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# IMPACT OF TALENT MANAGEMENT, AUTHENTIC LEADERSHIP AND EMPLOYEE ENGAGEMENT ON JOB SATISFACTION: EVIDENCE FROM SOUTH EAST ASIAN INDUSTRIES

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**ABSTRACT:** This study aimed to measure the effect of authentic leadership and talent management on job satisfaction of the employee of an automotive industry in South East Asian which are mediated by employee engagement. Data collection was done by simple random sampling technique to 391 population of an automotive industry employees. The returned and valid questionnaire results were 215 samples. Data processing was used SEM method by SmartPLS 3.0 software. The results of this study concluded that talent management have a positive and significant effect on job satisfaction, both directly and indirectly through mediating employee engagement. Meanwhile, authentic leadership have not significant effect on job satisfaction, both directly and indirectly through mediating employee engagement. This new research proposed a model for building the job satisfaction among the automotive industry employees in South East Asian through enhancing talent management with employee engagement as a mediator. This research can encourage to improve employee readiness in facing the industrial revolution 4.0 era.

**KEYWORDS:** Authentic leadership, employee engagement, job satisfaction, talent management.

## I. INTRODUCTION

Global competition is one of the reasons for organizations to formulate organizational strategies. Increasingly competitive competition is one of the challenges for organizations in carrying out sustainable growth [1].[2]. Many researchers and practitioners are aware the effects of this problem, so many of them try and find ways to adapt to these conditions. According to [3].[4]. human resources play a role very large in achieving organizational goals and main driving machine in achieving goals, then set forth in the vision and mission of the organization. Therefore, the organization continues to support human resources to maintain quality and develop skills so that they have competitiveness that is superior to other organizations. Superior and quality human resources tend to have good performance, so efforts to improve quality are very important for organizations [5].[6]. One of the concepts that emerged and currently under discussion in human resource management is the concept of work engagement. Employee engagement is the development of job satisfaction concepts, employee commitment and employee organizational behavior. [7] defines employee engagement as a condition where members of an organization identify themselves with work, in a state of attachment a person will employ him and express himself physically, cognitively and emotionally while working. Whereas employee engagement is defined by [8].[9]. as a positive, fulfilling, work related to the state of mind which is characterized by vigor, dedication and absorption. Other opinions from [10]. in his research formulated that there are six factors that affect employee engagement, including job characteristics, perceptions of organizational support, superiors' support, appreciation, recognition, procedural justice, and distributive justice. The quality of the six factors can positively influence employee engagement.

Leadership is one of the factors that influence employee engagement [11].[12]. Authentic leadership is an issue in management that is still interesting enough to be discussed today. Basically leadership is a process of how a leader influences and gives direction to his subordinates in order to achieve optimal performance. Leadership is one of the factors that influence employee engagement [13].[14]. Authentic leadership are those who are very

aware of how they think and behave and are considered by others that they are aware of their own values or moral perspectives, knowledge, strengths. Be aware of where they operate, confident, hopeful, optimistic, resilient and highly moral [15].[16].argues that authentic leadership is a pattern of behavior from a leader that is oriented towards positive psychological capacity and a positive organizational context which then results in a positive self-development. Authentic leadership will create a trusted work environment that can bind employees. Authentic leadership can also increase employee engagement by strengthening the identification of group members and organizations through hopes, beliefs, optimism and positive [17].[18]. Every organization must have a leader and a leader will be one of the reasons that they feel an attachment to work. Some research that has been done shows the relationship between authentic leadership and employee engagement. The results of research from [19].[20].show that authentic leadership has a direct relationship with employee engagement.

Job satisfaction is also an important consideration in running an organization strategically. Job satisfaction is a need that must be met in every individual. With these needs met, then someone will feel compelled to prefer his work.[21].[22].defines job satisfaction as a comparison between a person and an organization in achieving and maintaining conformity between themselves and their environment. This can be seen from how a person adjusts to the needs of the organization and vice versa how the organization creates a work environment that takes into account the needs and desires of its employees. In research [23].[24].shows that there is a meaningful and positive correlation between authentic leadership, job satisfaction and team commitment. Teams with more authentic characteristics in leadership have employees who are more satisfied and committed to work. This study shows that the perception of authentic leadership followers is positively related to job satisfaction and team commitment. While [25].[26].have different results namely, authentic leadership no effect on performance.

In addition to natural factors that already exist in the organization, every organization has a long-term goal in regeneration process. As explained from beginning about authentic leadership, job satisfaction and employee engagement, talent management also plays an important role in an organization. Talent management according [27].[28]. is an organizational planning process to meet and maintain human resources. Then, another understanding of talent management according to [29].[30].is as a comprehensive and dynamic process to develop the highest potential group of people in an organization through development that is in the same direction and with integrity. Several studies conducted show that talent management also influences employee engagement. In several other studies, employee engagement is not only influenced but also affects several aspects, one of which is job satisfaction. Research conducted by [31].[32].proves that employee engagement has a significant positive relationship on job satisfaction.

Then regarding job satisfaction that is influenced by talent management has been examined by research [33].[34].that talent management (motivating outstanding performance, training and development, job enrichment) has a significant impact on job satisfaction and employee retention. [35].[36].confirms that there are general indicators between talent management and job satisfaction. The talent management component has a positive impact on job satisfaction. Job satisfaction is considered as an appropriate measure to evaluate the success or failure of an organization in implementing talent management. The industrial revolution 4.0 has created an unprecedented pace of change. These changes do not only occur in knowledge and technology, but have an impact on changes in human resource behavior in all forms of organization, especially in business organizations. Human Resource loyalty in the current era of knowledge has become a luxury item for organizations that expect continued growth. Therefore, company management needs to think seriously about solutions to keep the best Human Resource staying within the organization. Based on the problems and relationships that have been described previously, it can be interpreted that the factors that are able to maintain superior HR are job satisfaction. While the emergence of job satisfaction is thought to originate from employee engagement. Authentic leadership and talent management become organizational strategies in increasing employee engagement and job satisfaction. Employee engagement is thought to strengthen the influence of authentic leadership on job satisfaction.

