their well-being." According to Robbins and Judge (2021: 113) "POS measures how employees believe their organization values their contributions and cares about their well-being". According to Robbins and Coulter (2021: 419): "High levels of perceived organizational support lead to increased job satisfaction and lower turnover." Based on theory definitions of Perceived Organizational Support it can be concluded that Perceived Organizational Support (POS) is the feeling felt by employees towards their organizational support. Employees feel valued for their contributions to the organization by meeting job requirements such as fairness, support from superiors, and appreciation of the organization.

Referring to research of Maan, et al. (2020) that POS has a significant positive effect on JS and supported by research conducted by Joubert, P. (2018) which concluded that POS had a positive effect on JS. Through various research and definitions above conclude:

H3. POS has a positive and significant effect on JS

Transformational Leadership on Perceived Organizational Support

Stinglhamber, Marique, Caesens, Hanin, & De Zanet (2015) find that TL has a significant positive effect on POS. This research is supported by Isa & Ibrahim's research (2020) that states POS as mediation has a significant positive influence on TL.

Through various research and definitions above conclude:

H4. TL has a positive and significant effect on POS

Talent Management for Perceived Organizational Support

TM has attracted great attention not only in the private and

multinational sector, but also in the public sector (Mensah and Bawole, 2018). Referring to research conducted by Isa et al. (2021), TM has a positive influence on POS. Through various research and definitions above conclude:

H5. TM has a positive and significant effect on POS

Transformational Leadership on Job Satisfaction through Perceived Organizational Support

Bachtiar, Sudibjo & Bernanto (2018) states that TL has a positive influence on JS through POS. This research supported by Getachew & Zhou (2018) which suggests that TL has a positive influence on POS. Through various research and definitions above conclude:

H6. TL has a positive and significant effect on JS through POS

Talent Management on Job Satisfaction through Perceived Organizational Support

Based on research conducted by Jimoh, A. L (2022) that through perceived organizational support as mediation has an influence on talent management. This research supported by by Isa (2018) that POS as mediation has an effect on TM. Through various research and definitions above conclude:

H7. TM has a positive and significant effect on JS through POS

METHODOLOGY

Research Design

This study aims to understand, describe and analyze the correlations between variables. The study is analyzed using relevant statistical data and conclusions can be drawn from the resulting data about the research subject. The independent variables in this study are Transformational Leadership and Talent Management. The mediating variable is Perceived Organizational Support and the dependent variable is Job Satisfaction.

Population and Sample

The population in this study were 384 staff of the government employee at the SG MEMR. Taking the number of samples using the slovin formula with 7% concession resulting 135 samples in final.

Data collection

This research uses primary data sources by using data collection techniques through distributing questionnaires both online and offline. Secondary data sources by literature review, internal data, website, etc.

Data Analysis

Researchers used SmartPLS version 3.29 by testing both the inner and outer models.

