

The Impact of Talent Management and Job Rotation on Employee Engagement: The Role of Intrinsic Motivation

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ABSTRACT

This study aims to analyze the influence of talent management and job rotation on employee engagement mediated by intrinsic motivation. The populations and samples taken were employees in staff positions within Yogyakarta Regional Tax Office with 230 respondents. This research used survey method with a closed questionnaire in the Google-form as research instrument and measured with Likert scale five points. The analysis method used is the Structural Equation Model – Partial Least Square (SEM-PLS) with the help of SmartPLS software version 3.2.9. The results show that talent management has a positive and significant effect on employee engagement. Talent management also has a positive and significant effect on intrinsic motivation. Intrinsic motivation has a positive and significant effect on employee engagement. Job rotation has a negative and significant effect on employee engagement. Job rotation has a positive and significant effect on intrinsic motivation. The role of intrinsic motivation in mediating the effect of talent management on employee engagement is included in partial mediation with the complementary mediation category. Intrinsic motivation also plays a role in mediating job rotation on employee engagement and is included in partial mediation with the competitive mediation category.

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INTRODUCTION

Human resources are an important element in determining the success of an organization. Every activity of an organization's business process involves the role of humans, both in planning, implementation, and evaluation. Effective human resource management will be able to align individual goals with organizational goals in the form of employee support in achieving organizational goals. Employee support for the organization is shown in their engagement to the organization. Employees with a high engagement tend to achieve and perform better than employees who do not have engagement. Organizations will gain many benefits if they have employees with a high engagement, including: increasing productivity and performance, increasing innovation, and reducing recruitment costs and employee retention strategies (Kavyashree et al., 2023).

Employee engagement is a positive mindset towards work in the form of dedication, enthusiasm, and deep attachment to work (Schaufeli et al., 2003 in Phina et al. (2021). For employees, engagement will make them respond more than what the organization gives and will be more involved in their work and role

in the organization (Saks, 2020). An engaged employee will always present the best ideas, make the best efforts, be sincerely committed to the success of the organization, and be willing to join the organization for a long period of time (Febriansyah & Ginting, 2020). Employees who are disengaged or have low employee engagement tend to behave uncreatively, spend time at work but do not pay attention to their job responsibilities and do not care about the competitive advantages they can provide (Kavyashree et al., 2023). Low engagement among employees will also make them have an attitude and mindset that doing work is just fulfilling obligations (Nuha et al., 2023). The impact of such employee behavior will result in wasted resources and can hinder the achievement of organizational goals.

The Directorate General of Taxes is a government institution under the auspices of the Ministry of Finance which is entrusted to manage and administer tax revenues in Indonesia. In order to support the implementation of these tasks, the Directorate General of Taxes has human resources of more than 45 thousand people throughout Indonesia. Having a very large number of employees is a big challenge for the Directorate General of Taxes in its management. Moreover, the Directorate General of Taxes has a broad organizational structure with working areas throughout the territory of Indonesia. The policies implemented regarding human resources are very important so that each employee provides optimal performance in supporting the organization in achieving its goals.

The phenomenon related to employee engagement in the Directorate General of Taxes in the last four years is the number of employees who have submitted resignations, early retirements, or moved agencies outside the Ministry of Finance. Data on the number of employees who submitted resignations, early retirements and moved agencies outside the Ministry of Finance from 2021 to July 2024 are as follows:

Table 1. Employees Outgoing

Year	Early retirement	Resign	Change of Institution	Amount
2021	21	66	21	108
2022	25	70	104	199
2023	29	59	97	185
2024*)	10	43	32	85
	85	238	254	577

Source: Secretariat of Directorate General of Taxes

*) : 2024 until July

This phenomenon certainly needs to be a concern for the Directorate General of Taxes amidst its increasingly vital role as an institution collecting state revenue from the tax sector. If not managed properly, this problem can cause the Directorate General of Taxes to lose its best human resources, which can have an impact on performance achievement. Good human resource management plays an important role in increasing employee engagement (Kossyva et al., 2021). One form of human resource management that can be applied in getting engaged employees is talent management (Pandita, 2022). Talent management is the main strategy to retain the best talents and counter the trend of mass resignations (Salvadorinho et al., 2024).

Talent management is an important part of human resource management that focuses on the process of selecting, developing, and retaining high-potential employees (Supi et al., 2023). Talent management is an integral part of human resource management that includes the abilities, expertise, knowledge, and attitudes of employees with the aim of creating a successful team consisting of skilled professionals so that they are able to thrive in an increasingly competitive environment (Weng et al., 2023). Human resource development through talent management also plays an important role in realizing organizational sustainability (Widiatmanti, 2021). The results of research conducted by Jha & Dave (2021); Ekhsan & Taopik (2020); Mende & Dewi (2021); Azan et al. (2022); Sapriyanda et al. (2023) also concluded that there was a positive and significant influence of talent management on employee engagement.