## II. LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

### 2.1 Talent Management

The definition of talent management put forward by [38]is a set of organizational strategies for preparing, managing, and retaining talented employees. Whereas according to [39] talent management approaches a planned and structured approach to managing human resources so that talented people remain consistently getting performance and productivity for the organization. Another opinion from [40] talent management is a structured and flowing process in an effort to develop potential human resources for the organization through planned and unidirectional development carried out by leaders in the organization. This process is related to the

activities of employees who have talent, then select to develop and maintain it. So we can conclude talent management as a series of processes starting from recruiting talented people, then retaining employees to remain in the organization and developing these people so that their performance is increasing.

Every program in the organization certainly has a process or steps that must be taken so that program can be realized. The talent management process developed is as follows: First, establishing talent criteria, namely preparing key positions for the organization by making clear development and training plans. Important positions to be filled in are then set out in a criterion so they can be measured and systematic. Then carry out a series of processes to establish criteria for candidates to fill these key positions. Second, selecting the talent pool selection group, which is doing all kinds of efforts to prepare candidates from various positions, positions and levels of employees in the organization to become participants in talent management. This process of selecting talent, which consists of identifying talents and attracting talent to join the talent management group. Third, the acceleration development program (accelerating program), which is selecting development programs that can be accelerated so that the talented talent management participants can get acceleration path. Fourth, assigning (key position assignment), i.e. assigning and placing each member of the talent management program who has graduated and getting eligibility to be placed in certain positions and positions that have been identified previously. Fifth, evaluating the program (monitoring program), which is evaluating and monitoring the progress of each activity. The parameters used to measure talent management refer to the journal (Hafez et al., 2017) which includes three indicators and ten talent management items. The three indicators are motivating outstanding performance, training and development, job enrichment.

## 2.2 Authentic Leadership

Authentic leadership according to [41] is the ownership of one's personal experience including thoughts, emotions, needs and preferences or beliefs of the mind, the process that is captured by command to know oneself and behave according to oneself. Then [42] defines authentic leaders as positive psychological processes in the context of a developing organization. Generate self-awareness and positive behavior regulated by leaders and colleagues encouraging positive self-development. Authentic leaders can be interpreted as a state of mind and positive behavior of a leader who encourages positive development for both himself and his colleagues. Whereas according to [43] authentic leadership has been defined as a pattern of behavior that promotes self-awareness, an internalized moral perspective, a balanced process and relational transparency in leadership. From some of these meanings it can be concluded that authentic leadership can be interpreted as a positive state of mind and behavior possessed by a leader who knows how he thinks and behaves based on his values and beliefs.

In a study needed dimensions or measurements that can be observed. [44] states that there are four dimensions to authentic leadership as follows: First, self-awareness, which refers to the leader's awareness of weaknesses, strengths, and goals that they have as well as others see their leadership. Self-awareness comes from internal and external. Internal resources are related to the personal knowledge of leaders included in them such as beliefs, desires, and feelings. External sources are related to self-reflection, about how people perceive their leadership. Second, relation transparency, which involves personal expressions such as various information openly, expressing real thoughts and feelings. Third, balance processing, which refers to analysis process on all relevant information objectively before making a decision. Leaders who have this behavior will ask for opinions and views of others who disagree with them at this time. Fourth, internalized moral perspective, which refers to the behavior of leaders who hold fast to moral standards and internal values of themselves under external pressures such as those from colleagues, organizations or social pressure. The parameters used to measure authentic leadership refer to research [45] which include: self-awareness, relational transparency, internalized moral perspective, and balance processing.

## 2.3 Employee engagement

[46] defines employee engagement as the use of organizational members to the role of their work in attachment, people use and express themselves and their emotions physically, cognitively, and emotionally during work. Then in the opinion [47] employee engagement is a positive, fulfilling work related to the state of mind that is characterized by passion, dedication and devotion. The description can explain that employee engagement is a sense of attachment and involvement of a person in an organization with a measure of enthusiasm, dedication and devotion.

There needs to be clear measurements in knowing objectively the size of employee engagement. There are two dimensions that are explained by [48] regarding employee engagement measurements, namely: First, Employee engagement as psychic energy, that is employees feel peak experience by being in work and flow contained in

work. Employee engagement is the seriousness when immersion, striving, absorption, focus and involvement. Second, employee engagement as an energy of behavior, namely how employee engagement is seen by others. Employee engagement is seen by others in the form of behavior that is visible from outside. While employee engagement indicators according to [49] consists of three dimensions, namely: First, vigor (enthusiasm), which is an aspect characterized by high levels of strength and mentality at work, desire to strive earnestly in work, persistent in the face of difficulties. Second, dedication (dedication) is characterized by a feeling that is full of meaning, enthusiasm, inspiration, pride and challenging at work. People who have high dedication scores strongly identify their work because it makes valuable, inspiring and challenging experience. Besides that, they usually feel enthusiastic and proud of their work. While low scores on dedication means not identifying themselves with work because they have no meaningful, inspiring or challenging experience, moreover they feel unenthusiastic and proud of their work. Third, absorption (preoccupation) at work, employees are always full of consistency and serious about a job. In work time feels too fast and finds difficulty in separating from work. In this study, employee engagement measurement refers to the measurement used [50]

## 2.4 Job satisfaction

Job satisfaction defined as a comparison made by employees and organizations in achieving and maintaining conformity between themselves and environment [60] This can be seen from how employees adjust to needs of the company and vice versa how the company creates a work environment that pays attention to needs and desires of its employees. Meanwhile according to [61] defines job satisfaction (job satisfaction) an affective or emotional response to various aspects of one's work. The indirect definition states that job satisfaction is not a concept of unity. However, someone can feel quite satisfied with one aspect of his work and feel less satisfied with one or several other aspects. Meanwhile according to [62] The notion of job satisfaction is a positive feeling about one's work that is the result of an evaluation of characteristics.