RESULTS

Outer Model Measurement

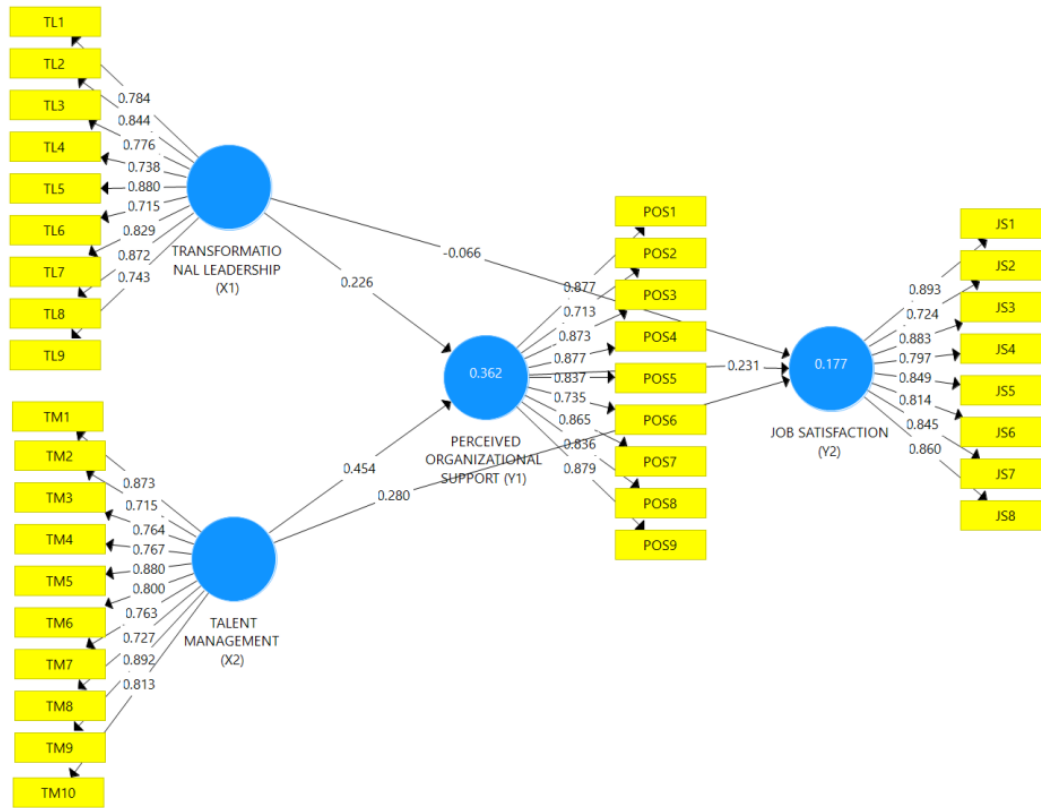


Figure 1. Path Coefficient Tested using SmartPLS3.29

1. Convergent Validity

Ghozali (2015) stated that the indicator is considered to have a high level of validity has loading factor value > 0.70 . The results of testing each indicator on variables based on Fig. 2 has value > 0.7 and concluded all indicators are valid.

2. Average Variance Extracted (AVE)

Ghozali and Latan (2015), apart from using a loading factor, convergent validity can also be known through AVE (Average Variance Extracted) with the condition that the AVE value is > 0.500 .

TABLE 1: AVE VALUE

Variable	AVE Value	Req	Remarks
TL	0.640	0.500	<i>Fulfilled</i>
TM	0.643	0.500	<i>Fulfilled</i>
POS	0.697	0.500	<i>Fulfilled</i>
JS	0.698	0.500	<i>Fulfilled</i>

Source: Analyzed using SmartPLS3.29

From these results it can be seen that all the variables in the study were declared valid because each variable had AVE value > 0.50. Thus, all variables have met convergent validity.

3. Cronbach's Alpha & Composite Reliability

The requirements used to assess reliability are CA & CR values must be greater than 0.70 (Ghozali and Latan, 2015:77).

TABLE 2: CHRONBACH'S ALPHA AND COMPOSITE RELIABILITY

Variable	CA	CR	Req	Remarks
TL	0.930	0.948	0.700	<i>Reliable</i>
TM	0.937	0.947	0.700	<i>Reliable</i>
POS	0.945	0.954	0.700	<i>Reliable</i>
JS	0.937	0.948	0.700	<i>Reliable</i>

Source: Analyzed using SmartPLS3.29

Based on the results, the value of CA & CR > 0.700 so that all variables in the study are declared reliable.

Inner Model Measurement

1. Collinearity Statistics

Testing the inner model or structural model is carrying out the Collinearity Statistical test, Path Coefficient test, the coefficient of determination of the R-Square value (R²), Effect size f², Blindfolding and Predictive Relevance (Q²) and Effect Size q² (Hair et al, 2017).

TABLE 3: COLLINEARITY STATISTICS (INNER VIF VALUE)

	JS	POS	TL	TM
JS				
POS	1.567			
TL	1.430	1.350		
TM	1.673	1.350		

Source: Analyzed using SmartPLS3.29

As a general rule (Hair et al, 2017), a VIF value above 5 indicates multicollinearity between indicators. VIF value in table 4.12. does not show any multicollinearity.

2. The coefficient of determination R²

Haryono (2017: 374) the R² criterion value 0.67 = strong, 0.33 = moderate and 0.19 = weak.