The application of talent management in developing countries is used to attract the motivation of the diaspora to return to their home countries (Pereira et al., 2022). Employees whose psychological needs are

met are always motivated in doing their jobs and will have an impact on improving their performance (Fitrianto, 2021). The fulfillment of basic psychological needs in the form of the need for autonomy, competence, and attachment fosters motivation in a person and encourages them to have an attachment to their organization. Employees who are intrinsically motivated are also more likely to accept challenging jobs, enjoy new things and have the need to use various skills in carrying out their work (Ghosh et al., 2020). This opinion is also supported by the results of research by Chairunnisa et al. (2023).

Intrinsic motivation in an employee will encourage him to do various creativity to make his work more interesting and meaningful and make him have more employee engagement (Aldabbas et al., 2023). High intrinsic motivation can also reduce employee intention to move (Gajenderan et al., 2023), this indicates that intrinsic motivation affects the level of employee engagement of an employee. The results of research by Ekhsan & Taopik (2020); Trisninawati & Elpanso (2021); Anjasmara & Gunarto (2021); Endayani & Saman (2021); Widyastuti & Erlangga (2021); Indah et al. (2022); Karnaya (2022); Junengsih et al. (2023); Otyola et al. (2023) concluded that there is an influence of motivation on employee engagement.

Employee engagement in employees will affect their psychological character, such as optimism and high self-confidence (Febriansyah & Ginting, 2020). This optimistic attitude and self-confidence make them challenged to do new things and use their many skills in completing their work. Organizations can carry out job rotation to provide new challenges and atmospheres for employees. Job rotation are expected to provide employees with new experiences or job satisfaction that lead to high employee engagement. Research on the effect of job rotation on employee engagement is still difficult to find, so the selection of this variable is an element of novelty in this study which is expected to fill the research gap. Job rotation will be beneficial for employees to better understand how their work contributes to the organization, reduce boredom, and increase motivation through variations in work activities (Idris & Wahyudi, 2021). Job rotation can also affect motivation and work performance (Hastopo & Wikaningtyas, 2021). This is also supported by the research results of Rapareni (2020); Firman et al. (2022); and Eviyanti et al. (2023).

LITERATURE REVIEW

Human resource management in an organization can be done using the social exchange theory approach proposed by George Homans (1958). In this approach, a person's behavior with the environment has a reciprocal relationship or mutual influence and in this relationship there are elements of reward, cost, and profit. This concept is clarified by Ritzer & Murphy (2020) who state that behavioral repetition is the result of initial behavior that provides a repetition effect so that the object that contains the reward will invite the attraction to be done again. The assumptions used in this social exchange theory include that relationships have a dependent nature, meaning that when someone takes an action in a relationship, the other person and their relationship will be affected. In addition, relationship life is a process that is influenced by time so that past experiences will be a reference in assessment and assessment will affect subsequent exchanges.

Employee engagement

Employee engagement becomes a determinant of how much contribution employees make to the organization in achieving its goals. Schaufeli et al. (2002) defines engagement as positive thinking about work in the form of dedication, enthusiasm, and deep attachment to work. An engaged employee will be highly dedicated, enthusiastic, and passionate in doing their work, even to the point of not caring about time. Employees who do not have engagement tend to behave negatively such as not working efficiently and effectively, not being highly committed to work, not taking the initiative to carry out changes, and always worrying if there is an evaluation (White, 2006 in Widyastuti & Erlangga, 2021). The impact of such employee behavior will result in wasted resources and can hinder the achievement of organizational goals. Armstrong (2008) in Anggraini et al. (2016) said that employee engagement is influenced by the work environment, leadership, opportunities to develop and contribute, and the work itself. Bakker & Demerouti (2007) argue that employee engagement is influenced by work resources, work demands, and

personnel resources (personal resources). According to Shuck et al., (2017) employee engagement has dimensions of cognitive engagement, emotional engagement, and behavioral engagement.

Talent management

Talent management is one of the concepts in human resource management policy. This concept was initially introduced by McKinsey (1997) which then gained more attention in human resource management practices. This is driven by the assumption that human resources are an important element in the success of an organization (Lewis & Heckman, 2006). Collings & Mellahi (2009) stated that talent management is a new technique in the field of human resource management that focuses on recruitment, retention, leadership competency development, career paths, success plans, and others. Meanwhile, Krissetyanti (2013) stated that talent management is a series of integrated system or strategy implementation processes in improving work environment conditions through the development of recruitment and selection processes, capacity development, engagement, and efforts to retain employees who have the talent and expertise to meet the needs of the organization now and in the future. According to Yener et al., (2017) talent management has the following dimensions and indicators: (1) talent planning, (2) organizational culture, (3) talent recruitment and retention, (4) talent development, (5) professional advancement, and (6) awards.

Job rotation

Job rotation is a series of activities related to the process of transferring the status, function, and responsibility of employees to certain situations that aim for the employees concerned to be able to provide their best contribution to the organization and obtain job satisfaction. The term job rotation is often identified with the words job mutation or job transfer. Hasibuan (2013) states that job rotation is a change in position, position, place, or work carried out either vertically or horizontally. Saydam (2013) in Dirja & Razak (2020) states that job rotation includes two meanings, namely (1) tour of area: moving an employee's workplace to a new workplace, and (2) tour of duty: moving an employee's duties from one task to another in the same work unit. According to Hasibuan (2013), job rotation has the following dimensions: (1) experience, (2) knowledge, (3) needs, (4) skills, and (5) responsibility.