The job satisfaction factor proposed by [63] focuses on various causes. The following are factors that will provide insights that can be used to increase job satisfaction: First, the fulfillment of needs (need fulfillment), this factor states that the characteristics of a job will enable someone to meet their needs. The survey conducted by the Society for Human Resource Management produced four top choices, namely salary, benefits, job security and work balance, all of which relate directly to the ability of employees to meet a variety of basic needs. Second, discrepancies (discrepancies), are the result of expectations being met. Someone will feel satisfied when the circumstances that occur according to or exceed the expectations he wants. Third, the achievement of value (value attainment), this factor explains that satisfaction is the result of perception that work is possible to fulfill an important value of someone. Fourth, justice (equity), is a function of how fairly someone is treated at work. Employees' perceptions are treated at work. Employees' perceptions of fairness regarding fair treatment at work are closely related to overall job satisfaction. Fifth, dispositional / genetic components, specifically, disposition / genetic based on belief that job satisfaction is partly a function of personal traits and genetic factors. Therefore, this model states that stable individual differences are as important in explaining job satisfaction as characteristics of the work environment. Then [64] measure job satisfaction with three indicators, namely feeling satisfied with work, satisfied with the feeling of valuable achievement obtained from doing work, satisfied with the type of work done on the job. In this study measuring job satisfaction by using the indicators used [65]

## 2.5 Relationship between Talent Management and Employee Engagement

The talent management process begins with the recruitment, development and promotion of outstanding employees. The talent management process accordingly will provide a good impact on the organization and also have an impact on the level of employee engagement on the organization he works for. When the workload given by companies to employees is low, employee engagement is also low [67] Talent management in this research is shown in the career planning process together with incentives and organizational support for employees to obtain high employee engagement. Talent management practices and organizational culture affect employee engagement, while organizational support indirectly influences employee engagement where the dimensions of organizational support indirectly affect employee engagement [68] Talent management practices (managerial support, karis development, and recognition and appreciation) have a positive influence on employee engagement [69] This study emphasizes the importance of work involvement as a mediator of the relationship between Human Resource management and organizational performance in the context of talent management.

*H1: It is suspected that there is a significant influence of talent management on employee engagement.*

## 2.6 Relationship between Authentic Leadership and Employee Engagement

Research results from [70] show that authentic leadership materials have a direct relationship with employee engagement. [71] shows the results of research that relationship between authentic leadership and attachment to work is partly mediated by supervisor support. Research [72] shows an insignificant relationship between authentic leadership and employee engagement. In that study explained that employees rarely meet with their leaders. But relationship between authentic leadership and employee engagement can still be proven by the role of calling as a moderator variable that is proven to influence the relationship between authentic leadership and employee engagement.

*H2: It is suspected that there is a significant influence of authentic leadership on employee engagement.*

## 2.7 Relationship between Employee Engagement and Job Satisfaction

One of the previous studies showed that employee engagement has a positive and significant influence on the emergence of job [73] This study also proves that social support has a moderating influence on the relationship between employee engagement and job satisfaction. Further research explains that employee engagement is influenced by organizational identification and job satisfaction which is influenced by organizational identification by mediated employee engagement [78]. Further findings get a significant difference between employee engagement and organization. Job support as a major individual factor that affects both the size of employee engagement and work results. Employee engagement has a significant relationship to job satisfaction, organizational commitment and organizational citizenship behavior [79] Based on the above literature study, the authors propose following hypothesis:

*H3: It is suspected that there is a significant influence of employee engagement on job satisfaction*

## 2.8 Relationship between Talent Management and Job Satisfaction

Talent management (outstanding performance motivation, training and development, job enrichment) has a significant impact on job satisfaction and employee retention [80][81] shows there is a moderate relationship between talent management and job satisfaction. However, one university got a slightly higher correlation between talent management and job satisfaction compared to the other two universities. Clearly, public universities have their own mission and vision that needs to be achieved. Different strategies can be used in talent management to get a good relationship with job satisfaction.[82] asserted that talent management had a positive impact on job satisfaction in this study. Job satisfaction is considered as an appropriate measure to evaluate the success or failure of an organization in implementing talent management.

*H4: It is suspected that there is a significant influence of talent management on job satisfaction.*

## 2.9 Relationship of Authentic Leadership and Job Satisfaction

[83] show that there is a meaningful and positive correlation between authentic leadership, job satisfaction and team commitment. The results of this study indicate that positive perceptions of authentic leadership are related to individual job satisfaction and team commitment [84] show that authentic leadership is significantly related to job satisfaction and performance through positive effects on empowerment. [85] showed only self-awareness among the factors of the authentic leadership level of company leaders which showed a statistically significant effect on job satisfaction. This is a direct effect of authentic leadership on the attitudes and behavior of followers. It is assumed that there is no direct effect because authentic leadership cannot affect job satisfaction directly but needs mediating effects and variables.