TABLE 4: R² VALUE

	R ²	R ² Adjusted
POS	0.177	0.158
JS	0.362	0.352

Source: Analyzed using SmartPLS3.29

R² value variable POS = 0.177 means that the perceived organizational support variable that can be explained by TL and TM variable are 17.7% while the rest is

explained by other variables that are not examined. R^2 value of the variable JS = 0.362. means that JS can be explained by TL & TM variable are 36.2% while the rest is explained by other variables that are not examined.

3. Effect size f^2

The formula of this equation is used to find out whether the endogenous latent variable is strongly influenced by the exogenous latent variable. Can be calculated as follows: (Ghozali and Latan, 2015:78).

TABLE 5: DIRECT EFFECT SIZE f^2

	JS	POS	TM	TL
JS				
POS	0.042			
TM	0.057	0.239		
TL	0.004	0.059		

Source: Analyzed using SmartPLS3.29

f^2 value POS on Job Satisfaction = 0.042 (relatively low effect). f^2 value TM on Job Satisfaction = 0.057 (relatively low effect). f^2 value TM on POS = 0.239 (classified as moderate effect). f^2 value TL on JS = 0.004 (relatively low effect). f^2 value TL on POS = 0.059 (relatively low effect).

TABLE 6: INDIRECT EFFECT SIZE f^2

	Original Sample	Upsilon (v)	Effect
TL -> POS -> JS	0.055	0.003	<i>Low</i>
TM -> POS -> JS	0.110	0.012	<i>Low</i>

Source: Analyzed using SmartPLS3.29

Based on the results of the indirect effect size test, the TM on JS through POS has an effect size value = 0.012 (relatively low effect). TL on Job Satisfaction through POS has an effect size value = 0.003 (low effect).

4. Predictive Relevance Q^2

If the Q^2 value is greater than 0 it indicates that the model has predictive relevance for certain endogenous constructs. Conversely, having a value of 0 and below indicates a lack of predictive relevance (Heir et al, 2017).

TABLE 7: CONSTRUCT CROSS VALIDATED REDUNDANCY

	SSO	SSE	$Q^2 (=1-SSE/SSO)$
JS	1080,000	954,760	0,116
POS	1215,000	922,190	0,241
TL	1350,000	1350,000	
TM	1215,000	1215,000	

Source: Analyzed using SmartPLS3.29

Q^2 value >0 conclude that the model has *predictive relevance*.

5. Effect Size q^2

The effect size of q^2 allows assessing the contribution of the exogenous construct to the endogenous latent variable Q^2 . The relative impact of predictive relevance can be compared by measuring the effect size q^2 (Heir et al, 2017) with the following formula:

$$q^2 = (0.116 - 0.086) / (1 - 0.116)$$

$$q^2 = 0.03 / 0.884$$

$$q^2 = 0.033$$

Thus, based on the results of the calculation of the effect size q^2 has *small predictive relevance*.

Model Fit Evaluation

Researchers used SmartPLS3.29 to measure model fit with SRMR. For model estimation results using good fit, it must meet the criteria for an SRMR value of <0.08 Henseler et al. (2015). Based on testing the fit model using SmartPLS3.29 SRMR value is 0.076 was obtained so that it was concluded that the model met the criteria.

Hypothesis Test Results

Calculations Hypothesis testing using SmartPLS3.29 can be seen in the Path Coefficient, T-statistic and P-Value. Estimated parameter importance reveals relationships between variables. The limit for rejecting or accepting the proposed hypothesis is a probability of 0.05 (5%).