Intrinsic Motivation

Robbins & Judge (2017) said that motivation is a person's willingness to give high effort to organizational goals that are conditioned by the ability of efforts to meet individual needs. Amabile et al. (1994) in Aldabbas et al. (2023) define intrinsic work motivation as the willingness to be involved in work because the work is interesting and satisfying. Intrinsic motivation will occur when the work activity is meaningful and in line with personal attitudes. According to Ryan & Deci (2000) intrinsic motivation is the drive to do an activity for pleasure or challenge, not because of external encouragement, pressure, or rewards. According to Luthans (2012) in Muharram et al. (2024) intrinsic motivation has the following dimensions and indicators: (1) achievement, (2) recognition, (3) work it self, (4) responsibility, (5) Advancement.

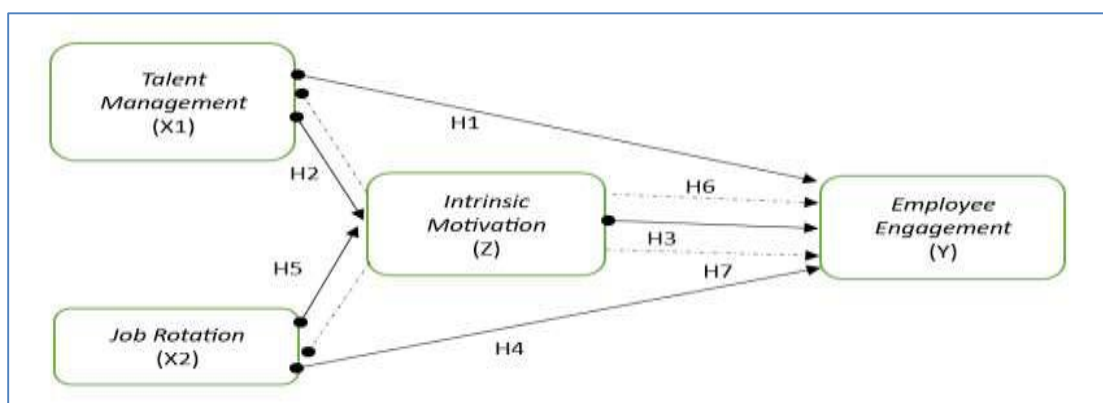


Figure 1. Thinking Framework Model / Theoretical Framework

In order to provide a line of thought that can clarify the influence of talent management and job rotation on employee engagement with intrinsic motivation as a mediating variable to be studied, a theoretical framework model was created as in Figure 1.

Talent management is an integral part of human resource management in order to create a successful team that is skilled and professional and able to thrive in a competitive environment (Weng et al., 2023). Talent management focuses on the process of selecting, developing, and retaining high-potential employees (Supi et al., 2023). This process involves intensive interaction between employees and the organization so that a comprehensive connection will be created that can influence their decision to stay because employees feel that this organization is the right choice and place to work (Pandita & Ray, 2018). Talent management has proven to be a key strategy to retain the best talents in an organization and counter the trend of mass resignations (Salvadorinho et al., 2024; Jha & Dave, 2021; Ekhsan & Taopik, 2020; Mende & Dewi, 2021; Azan et al., 2022; Sapriyanda et al., 2023). Based on the descriptions, the following hypothesis is proposed:
H1: Talent management has a positive and significant effect on employee engagement.

Employee career development in the form of talent management includes activities to manage the best employees so that they can be prepared for higher positions or other more strategic positions. Talent management is also a mechanism for providing rewards to the best employees for the contributions they have made, with the hope that it can trigger the person concerned to continue to excel and ignite the enthusiasm of other employees to compete to show their best performance. The results of the evaluation of the implementation of the Talent Development Program, which is one of the series of talent management at the Directorate General of Taxes, prove that talent management can improve mental readiness and employee motivation in carrying out their duties (Widiatmanti, 2021). In several developing countries, talent management is used to influence the motivation of the diaspora to be willing to return to their home countries (Pereira et al., 2022). The results of research conducted by Hidayat et al. (2020) and Chairunnisa et al. (2023) also show that talent management positively influences employee motivation in improving their performance as a requirement for entering talent management. Based on this descriptions, the following hypothesis is proposed:

H2: Talent management has a positive and significant effect on intrinsic motivation.

A dynamic organization will always be able to adapt to changes that occur. For this reason, support is needed from the human resources owned through high commitment and strong involvement. Employees who have the perception that the organization cares and provides support for their welfare will fulfill their obligations and responsibilities to the organization. Employees who are intrinsically motivated are more likely to accept challenging work, enjoy new things, and have the need to use various skills in completing their work (Ghosh et al., 2020). Intrinsic motivation will also encourage someone to do various creativity to make their work more interesting and meaningful and make them more attached to the organization (Aldabbas et al., 2023). High intrinsic motivation can also reduce employee intentions to move (Gajenderan et al., 2023). Research conducted by Ekhsan & Taopik (2020), Trisninawati & Elpanso (2021), Endayani & Saman (2021), Anjasmara & Gunarto (2021), Widyastuti & Erlangga (2021), Junengsih et al. (2022), Indah et al. (2022), Karnaya (2022), and Otyola et al. (2023) concluded that motivation has a positive influence on employee engagement. Based on the descriptions, the following hypothesis is proposed:

H3: Intrinsic motivation has a positive and significant effect on employee engagement.