*H5: It is suspected that there is a significant influence of authentic leadership on job satisfaction*

## 2.10 Relationship between Talent Management and Job Satisfaction Mediated by Employee Engagement

Research on the relationship between talent management and job satisfaction mediated by employee engagement is still rarely found. Nevertheless, research [86] concludes that employee engagement functions as a mediator of the relationship between talent management and job satisfaction. A similar study was conducted by [87] who found evidence that there was a significant influence of talent management on organizational performance mediated by employee engagement. While [88] examined the effect of antecedents of employee

engagement on job performance through employee engagement mediation, and the conclusion was significant. Based on the above literature, the authors formulated hypothesis as follows:

*H6: It is suspected that there is a significant influence of talent management on job satisfaction through employee engagement as mediator.*

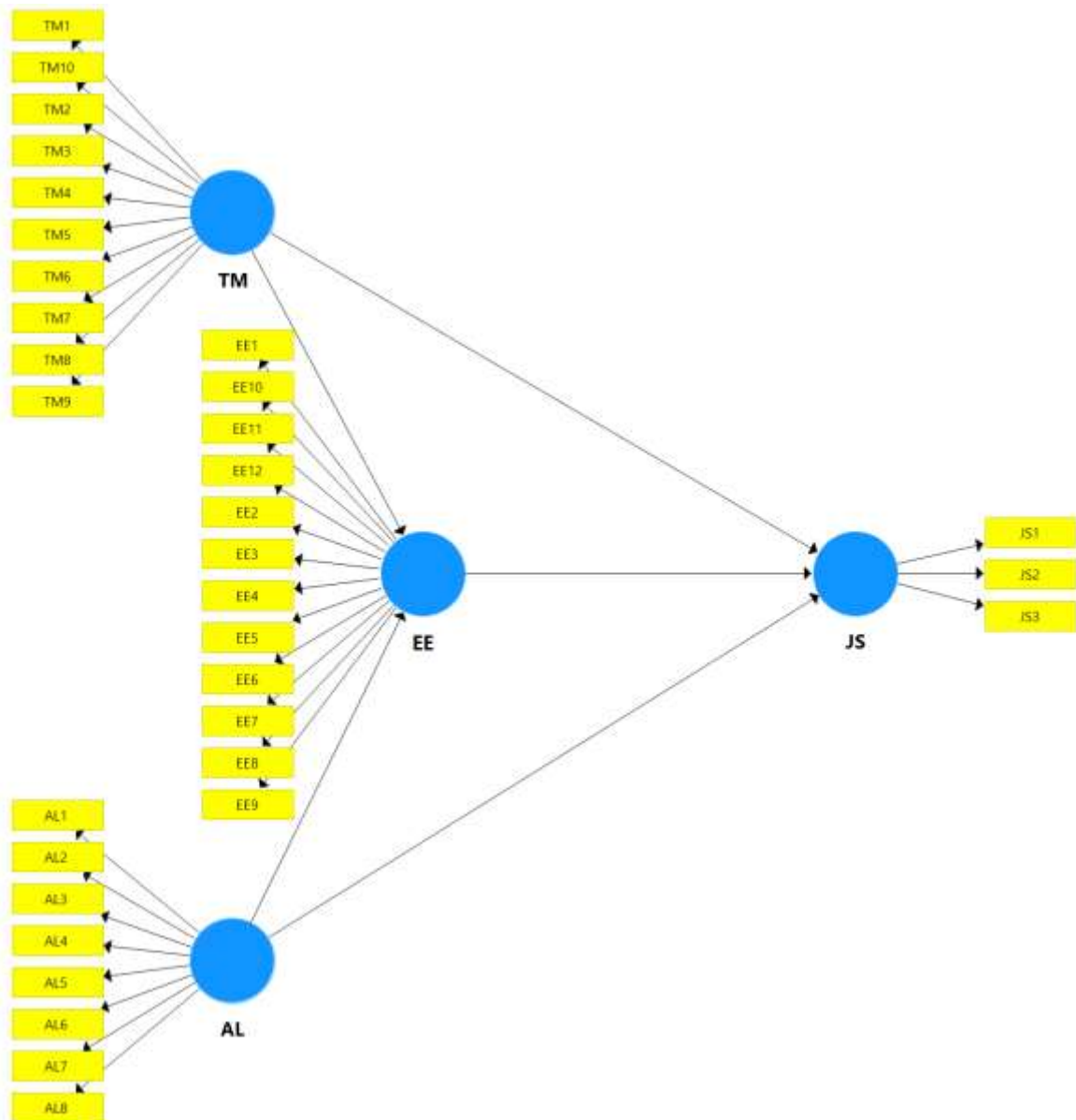
### **2.11 Relationship between Authentic Leadership and Job Satisfaction Mediated by Employee Engagement**

Authentic leaders who promote openness and trust will get the same response from subordinates, the subordinates have a sense of trust in the leader [89] The component of authentic leadership (self-awareness, balanced processing, internalizing moral perspectives, and relational transparency) shows integrity, respect and relational transparency) shows the integrity, honor and trust of authentic leaders [90] When subordinates perceive their leaders as authentic, open, trustworthy, and involve them in decision making, subordinates will respond positively to their work, leading to higher attachment [91] In addition, [92] also states that employee engagement will emerge with the commitment of management and leaders in guiding employees and work environment in which decision making always involves the role of employees. If this is done, psychologically employees will feel themselves important to the organization (sense of meaningfulness). These feelings become one of the antecedents of job satisfaction. Furthermore, high-quality attachment positively influences employee behavior and outcomes, that is, increases job satisfaction. Based on the literature, following hypothesis is formulated:

*H7: It is suspected that there is a significant influence of authentic leadership on job satisfaction through employee engagement as mediator.*