TABLE 8: HYPOTHESIS TESTING RESULT

	Original Sample	T-Statistics	P-Values	Result	Source:
<i>Direct Effect</i>					
TL -> JS	-0.066	0.595	0.276	Rejected	Analyzed using Smart PLS3.29
TM -> JS	0.280	2.836	0.002	Accepted	
POS -> JS	0.231	2.597	0.005	Accepted	
TL -> POS	0.226	2.239	0.013	Accepted	
TM -> POS	0.454	5.946	0.000	Accepted	
<i>Indirect Effect</i>					
TL -> POS -> JS	0.055	1.597	0.055	Rejected	Results of the
TM -> POS -> JS	0.110	2.406	0.008	Accepted	

path coefficient hypothesis test concluded as follows:

- 1) In hypothesis 1, the path coefficient v is -0.066 with p-values 0.276 >0.05 . Thus, H1. in this study was *rejected*. TL has negative and insignificant effect on JS.
- 2) In hypothesis 2, the path coefficient v is 0.280 with p-values 0.002 <0.05 . Thus, H2. in this study is *accepted*. TM has positive and significant effect on JS.
- 3) In hypothesis 3, the path coefficient v is 0.231 and p-values are 0.005 <0.05 . Thus, H3. in this study is *accepted*. POS has positive and significant effect on JS.

- 4) In hypothesis 4, the path coefficient ν is 0.226 with p-values 0.013 <0.05. Thus, H4. in this study is *accepted*. TL has positive and significant effect on POS.
- 5) In hypothesis 5, the path coefficient ν is 0.454 with p-values 0.000 <0.05. Thus, H5. in this study is *accepted*. TM has positive and significant effect on POS.
- 6) In hypothesis 6, the path coefficient ν is 0.055 with p-values 0.055 >0.05. Thus, H6. in this study is *rejected*. TL has positive not significant effect on JS through POS.
- 7) In hypothesis 7, the path coefficient ν is 0.110 with p-values 0.008 <0.05. Thus, H7. in this study is *accepted*. TM has positive and significant effect on JS through POS.

DISCUSSION

Research was conducted to obtain a more complete understanding of the influence of Transformational Leadership (X1), Talent Management (X2) on Job Satisfaction (Y1) mediated by Perceived Organizational Support (Y2) which is linked to theory and a review of previous research can be explained in the discussion of research results in detail as follows:

The Influence of Transformational Leadership on Job Satisfaction

From the results of the hypothesis test, it shows that H1 is rejected and it is concluded that Transformational Leadership has a negative and insignificant effect on Job Satisfaction. This indicates that Transformational Leadership is not the only one of the variables that influences nor a predictor of the staff's job satisfaction in the Secretariat General of Energy and Mineral Resources Ministry. Regarding the author's observations in the work environment of the Secretariat General of Energy and Mineral Resources Ministry that superiors (Heads of Sections) have provided good assistance to their staff. Superiors are also considered cooperative in completing their tasks and responsibilities. In the Transformational Leadership variable, the indicator with the strongest influence is "my boss always challenges me to be more creative and innovative in completing work" apparently does not affect staff's job satisfaction. Based on the findings of this research, it is necessary to dig deeper into the roles and responsibilities of superiors as well as the reciprocal relationship between superiors and subordinates.

Based on the results of a short interview with the head of the organization and management division, it was stated that the rapid change in leadership resulted in a slowdown in performance which had an effect on job satisfaction. Since 2020 there have been 5 times in section head's exchanges. With the change of new leadership, leaders often have their own superior programs so that achieving targets experiences obstacles if the relevant leader has to be replaced with a new leader. To anticipate a slowdown in work targets, in 2023 the management organization division has perfected:

1. Job map is getting clearer
2. Evaluate the job map gradually
3. Job map analysis

This to be targeted done in 2024/2025, it can be anticipated that if there is a exchange of the leader in a short period of time, the new leader can quickly transform in the new environment and adapt to the existing programs. The results of this research are also in line with research conducted by Puspitosari (2022) which states that Transformational Leadership has a negative and insignificant effect on Job Satisfaction.