Organizations carry out job rotation with the aim that the employees concerned can provide their best contribution to the organization and obtain job satisfaction that leads to high employee engagement. With job rotation, it is expected that employees will gain new experiences that can strengthen their sense of attachment to the organization. Job rotation provide employees with the opportunity to see the organization from a different perspective which is expected to improve relations with the organization. Job rotation that take into account employee preferences related to the target work unit will make employees more emotionally attached to the organization because they feel cared for. Previous research that uses variables on the influence of job rotation on employee engagement is still difficult to find, so the use of

these variables can be a new element of this study and is expected to fill the research gap. Based on this descriptions, the following hypothesis is proposed:

H4: Job rotation have a positive and significant effect on employee engagement.

Job rotation are part of the human resource development function that aims to increase work effectiveness and efficiency. Job rotation are beneficial for employees to better understand how their work contributes to the organization, reduce boredom, and increase motivation through variations in work activities (Idris & Wahyudi, 2021). The results of research by Yuliantara (2020), Rapareni (2020), Firman et al. (2022), Hastopo & Wikaningtyas (2023), and Eviyanti et al. (2023) concluded that job rotation have a positive effect on motivation. Based on the descriptions, the following hypothesis is proposed:

H5: Job rotation has a positive and significant effect on intrinsic motivation.

Talent management applied in human resource management has an important role in realizing organizational sustainability (Widiatmanti, 2021). Employees who have followed a series of talent management are more mentally prepared and motivated in carrying out their work. Employees who enter the talent pool in talent management have high motivation in improving their performance (Hidayat et al., 2020; Chairunnisa et al., 2023). On the other hand, research conducted by Ekhsan & Taopik (2020), Trisninawati & Elpanso (2021), Endayani & Saman (2021), Anjasmara & Gunarto (2021), Widyastuti & Erlangga (2021), Junengsih et al. (2022), Indah et al. (2022), Karnaya (2022), and Otyola et al. (2023) concluded that motivation has a positive influence on employee engagement. The use of intrinsic motivation as a mediating variable in the relationship between talent management and employee engagement is still rarely found, so the selection of this variable is also an element of novelty in this study which is expected to fill the research gap on this theme. Based on this description, the foloowing hypothesis is proposed:

H6: Intrinsic motivation mediates the influence of the relationship between talent management and employee engagement.

The organization's policy in carrying out job rotation aims to provide new experiences and challenges to employees. Success in conquering challenges and gaining experience will make an employee have an optimistic attitude and high self-confidence. Job rotation can also increase motivation through variations in work activities (Idris & Wahyudi, 2021). The results of research by Yuliantara (2020), Rapareni (2020), Firman et al. (2022), Hastopo & Wikaningtyas (2023), and Eviyanti et al. (2023) concluded that job rotation have a positive effect on motivation, on the other hand, research conducted by Ekhsan & Taopik (2020), Trisninawati & Elpanso (2021), Endayani & Saman (2021), Anjasmara & Gunarto (2021), Widyastuti & Erlangga (2021), Junengsih et al. (2022), Indah et al. (2022), Karnaya (2022), and Otyola et al. (2023) concluded that motivation has a positive influence on employee engagement. Previous studies that use intrinsic motivation as a mediating variable in the influence of job rotation on employee engagement are still difficult to find, so the use of this variable is an element of novelty in this study and is expected to fill the research gap on this theme. Based on this explanation, the following hypothesis is proposed:

H7: Intrinsic motivation mediates the influence of the relationship between job transfer and employee engagement.

METHOD

This research was conducted on employees of the Directorate General of Taxes who work at Yogyakarta Regional Tax Office area with the sample determination used purposive sampling technique to find samples with homogeneous characteristics. The sample size determination method used the Slovin formula with α 0.05 and obtained 230 respondents.

Measurement of talent management variables uses six dimensions, namely talent planning (three items), organizational culture (six items), talent recruitment and retention (four items), talent development (four items), professional advancement (four items), and rewards with three items from Yener et al. (2017). Job rotation are measured with five dimensions, namely experience, knowledge, needs, responsibility (two items each), and skills with three items according to Hasibuan (2013). Measurement of intrinsic motivation adopts the opinion of Luthans (2012) used by Sipayung & Zamora (2017) and Muharram et al. (2024) with five dimensions, namely achievement, recognition, work it-self, responsibility, and advancement, each of which has two indicators. While the measurement of employee engagement uses dimensions according to

Shuck et al. (2017), namely cognitive engagement, emotional engagement, and behavioral engagement, each of which has five indicators.