### **2.12 Research Framework**

According to [93] the theoretical framework is foundation on which all research projects are based. From a theoretical framework hypotheses can be drawn up that can be tested to find out whether the formulated theory is valid or not. Then, later, it can be measured using appropriate statistical analysis. Referring to the theory and previous research there is a relationship between variables which include talent management, authentic leadership, employee engagement and job satisfaction. Authentic leadership refers to research parameters [94] talent management refers to research parameters [95], job satisfaction refers to research parameters [95] and employee engagement refers to research parameters conducted [96] The author constructs the research model as follows:



**Figure 1.** Research Model

### III. METHODS

#### 3.1 Operational Definitions of Variables and Indicators

The method used in this research is quantitative method. Data was collected by distributing questionnaires to all permanent employees of the automotive industry in South East Asian. The instrument used to measure talent management was adapted from [97] using 10 items (TM1-TM10). Authentic leadership was adapted from [98] using 8 items (AL1-AL8). Employee engagement was adapted from [99] using 12 items (EE1-EE12). Meanwhile, job satisfaction was adapted from [100] using 3 items (JS1-JS3). The questionnaire was designed closed except for questions or statements about the identity of respondents in the form of a semi-open questionnaire. Each closed question / statement item is given five answer options, namely: strongly agree (SS) score 5, agree (S) score 4, neutral (N) score 3, disagree (TS) score 2, and strongly disagree (STS) score 1. The method for processing data is by PLS and using SmartPLS software version 3.0 as a tool.



**Table 1.** Variable and Items

<b>Variables</b>	<b>Items</b>	<b>Items Description</b>	<b>References</b>
Talent Management	TM1	Organizations motivate to perform high	(Hafez et al., 2017)
	TM2	The organization compensates talented employees	
	TM3	The organization motivates talented employees	
	TM4	Management plays an important role in employee retention	
	TM5	Management plays an important role for job satisfaction	
	TM6	The organization has a clear definition of talent management	
	TM7	The organization has sufficient training and development opportunities	
	TM8	The organization has a clear definition to determine talented employees	
	TM9	The organization provides meaningful work enrichment for talented employees	
	TM10	Can the organization identify betalent employees	
Authentic Leadership	AL1	My leader is looking for feedback to increase interaction with others	(Walumbwa et al., 2008)
	AL2	My leader knows exactly how others see his ability	
	AL3	My leader said exactly what he meant	
	AL4	My leader admitted when he made a mistake	
	AL5	My leader shows his personal belief consistently through his actions	
	AL6	My leader makes a decision with great regard for the value of his beliefs	
	AL7	My leader asked deeply for opinions to correct his current leadership role	
	AL8	My leader listens carefully to opinions from different points of view before drawing conclusions	
Employee Engagement	EE1	When working, I feel strong and excited	(Schaufeli et al., 2002)
	EE2	When I wake up in the morning, I feel like	

		going to work immediately	
	EE3	I was able to work for a very long time	
	EE4	I was too diligent at work and things were going well	
	EE5	I feel the work I do is full of meaning and purpose	
	EE6	I feel enthusiastic about my work	
	EE7	I am proud of the work I do	
	EE8	For me, my work is challenging	
	EE9	Time passed quickly when I was working	
	EE10	I was able to forget other things while working	
	EE11	I feel happy when working intensively	
	EE12	It's hard to get away from my job	
Job Satisfaction	JS1	In general, I am very satisfied with my work	(Dubinsky & Hartley, 1986)
	JS2	I am generally satisfied with the feeling of valuable achievement that I get from doing this work	
	JS3	I am satisfied with the type of work that I do in this work	

### 3.2 Sample and Population Identification

The population identity in this study were permanent employees of an automotive industry in South East Asian, amounting to 391 people. The questionnaire was distributed by statistical technique were known as simple random sampling. The results of the questionnaire returned and valid samples were 215 samples (54.99 percent from population).

## IV. RESULTS AND DISCUSSION

### 4.1 Description of Sample

**Table 1.** Information of Sample Description

Criteria		Amount	%
Age (per January 2020)	< 30 years	55	25.6%
	30 - 40 years	100	46.5%
	> 40 years	60	27.9%
Tenure as a permanent employee	< 5 years	77	35.8%
	5-10 years	104	48.4%
	> 10 years	34	15.8%

Highest certificate	≥ Bachelor	36	16.7%
	= Senior High School	169	78.6%
	<Senior High School	10	4.7%

#### 4.2 Validity and Reliability Testing

The testing phase of this measurement model includes testing for convergent validity, discriminant validity. Meanwhile, to test the construct reliability, Cronbach's alpha and composite reliability are used. The results of PLS analysis can be used to test the research hypothesis if all indicators in the PLS model have met the requirements of convergent validity, discriminant validity and reliability testing.

#### 4.3 Convergent Validity Measurement

Convergent validity measurement is done by looking at the loading factor value of each indicator to the construct variable. For most references, a factor weight of 0.5 or more is considered to have validation that is strong enough to explain latent construct variable[101]. In this study the minimum limit on the size of loading factor received was 0.5, with the requirement that the AVE value of each construct variable > 0.5 [102] Based on the results of SmartPLS 3.0 processing, all variable indicators already have a loading factor value above 0.5. So thus, the convergent validity of this research model has fulfilled the requirements. The value of loadings, cronbach's alpha, composite reliability and AVE for each complete construct can be seen in the following Table 2:

**Table 2. Items Loadings, Composite Reliability, Cronbach's Alpha, and AVE**

Variables	Items	Loadings	Cronbach's Alpha	Composite Reliability	AVE
<i>Authentic Leadership</i> (AL)	AL1	0.806	0.902	0.905	0.548
	AL2	0.848			
	AL3	0.783			
	AL4	0.715			
	AL5	0.749			
	AL6	0.608			
	AL7	0.749			
	AL8	0.608			
Talent Management (TM)	TM1	0.828	0.946	0.953	0.673
	TM2	0.827			
	TM3	0.860			
	TM4	0.763			
	TM5	0.819			
	TM6	0.860			
	TM7	0.860			
	TM8	0.763			
	TM9	0.819			
	TM10	0.780			
<i>Employee Engagement</i> (EE)	EE1	0.782	0.964	0.968	0.718
	EE2	0.756			
	EE3	0.779			
	EE4	0.782			
	EE5	0.635			
	EE6	0.779			
	EE7	0.782			
	EE8	0.635			
	EE9	0.856			
	EE10	0.864			
	EE11	0.834			
	EE12	0.667			

Job Satisfaction	JS1	0.782	0.771	0.864	0.680
(JS)	JS2	0.635			
	JS3	0.667			

#### 4.4 Discriminant Validity Measurement

Discriminant validity is carried out to ensure that each concept of each latent construct variable is different from the other latent construct variables. The model has good discriminant validity if the AVE squared value of each exogenous construct (the value on the diagonal) exceeds the correlation between construct and other construct (values below the diagonal) [102]. The results of discriminant validity testing using the AVE squared value, namely by looking at the Fornell-Larcker Criterion Value obtained as stated by Table 3 and Table 4:

**Table 3. Discriminant Validity**

Variables	AL	EE	JS	TM
Authentic Leadership	<b>0.740</b>			
Employee Engagement	0.257	<b>0.847</b>		
Job Satisfaction	0.359	0.574	<b>0.825</b>	
Talent Management	0.549	0.489	0.819	<b>0.820</b>

**Tabel 4. Collinearity Statistics (VIF)**

Variables	Employee Engagement (EE)	Job Satisfaction (JS)
Talent Management (TM)	1.431	1.756
Authentic Leadership (AL)	2.176	1.432
Employee Engagement (EE)		1.314

The results of discriminant validity measurement in Table 3 and Tabel 4 above show that all constructs have a AVE square root value above the correlation value with other latent constructs (through the Fornell-Larcker criteria). Likewise, the cross-loading value of all items from one indicator is greater than the other indicator items as mentioned in Table 4, so it can be concluded that the model has met the discriminant validity [103].

In addition, collinearity evaluation is carried out to find out whether there is collinearity in the model. To find collinearity, VIF calculation is needed for each construct. If the VIF score is higher than 5, then the model has collinearity [104]. As shown in Table 4, all VIF scores are less than 5, meaning that this model does not have collinearity.

#### 4.5 Construction Reliability Measurement

Construct or variable reliability can be assessed from the value of Cronbach's alpha and composite reliability of each construct or variable. The recommended Cronbach's alpha and composite reliability values are more than 0.7 ( $> 0.7$ ) [103]. The construct reliability measurement results in Table 2 above show that all composite reliability and Cronbach's alpha values of constructs have greater than 0.7 ( $> 0.7$ ). In conclusion, all construct variables have met the required reliability.

### Hypotheses test

Hypothesis testing in SmartPLS is also called the inner model testing. This test includes a test of the significance of direct and indirect effects and measurement of the magnitude of the influence of exogenous variables on endogenous variables. To determine the effect of authentic leadership, talent management on job satisfaction through employee engagement as mediating variable. It takes a test of direct and indirect influence. The influence test is carried out using the t-statistic test in a partial least squared (PLS) analysis model using the help of SmartPLS 3.0 software. With the bootstrapping technique, R Square values and significance test values are obtained as the Table 5 below:

**Table 5. R Square Value**

	R Square	R Square Adjusted
EE	0.239	0.232
JS	0.722	0.718

**Table 6. Hypotheses Testing**

Hypotheses	Variables Relationship	Beta	SE	T Statistics	P-Values	Decision
H1	TM -> EE	0.487	0.057	8.778	0.000	Supported
H2	AL -> EE	-0.018	0.064	0.238	0.812	Not Supported
H3	EE -> JS	0.226	0.041	5.488	0.000	Supported
H4	TM -> JS	0.778	0.039	20.403	0.000	Supported
H5	AL -> JS	0.126	0.048	2.596	0.007	Supported
H6	TM -> EE -> JS	0.113	0.025	4.464	0.000	Supported
H7	AL -> EE -> JS	-0.004	0.014	0.230	0.818	Not Supported

Based on Table 5 above, the R Square EE value of 0.239 means that the employee engagement variable (EE) can be explained by the authentic leadership (AL) and talent management (TM) variables by 23.9%, while the remaining 76.1% is explained by other variables not discussed in this research. R Square JS value of 0.722 which means that job satisfaction (JS) can be explained by the authentic leadership (AL), talent management (TM) and employee engagement (EE) variables by 72.2%, while the remaining 27.8% is explained by other construct variables which is not discussed in this research. While Table 5 displays T Statistics and P-Values which show influence between research variables that have been mentioned.