The Influence of Talent Management on Job Satisfaction

From the results of the hypothesis test, H2 is accepted and it is concluded that Talent Management has a positive and significant effect on Job Satisfaction. This means that based on the research results, talent management practices have been implemented quite well at the Secretariat General of Energy and Mineral Resources Ministry. The strongest indicator for this variable is "the organization has a clear and transparent career path". In the Government Regulation of the Republic of Indonesia Number 11 of 2017, it is stipulated regarding the management of civil servants regarding rank and position, career development, career patterns and promotions and so on. Clear and transparent government regulations regarding career paths have been able to produce job satisfaction for the staff at the Secretariat General of Energy and Mineral Resources Ministry. The author also conducted a short interview with the head of the department related to talent management practices in accordance with government regulations within the Secretariat General of Energy and Mineral Resources Ministry which is considered to be being intensified to achieve the target of maximizing the implementation of talent management in 2023 and 2024. The results of this research are in line with research conducted by Graham, Zaharie & Osoian (2023) and Dzimbri et al (2021) stated that Talent Management has a positive and significant effect on Job Satisfaction.

The Influence of Perceived Organizational Support on Job Satisfaction

From the results of the hypothesis test, it shows that H3 is accepted and it is concluded that Perceived Organizational Support (POS) has a positive and significant effect towards Job Satisfaction. This means that based on the research results, it can be seen that the average perception value of the staff of the Secretariat General of Energy and Mineral Resources Ministry regarding organizational support is considered good. The strongest indicator of influence on the Perceived Organizational Support variable is "the organization has given me the right job according to my abilities". This indicates that the appropriate work provided is able to produce staff's job satisfaction. If organizational support is perceived positive, the number of job satisfaction will be higher. Perceived Organizational Support can be influenced by all aspects of an organization's treatment of its staff and in return will produce an effect on staff's positive interpretation of organizational support motivation thereby increasing job satisfaction (Sun Li, 2019). The results of this research are in line with research conducted by Maan et al (2020) and Joubert (2018), which states that Perceived Organizational Support (POS) has a positive and significant effect on Job Satisfaction.

The Influence of Transformational Leadership on Perceived Organizational Support

From the results of the hypothesis test, it shows that H4 is accepted and it is concluded that Transformational Leadership has a positive and significant effect on Perceived Organizational Support (POS). This indicates that Transformational Leadership is one of the variables that is able to provide an important role in Perceived Organizational Support at the Secretariat General of Energy and Mineral Resources Ministry. In the Transformational Leadership variable, the indicator with the strongest influence is "my boss always challenges me to be more creative and innovative in completing work". It turns out that aspects of superiors' attitudes are a form of organizational support felt by the staff. The more positive the superior's attitude towards his staff, the higher perceived organizational support will be. The demand to be more creative and innovative in order to achieve organizational goals in facing business challenges, especially those that focus on data availability and also creating new energy, is a necessity in the technological era. The results of this research are in line with research conducted by Suifan, Abdallah & Janini, (2018) which states that Transformational Leadership has a positive and significant effect on Perceived Organizational Support.

The Influence of Talent Management on Perceived Organizational Support

From the results of the hypothesis test, H5 is accepted and it is concluded that Talent Management has a positive and significant effect on Perceived Organizational Support. This means that based on the research results, talent management practices have been implemented quite well at the Secretariat General of Energy and Mineral Resources Ministry, thereby increasing staff confidence in perceived organizational support. The strongest indicator for this variable is "the organization has a clear and transparent career path". Despite doubts about Talent Management being considered a repackaging of human resource practices, in many organizations, Talent Management is considered an "indispensable management practice" (CIPD, 2015) and is a form of organizational support carried out by the HR Department. Seeing the results of research which states that the more the implementation of good talent management increases, the more staff trust in perceived organizational support will increase. The results of this research are in line with research conducted by Gupta (2019) which states that Talent Management has a direct influence on Perceived Organizational Support.

The influence of Transformational Leadership on Job Satisfaction is mediated by Perceived Organizational Support

From the results of the hypothesis test, it shows that H6 is rejected and it is concluded that Transformational Leadership has a positive and insignificant effect on Job Satisfaction. Even though it has been mediated by Perceived Organizational Support, the Transformational Leadership variable apparently has not increased specific job satisfaction figures, especially job satisfaction for the staff of the Secretariat General of Energy and Mineral Resources Ministry. Even though hypothesis 6 was rejected, the Perceived Organizational Support

variable was proven to have contributed to a p value of 0.216. This means that if the questions from the Transformational Leadership dimension are reformulated correctly, it is hoped that it will result in the possibility that the Transformational Leadership variable will have a positive influence on Job Satisfaction through Perceived Organizational Support. The results of this research are in line with research conducted by Alshaar (2022) which states that Transformational Leadership has a positive and insignificant influence on Job Satisfaction with the support of external factors.