The analysis model used is the Structural Equation Model (SEM) approach based on Partial Least Square (PLS) and uses the SmartPLS software version 3.2.9. This analysis aims to provide confirmation of the theory and provide an explanation of the existence of relationships between latent variables through a measurement model test (outer model) in the form of validity and reliability tests and a structural model test (inner model) consisting of a model accuracy test and a hypothesis test. The mediation effect test is carried out by looking at the direct and indirect influence of the independent variable on the dependent variable (Hair et al., 2017).

RESULT AND DISCUSSION

Data collection in this study used a questionnaire media distributed to respondents in the research object using Google-form in July - August 2024. Respondents who were willing to fill out the questionnaire numbered 230 respondents with the following demographic characteristics:

Table 2. Respondent Description

Variables	Category	Frequency	Percentage
Gender	Male	133	57.8%
	Female	97	42.2%
Age	≤ 20 years	0	0%
	21 – 30 years	27	11.7%
	31 – 40 years	146	63.5%
	41 – 50 years	38	16.5%
	> 50 years	19	8.3%
Marital status	Marry	202	87.8%
	Not Married	28	12.2%
Last education	High School / Equivalent	4	1.7%
	Diploma I	13	5.7%
	Diploma III	51	22.2%
	Bachelor	126	54.8%
	Postgraduate	36	15.7%
Current Work Unit	Yogyakarta Regional Tax Office	39	17.0%
	Yogyakarta Tax Office	46	20.0%
	Sleman Tax Office	41	17.8%
	Bantul Tax Office	38	16.5%
	Wates Tax Office	32	13.9%
	Wonosari Tax Office	34	14.8%
Working Period at DGT	≤ 5 years	5	2.2%
	6 - 10 years	61	26.5%
	11 - 15 years	68	29.6%
	16 - 20 years	48	20.9%
	21 - 25 years	27	11.7%
	> 25 years	21	9.1%
Working Period in Current Unit	≤ 3 years	204	88.7%
	4 - 6 years	17	7.4%
	7 - 10 years	7	3.0%
	> 10 years	2	0.9%
Rank Group	IIa - IIb	7	3.0%
	IIc - IIId	20	8.7%
	IIIa - IIIb	109	47.4%
	IIIc - IIId	91	39.6%
	IVa - IVb	3	1.3%

Source: Result of data processing using IBM SPSS Statistics version 26

Based on gender, 57.8% were male and 42.2% were female. Based on age group, 63.5% of respondents were between 31-40 years old, while in terms of rank, 87% of respondents were in group III. Based on length of service, 97.8% of respondents have worked at the Directorate General of Taxes for more than 5 years, but 88.7% have a length of service in the current work unit of less than 3 years. This shows that the majority of respondents selected are included in the talent management target criteria and have experienced work transfers.

Data processing was also carried out on the results of respondents' answers related to indicators and variables. Data processing used the assistance of IBM SPSS Statistics software version 26. The results of this data processing are used to describe respondents' responses in order to explain the results of the discussion. The data processing of the results of respondents' answers can be described in the following table:

Table 3. Description of Talent Management Variables and Outer Loadings

Code	Indicator	Average	Outer Loadings
MTL1	Organizational policy on talent development	4.40	0.729
MTL2	Identification of vacancies by organizations	4.29	0.738
MTL3	Implementing different strategies in talent recruitment	4.11	0.756
MTL4	There is an organizational culture that attracts employees to stay.	3.82	0.762
MTL5	There is an organizational culture that values employee work talents.	3.94	0.836
MTL6	There is an organizational culture that makes employees confident in their work.	3.97	0.851
MTL7	There is an organizational culture that makes employees enthusiastic	4.01	0.868
MTL8	There is an organizational culture that values employee ideas.	4.02	0.841
MTL9	There is an organizational culture that aligns employees with the organization's vision and mission.	4.11	0.822
MTL10	Proper employee placement	3.73	0.716
MTL11	Talented employee development	3.98	0.866
MTL12	Focus on potential employees	3.74	0.588
MTL13	Talented employee engagement	4.04	0.817
MTL14	Identify Competency Gaps	3.81	0.754
MTL15	Employee training	4.37	0.735
MTL16	Career development	4.28	0.811
MTL17	Training that focuses on competency development	4.23	0.815
MTL18	Talent empowerment	4.17	0.869
MTL19	Leadership development for talent	4.22	0.865
MTL20	Talent has access to development	4.12	0.859
MTL21	Training focus on monitoring and coaching	4.07	0.789
MTL22	Salary adjustment for talent	3.82	0.722
MTL23	Awards for talent	3.99	0.787
MTL24	Employee awards based on periodic evaluations	4.00	0.809
Total : 24 items		4.05	

Source: Result of data processing using IBM SPSS Statistics version 26

Based on the description of talent management variables in table 3, it can be seen that respondents' assessments of the measurement items are quite high. The highest assessment of respondents on the indicator of the organization having a policy on talent development, while the lowest assessment given by respondents is related to the organization placing employees appropriately.