## V. DISCUSSION

### 5.1 Discussion on the Effect of Talent Management on Employee Engagement

Based on the results of hypothesis testing this study states that talent management has a positive effect on employee engagement. The results of the analysis in Table 6 show that t-statistic value is 8,778, p-value is 0,000, with original sample value 0.487. The results show that t-statistic value is more than 1.96 and p-value is less than 0.05. Therefore, the second hypothesis of this study is supported (H1 is accepted). This indicates that the higher presence of talent management carried out in automotive companies, the employee engagement will increase. This study concludes that talent management has an influence on employee engagement. This can be interpreted that strong talent management can increase employee engagement. According to [104] in his research showed that career planning process along with incentives and organizational support for employees will get a high employee engagement. So, organizational support in the form of programs will be responded well by employees, one of which is that employees will feel themselves increasingly attached to their work. In research [105] also supports that talent management practices affect employee engagement where the dimensions of organizational support indirectly affect employee engagement. Whereas the research [107] shows that the practice of talent management (management support, career development, rewards and recognition) has a positive correlation with employee engagement. So research conducted on automotive industry employees in South East Asian proves that talent management encourages or influences employee engagement.

Judging from the results of research that has been done, the average perception of employee appraisal of employee engagement belongs to the very high category and the perception of assessment of talent management gets high criteria. One of the items that has the highest value is "the organization motivates to perform high", therefore employees feel motivated to perform high, and that is one of the reasons employees feel employee engagement. But the perception of employee shows the lowest item in talent management question is "the organization compensates talented employees". Even though they have relatively high criteria, the company must be able to maximize more in giving compensation to employees who have talent. From this the employee will further increase employee engagement even better. In addition there is a need for a clearer definition of talent management, because the results of questionnaire indicate that the item "organization has a clear definition for determining talented employees". Although the perception criteria are classified as high criteria, it would be better if the company could improve a clearer definition of how definitions, criteria and a clear picture of talented employees.

### 5.2 Discussion on the Effect of Authentic Leadership on Employee Engagement

Based on the results of hypothesis test that has been done, it can be explained that the first hypothesis tests whether authentic leadership has a significant effect on employee engagement. Statistical test results show that t-statistic value is 0.238, p-value shows 0.812, with original sample value -0.018. The results show that t-statistic value is less than 1.96, p-value is more than 0.05 and original sample value is negative. Therefore, the first hypothesis of this study is not supported (H2 rejected). This indicates that the higher authentic leadership, it does not encourage an increase in employee engagement. In research [108] it does show that authentic leadership has a direct relationship with employee engagement. The research explained that leaders rarely meet directly with employees, so that even though it is proven that the leader is included in authentic criteria, there are other factors that are more important that influence on employee engagement. The research also explained that there was still an influence of authentic leadership on employee engagement by mediating optimism and trust. In contrast to research [109] the results of the study are opposite, namely a positive relationship between authentic leadership and employee engagement. Superiors' support becomes an authentic leadership mediation towards employee engagement. While research (Seco & Lopes, 2013) shows insignificant influence between authentic leadership and employee engagement. Likewise, the research conclusions [110] found that authentic leadership was not significant effect on performance. In that study explained that employees rarely meet with their leaders.

Based on the results of analysis above, the leader needs to maintain authentic leadership, because the results of questionnaire show that employee perceptions show high criteria on their leaders. While employee perceptions of employee engagement also showed very high criteria. It is estimated that there are other factors that make employee engagement high, such as talent management, as will be discussed later.

### 5.3 Discussion on the Effect of Employee Engagement on Job Satisfaction

Based on the results of hypothesis testing this study states that employee engagement has an effect on job satisfaction. Based on the results of the analysis in Table 6 the results of statistical tests show that t-statistic value is 5.488, p-value shows 0.000, with an original sample value of 0.226. The results show that t-statistic value is more than 1.96 and p-value is less than 0.05. Therefore, the third hypothesis of this study is supported (H3 is accepted). This indicates that the higher employee engagement, will encourage increased job satisfaction. One of the previous studies showed that employee engagement has a positive and significant influence on the emergence of job satisfaction [111]. This study also proves that social support has a moderating influence on the relationship between employee engagement and job satisfaction. Further research explains that employee engagement is influenced by organizational identification and job satisfaction which is influenced by organizational identification by mediated employee engagement [112]. Further findings get a significant difference between employee engagement and organization. Job support as a major individual factor that affects both the size of employee engagement and work results. Employee engagement has a significant relationship to job satisfaction, organizational commitment and organizational citizenship behavior [113]

Judging from the results of research that has been done the average perception of employee appraisal of employee engagement is classified in the very high category and the perception of assessment and employee perceptions of employee engagement also shows very high criteria. The higher employee feels employee engagement, it will also affect job satisfaction. One of the highest assessment perceptions of employee engagement is "I am proud of the work I do" with very high evaluation criteria. While the perception of the assessment of job satisfaction items indicated on the item "I am satisfied with the type of work I do in this job. We can see that there are similarities in the assessment of respondents' expectations. Automotive industry employees in South East Asian feel proud and satisfied with the type and what they are doing. So these points can explain that companies must always maintain how to maintain and even improve strategies so that employees feel employee engagement.

### 5.4 Discussion on the Effect of Talent Management on Job Satisfaction

Based on the results of hypothesis testing this study states that talent management has a positive effect on employee engagement. The results of the analysis in Table 6 show that t-statistic value was 20.403, p-value was 0.000, with original sample value being 0.778. The results show that t-statistic value is greater than 1.96 and p-value is smaller than 0.05. Therefore, the fifth hypothesis of this study is supported (H4 is accepted). This indicates that the existence of talent management, encourages increased job satisfaction. In accordance with previous research that talent management (outstanding performance motivation, training and development, job enrichment) has a significant impact on job satisfaction and employee retention [114] Research [116] also confirms that talent management has a positive impact on job satisfaction contained in this study. Job satisfaction is considered as an appropriate measure to evaluate the success or failure of an organization in implementing talent management. Research [117] also shows that there is a moderate relationship between talent management and job satisfaction. Seeing from the results of research that has been done the average perception of employee appraisal of job satisfaction is classified as very high and the perception of assessment of talent management gets high criteria. One of the items that has the highest value in talent management is "the organization motivates to perform high", therefore employees feel motivated to perform high, and that is one of the reasons employees feel employee engagement.