The influence of Talent Management on Job Satisfaction is mediated by Perceived Organizational Support

From the results of the hypothesis test, H7 is accepted and it is concluded that Talent Management has a positive and significant effect on Job Satisfaction, mediated by Perceived Organizational Support. Talent management practices have been implemented quite well and positive organizational support has been able to increase staff job satisfaction at the Secretariat General of Energy and Mineral Resources Ministry. Even though the role of Perceived Organizational Support is not very significant in mediating the relationship between Talent Management and Job Satisfaction, of course this option can be a consideration in increasing staff job satisfaction.

CONCLUSION AND RECOMMENDATION

Conclusion

Based on the results of data analysis, research discussion, and hypothesis verification, the author draws the following conclusions:

1. Transformational Leadership has an insignificant negative effect on Job Satisfaction. My boss always challenges me to be more creative and innovative in completing work, which is the most influential factor within the Secretariat General of Energy and Mineral Resources Ministry.
2. Talent Management has a significant positive effect on Job Satisfaction. The organization has a clear and transparent career path, which is the most influential factor within the Secretariat General of Energy and Mineral Resources Ministry.
3. Perceived Organizational Support (POS) has a significant positive effect on Job Satisfaction. The organization has given me the right job according to my abilities, which is the most influential factor within the Secretariat General of Energy and Mineral Resources Ministry.
4. Transformational Leadership has a significant positive effect on Perceived Organizational Support (POS). My boss always accompanies me in completing a job, which is the second most influential factor within the Secretariat General of Energy and Mineral Resources Ministry.
5. Talent Management has a significant positive effect on Perceived Organizational Support. Organizations looking for talented staff according to their field is the second most influential factor within the Secretariat General of Energy and Mineral Resources Ministry.

6. Transformational Leadership has a positive and insignificant effect on Job Satisfaction, mediated by Perceived Organizational Support within the Secretariat General of Energy and Mineral Resources Ministry.
7. Talent Management has a significant positive effect on Job Satisfaction, mediated by Perceived Organizational Support within the Secretariat General of Energy and Mineral Resources Ministry.

Recommendation

Based on the results of the discussion analysis and several conclusions above, suggestions that can be submitted to complement the research results and serve as material for consideration in the hope of providing constructive improvements for the company are as follows:

1. Staff placement can be considered according to domicile so that staff can reach the office location by public transportation or you can also consider providing a pick-up and drop-off service for staff who live in locations far from the office.
2. The organization is deemed to need to have leadership training to develop the leadership talents of its staff. For example, holding Basic Leadership Skills, Leadership Competencies Assessment Program, etc.
3. Give staff confidence to complete tasks and find solutions to problems
4. Carry out job analysis and position maps appropriately so that the work given does not exceed staff capabilities and limitations.
5. Create leadership training for staff, such as training to diagnose changes in the work environment so that staff can adapt, especially if there is a rapid change in leadership.
6. Create training for staff such as Creative and Innovative Thinking Training which is attended by staff related to Problem Solving Evaluation, Identifying Your Potential, Creative Thinking, etc.
7. Realize career development programs for all staff evenly in accordance with the guidelines for preparing State Civil Service career development plans.

FURTHER STUDY

1. In this research, it was found that transformational leadership was deemed to have no influence on job satisfaction, but this topic is interesting to examine whether different leadership styles have an influence on job satisfaction in the government sector. The author suggests exploring transactional leadership variables.
2. Due to the limitations of this research, the author hopes that if colleagues are interested in conducting further research, they can try to increase the number of samples and carry out more in-depth observations before conducting a pre-survey so that the formulation of questions is right on target. Apart from that, it is necessary to pay attention when filling out the questionnaire what the condition of the respondent is, a supportive atmosphere is needed so that the respondent fills out the questionnaire correctly.
3. Explore other variables because the role of Transformational leadership and Talent management on job satisfaction is only 36.2%.

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