Table 4. Description of Job Rotation Variables and Outer Loadings

Code	Indicator	Average	Outer Loadings
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MUT1	Experience according to expertise	4.01	0.866
MUT2	Experience that supports the job	4.11	0.883
MUT3	Knowledge of tasks or jobs	4.18	0.830
MUT4	Knowledge about rotations	3.87	0.775
MUT5	Rotation based on needs	4.01	0.818
MUT6	Needs according to expertise	3.92	0.862
MUT7	Competence according to the field	3.99	0.891
MUT8	Competence in other fields	3.93	0.906
MUT9	Reliable competence	3.95	0.914
MUT10	Responsibility for tasks	4.13	0.847
MUT11	Responsibility for decisions	4.12	0.863
Total : 11 items		4.02	

Source: Result of data processing using IBM SPSS Statistics version 26

Based on the description of the job transfer variable in table 4, it can be seen that the respondents' assessment of the measuring items is quite high. The highest average respondent assessment is related to the organization trying to improve knowledge about employee tasks or jobs, while the lowest average respondent assessment is related to the organization trying to improve employee knowledge about transfer policies.

Table 5. Description of Intrinsic Motivation Variables and Outer Loadings

Code	Indicator	Average	Outer Loadings
MIN1	The results of the work are used as a reference	4.38	0.735
MIN2	Desire to have achievements	4.33	0.796
MIN3	Rewarding for exceeding targets	3.81	0.709
MIN4	Giving rewards provides enthusiasm for work	4.10	0.770
MIN5	Enjoying work and not getting bored with work routines	4.11	0.751
MIN6	Likes challenging work	4.00	0.670
MIN7	The organization provides freedom to work without supervision	3.87	0.582
MIN8	More enthusiastic if there is no supervision	3.25	0.162
MIN9	Opportunity to develop yourself	4.13	0.806
MIN10	Desire to develop oneself	4.37	0.817
Total : 10 items		4.04	

Source: Result of data processing using IBM SPSS Statistics version 26

Based on the description of the intrinsic motivation variable in table 5, it can be seen that the average respondent's assessment of the measuring item is high. The highest respondent assessment is related to the work results that are used as a reference, while the lowest average respondent assessment is related to employees being more enthusiastic if there is no supervision..

Table 6. Description of Employee Engagement Variables and Outer Loadings

Code	Indicator	Average	Outer Loadings
EEG1	Focus on work while working	4.53	0.740
EEG2	Concentrate on work while working	4.52	0.745
EEG3	Think about giving your best while working	4.70	0.749
EEG4	Focus on work while at work	4.50	0.776
EEG5	Pay attention to work while working	4.53	0.841
EEG6	Personal meaning of work	4.42	0.791
EEG7	Sense of ownership of work	4.47	0.826

EEG8	A sense of pride in one's work	4.43	0.766
EEG9	Sense of trust in the organization	4.37	0.667
EEG10	Sense of caring about the organization	4.48	0.835
EEG11	Worked more than expected	4.17	0.755
EEG12	Pushing yourself to work more than expected	3.54	0.553
EEG13	Willing to go the extra mile without being asked	3.99	0.700
EEG14	Work more for the team	4.22	0.780
EEG15	Work more for the company	4.15	0.759
Total : 15 items		4.34	

Source: Result of data processing using IBM SPSS Statistics version 26

Based on the description of employee engagement variables in table 6, it can be shown that the respondents' assessments on the measurement items have very high values. The highest assessment of respondents is related to employees thinking about giving their best when working, while the lowest average assessment given by respondents is related to employees being willing to push themselves to work more than expected.

The next analysis was conducted using the Structural Equation Model (SEM) approach based on Partial Least Square (PLS), namely testing the measurement model (outer model) and testing the structural model (inner model). The analysis used the SmartPLS software tool version 3.2.9. The first test was to see the level of convergent validity of the items used. Based on the results of initial data processing in table 3, table 4, table 5, and table 6, there were seven invalid indicators, namely MTL12, MIN6, MIN7, MIN8, EEG9, EEG12 and EEG13 so that they were removed from the model, except for the MIN7 indicator with the consideration that the responsibility dimension of the intrinsic motivation variable remains in the model. Furthermore, discriminant validity testing was carried out by comparing the outer loadings values and correlation values of each variable measuring item with other variables. After this process, both convergent and discriminant validity showed valid values (table 7). Testing the level of model reliability is carried out by looking at the Cronbach's alpha and composite reliability values as in Table 8, which shows that the measurement items used have consistency and reliability in measuring each variable.