### 5.5 Discussion on the Effects of Authentic Leadership on Job Satisfaction

Based on the results of hypothesis testing this study states that authentic leadership has a positive effect on job satisfaction. Based on the results of the analysis in Table 6, the results of statistical tests show that t-statistic value is 2.596, p-value shows 0.007, with an original sample value of 0.126. The results show that t-statistic value is more than 1.96, p-value is less than 0.05 and original sample value is positive. Therefore, the fourth hypothesis of this study is supported (H5 is accepted). This indicates that the higher authentic leadership will encourage increased job satisfaction. [116], shows that there is a meaningful and positive correlation between authentic leadership, job satisfaction and team commitment. The results of this study indicate that positive perceptions of authentic leadership are related to individual job satisfaction and team commitment. [117] show that authentic leadership is significantly related to job satisfaction and performance through positive effects on empowerment. [118], showed only self-awareness among the factors of the authentic leadership level of company leaders which showed a statistically significant effect on job satisfaction. This is a direct effect of authentic leadership on the attitudes and behavior of followers. It is assumed that there is no direct effect because authentic leadership cannot affect job satisfaction directly but needs mediating effects and variables.

Based on the results of the analysis above, the leader needs to maintain authentic leadership, because the results of questionnaire show that employee perceptions show high criteria for their leaders. While employee perceptions of job satisfaction also show very high criteria. The average employee perception that shows the highest value on authentic leadership is "my leader makes a decision with great consideration of the value of his belief" shows a value of 4.30 with very high criteria. Then followed by the item "my leader knows exactly how others see their abilities" with an average value of 4.22 very high assessment criteria. Then the perception of employee assessment of job satisfaction shows an average value of 4.40 with very high criteria. From all items of questions also job satisfaction shows very high criteria, it can be concluded that employees feel job satisfaction. Then the two highest items in authentic leadership regarding the value of belief and providing trust by the leader are factors that must be maintained or enhanced so that employees feel job satisfaction. Because employee perceptions related to it shows the most compelling reasons that make employees feel satisfied at work.

### **5.6 Discussion on the Effect of Talent Management on Job Satisfaction mediated by Employee engagement**

Based on the results of hypothesis testing this study states that employee engagement mediates the positive influence of talent management on job satisfaction. Based on the results of the analysis in Table 6, the statistical test shows that t-statistic value is 4.165, p-value shows 0.000, with an original sample value of 0.104. The results show that t-statistic value is greater than 1.96 and p-value is smaller than 0.05. Therefore, the seventh hypothesis of this study is supported (H6 accepted). This indicates that employee engagement can mediate the relationship between talent management and job satisfaction. The results of this study are in line with the research conclusions [120] which conclude that employee engagement functions as a mediator of the relationship between talent management and job satisfaction. A similar study was conducted by [121] who found evidence that there was a significant influence of talent management on organizational performance mediated by employee engagement. While [122] examined the effect of antecedents of employee engagement on job performance through employee engagement mediation, and the conclusion was significant.

### **5.7 Discussion on the Effect of Authentic Leadership on Job Satisfaction mediated by Employee engagement**

Based on the results of hypothesis testing this study states that employee engagement mediates the positive influence of authentic leadership on job satisfaction. Based on the results of the analysis in Table 6, the statistical test shows that t-statistic value is 0.230, p-value shows 0.818, with original sample value of -0.004. The results show that t-statistic value is less than 1.96 and p-value is greater than 0.05. Therefore, the sixth hypothesis of this study was not supported (H7 was rejected). This indicates that employee engagement cannot mediate authentic leadership relationships and job satisfaction.

Authentic leaders who promote openness and trust will get the same response from subordinates, namely subordinates have a sense of trust in the leadership [122] Then [123] also states that employee engagement will emerge with the commitment of management and leaders in guiding employees and work environment in which decision making always involves employee feelings. If this is done, employees will psychologically feel themselves important to the organization. These feelings become one of the antecedents of job satisfaction. Furthermore, high-quality employee engagement positively influences employee behavior and outcomes, which increases job satisfaction. However, research conducted on automotive industry employees in South East Asian found different results. Employee engagement does not mediate authentic leadership to job satisfaction. The first hypothesis also shows that authentic leadership has no effect on employee engagement, but what happens is authentic leadership has a direct effect on job satisfaction.

## **VI. CONCLUSIONS AND SUGGESTIONS**

### **6.1 Conclusions**

Based on the results of data analysis through a questionnaire distributed to respondents, we found several conclusions as follows: First, , talent management has a positive and significant influence on employee engagement. Second authentic leadership has no significant effect on employee engagement. Third, employee engagement has a positive and significant effect on job satisfaction. Fourth, authentic leadership has a positive and significant effect on job satisfaction. Fifth, talent management has a positive and significant influence on



job satisfaction. Sixth, employee engagement does not mediate the relationship between authentic leadership and job satisfaction. Seventh, employee engagement mediates the relationship between talent management and job satisfaction.

## 6.2 Suggestion

Related to the positive influence of talent management on job satisfaction, both directly and indirectly through employee engagement mediation, management needs to maintain and improve employee job satisfaction by increasing efforts to support talent management programs. Company management also needs to be creative to create situations and conditions that encourage employees to feel employee engagement, so that in turn, employees have a sense of belonging to the company, always care about the problems that occur in the company, employees and have an emotional attachment to the company. Thus, employee satisfaction becomes positive and ultimately able to improve employee performance becomes more productive and contributive.

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