

**PENGARUH *JOB SATISFACTION* DAN *EMPLOYEE ENGAGEMENT*
TERHADAP *WORKFORCE AGILITY* DENGAN *TALENT MANAGEMENT*
SEBAGAI VARIABEL MEDIASI PADA KARYAWAN PERUSAHAAN
RETAIL DI YOGYAKARTA**

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Abstrak

Penelitian ini bertujuan untuk mengetahui pengaruh *job satisfaction* dan *employee engagement* terhadap *workforce agility* dengan *talent management* sebagai variabel mediasi pada karyawan perusahaan *retail* di Yogyakarta. Perkembangan bisnis *retail* yang dinamis menuntut perusahaan untuk memiliki tenaga kerja yang adaptif dan lincah (*agile*). *Workforce agility* menjadi krusial dalam menghadapi perubahan pasar dan teknologi, namun masih banyak perusahaan yang kesulitan dalam mencapainya. Diduga, kepuasan kerja dan keterlibatan karyawan merupakan faktor fundamental yang mempengaruhi kelincuhan tenaga kerja, di mana peran manajemen talenta dapat menjadi jembatan penghubung. Penelitian ini menggunakan pendekatan kuantitatif. Populasi penelitian adalah seluruh karyawan perusahaan *retail* di Yogyakarta, dengan sampel sebanyak 112 orang yang diambil menggunakan teknik *purposive sampling*. Data dikumpulkan melalui kuesioner yang disebarakan kepada karyawan. Instrument kuesioner telah melalui uji validitas dan reliabilitas. Analisis data dilakukan menggunakan *Statistical Package for the Social Sciences* (SPSS), dengan teknik analisis regresi berganda dan analisis jalur untuk menguji hipotesis mediasi. Hasil penelitian menunjukkan bahwa *job satisfaction* memiliki pengaruh positif dan signifikan terhadap *workforce agility*, *employee engagement* memiliki pengaruh positif dan signifikan terhadap *workforce agility*, *talent management* memiliki pengaruh positif dan signifikan terhadap *workforce agility*, *talent management* tidak memediasi pengaruh *job satisfaction* terhadap *workforce agility*, serta *talent management* tidak memediasi pengaruh *employee engagement* terhadap *workforce agility*.

Kata Kunci: *Job Satisfaction, Employee Engagement, Workforce Agility, Talent Management*



**THE EFFECT OF JOB SATISFACTION AND EMPLOYEE ENGAGEMENT
ON WORKFORCE AGILITY WITH TALENT MANAGEMENT AS A
MEDIATING VARIABLE ON RETAIL COMPANY EMPLOYEES IN
YOGYAKARTA**

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Abstract

This study aims to investigate the impact of job satisfaction and employee engagement on workforce agility, with talent management serving as a mediating variable, among employees of retail companies in Yogyakarta. The dynamic development of the retail business requires companies to have an adaptive and agile workforce. Workforce agility is crucial in facing market and technological changes, but many companies still struggle to achieve it. It is suspected that job satisfaction and employee engagement are fundamental factors that influence workforce agility, where talent management plays a crucial role as a connecting bridge. This study uses a quantitative approach. The study population consisted of all employees of retail companies in Yogyakarta, with a sample of 112 individuals selected using the purposive sampling technique. Data were collected through questionnaires distributed to employees. The questionnaire instrument has gone through validity and reliability tests. Data analysis was conducted using the Statistical Package for the Social Sciences (SPSS), employing multiple regression analysis and path analysis to test the mediation hypothesis. The results of the study indicate that job satisfaction has a positive and significant effect on workforce agility, employee engagement has a positive and significant effect on workforce agility, and talent management has a positive and significant effect on workforce agility. Additionally, talent management does not mediate the effect of job satisfaction on workforce agility. Talent management does not mediate the effect of employee engagement on workforce agility.

Keywords: *Job Satisfaction, Employee Engagement, Workforce Agility, Talent Management*