Table 7. Convergent Validity and Discriminant Validity

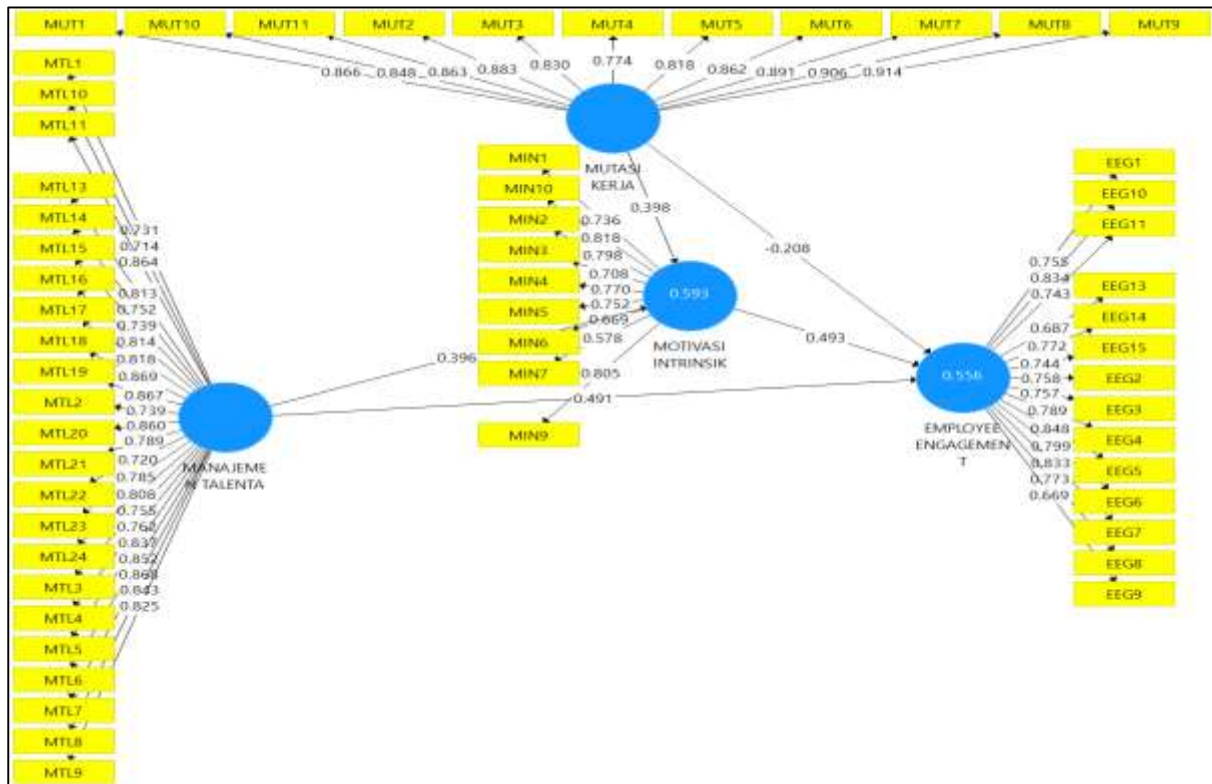
Variables	Items	Average Variance Extracted (AVE)	Fornell-Larcker Criterion			
			TM	JR	IM	EE
Talent Management (TM)	23	0.644	0.803			
Job Rotation (JR)	11	0.740	0.785	0.860		
Intrinsic Motivation (IM)	8	0.567	0.750	0.751	0.753	
Employee Engagement (EE)	12	0.623	0.664	0.583	0.687	0.790

Source: Result of data processing using SmartPLS version 3.2.9

Table 8. Cronbach's Alpha, Composite Reliability, R-square and Q-square

Variables	Cronbach's Alpha	Composite Reliability	R-square	Q-square
Talent Management (TM)	0.975	0.976		
Job Rotation (JR)	0.965	0.969		
Intrinsic Motivation (IM)	0.889	0.912	0.604	
Employee Engagement (EE)	0.945	0.952	0.528	0.813

Source: Result of data processing using SmartPLS version 3.2.9



Source: Result of data processing using SmartPLS version 3.2.9

Figure 2. Bootstrapping

Table 9. Path Coefficient

	Original Sample	Sample Mean	Standard Deviation	T-Statistics	P-Values	Conclusion
TM -> EE	0.485	0.475	0.132	3,676	0,000	H1 Accepted
TM -> IM	0.417	0.430	0.107	3,912	0,000	H2 Accepted
IM -> EE	0.471	0.484	0.137	3,448	0,000	H3 Accepted
JR -> EE	-0.200	-0.198	0.112	1,781	0.038	H4 Rejected
JR -> IM	0.383	0.374	0.108	3,561	0,000	H5 Accepted
TM -> IM -> EE	0.196	0.211	0.085	2,314	0.011	H6 Accepted
JR -> IM -> EE	0.180	0.179	0.071	2,542	0.006	H7 Accepted

Source: Result of data processing using SmartPLS version 3.2.9

The next test is a hypothesis test based on the path coefficient and bootstrapping as in Figure 2 and Table 9. Based on the H1 test, evidence is obtained that talent management has a direct and significant effect on employee engagement, so H1 is accepted. The availability of development programs and the ease of talent employees in accessing these programs encourage employees to pay attention to their work, thereby increasing employees' sense of attachment to the institution. The results of this study are in line with research conducted by Jha & Dave (2021), Ekhsan & Taopik (2020), Mende & Dewi (2021), Azan et al. (2022) and Sapriyanda et al. (2023) which states that talent management has a positive and significant effect on employee engagement.

The results of the H2 test are accepted or it can be stated that talent management has a positive and significant effect on the intrinsic motivation of employees. The human resource management policy in the form of talent management is considered by respondents to be able to increase the intrinsic motivation of

employees to give their best for the institution. The better the implementation of talent management, the higher the intrinsic motivation that grows in employees. Various media for developing talent employees can be increased with interesting thematic choices and aligned with the development of information technology. Access to development both offline and online can be provided so that it makes it easier for talent employees to develop their abilities and skills at work. This will be able to increase motivation from within employees to be more attached to the organization. The results of this study support the research conducted by Hidayat et al. (2020) and Chairunnisa et al. (2023) which states that talent management has a positive and significant effect on employee motivation.

The H3 test of this study shows that H3 is accepted or stated that intrinsic motivation has a positive and significant effect on employee engagement. Employees will be more attached to the organization when their desire to always develop their abilities and skills and work is welcomed by the organization, therefore the organization needs to accommodate this desire by identifying employee development preferences and then providing development channels that can be easily accessed by employees. This will further increase employee motivation in working which leads to high employee engagement of employees towards the organization. The results of this study support the research results of Ekhsan & Taopik (2020), Trisninawati & Elpanso (2021), Endayani & Saman (2021), Anjasmara & Gunarto (2021), Widyastuti & Erlangga (2021), Junengsih et al. (2022), Indah et al. (2022), Karnaya (2022), and Otyola et al. (2023) which state that motivation has a positive and significant effect on employee engagement.

The results of the H4 test show that H4 is rejected or stated that job transfer has a negative and significant effect on employee engagement. The job transfer policy implemented by the organization is considered by respondents to reduce their level of attachment to the institution. Respondents' high assessments on the dimensions of job transfer are in fact not in line with the effect of job transfer on employee engagement. When employees are transferred, their attention to work decreases because they consider the transfer is not based on competency considerations. This can also be caused by the psychological influence of leaving the comfort zone. Based on this, consideration of competency in every implementation of employee transfer becomes an aspect that needs to be considered by the organization in evaluating the transfer policy so far. Matters related to this sense of willingness such as: office preferences, job preferences, health aspects, family, and so on can be studied and solutions provided so that employees are still able to pay attention to their work even though they are transferred to another workplace. Although the results of this study do not support the theory about the purpose of job transfer and with the difficulty in finding research results on the effect of job transfer on employee engagement, the results of this study are at least a novelty that is expected to fill the research gap.

The fifth hypothesis of this study based on the test results H5 is accepted or it can be stated that job transfer has a positive and significant effect on intrinsic motivation. The most dominant indicator for measuring job transfer variables is that the organization considers employee competencies in other fields. Employees feel that job rotation that consider competencies related to both work and other fields will be able to increase employee motivation, especially in the desire to always develop abilities and skills in working. This can be used as input for human resource managers in the organization to improve the transfer policies that have been implemented so far. The results of this study support the results of research conducted by Yuliantara (2020), Rapareni (2020), Firman et al. (2022), Hastopo & Wikaningtyas (2023), and Eviyanti et al. (2023) which also stated that job transfer has a positive and significant effect on motivation.

The H6 test is accepted or it can be stated that intrinsic motivation plays a role in mediating the influence of talent management on employee engagement. The results of the H2 test which states that talent management has a positive and significant effect on intrinsic motivation and H3 which states that intrinsic motivation has a positive and significant effect on employee engagement and H1 which proves that talent management has a positive and significant effect on employee engagement (indirect and direct effects are both significant and in the same direction) then the mediating role of intrinsic motivation in the relationship between the influence of the two variables is included in partial mediation with the complementary mediation category. This means that with the implementation of good talent management, it will be a driver of motivation from within each employee to always develop their knowledge and skills in working. Motivated employees will have a greater sense of attachment to the organization where they work. Organizations can continue to improve the talent management policies that have been implemented because

they have been proven to be effective in fostering employee motivation in working which also serves as a driver of increasing employee attachment to the organization. These findings are in line with the opinion of Pandita (2022) who states that talent management makes an employee have a comprehensive connection with the organization which influences their decision to stay because they feel they have found the right choice and place to work. The results of this study on the mediating role of intrinsic motivation in the influence of talent management on employee engagement are also expected to fill the research gap considering that research on this matter is still difficult to find.

The H7 test is accepted or it can be stated that intrinsic motivation plays a role in mediating the influence of job rotation on employee engagement. Based on the results of the H5 test which states that job rotation have a positive and significant effect on intrinsic motivation and H3 states that intrinsic motivation has a positive and significant effect on employee engagement while the results of the H4 test state that job rotation have a negative and significant effect on employee engagement (both indirect and direct effects are significant but in opposite directions) then the mediating role of intrinsic motivation in the relationship between the influence of job rotation on employee engagement is included in partial mediation with the competitive mediation category. This means that organizations need to foster employees' intrinsic motivation first to eliminate the influence of transfers that directly reduce employee engagement. Job rotation that are implemented need to pay attention to aspects that can increase employee intrinsic motivation, such as consideration of employee competence in the field of work and other fields, consideration of employee aspirations and preferences, and supporting employee desires to always develop knowledge and skills in their work. Rotation policies that are able to touch the intrinsic motivational side of employees make employees feel that they are getting attention and appreciation from the organization and they will have a high sense of attachment to the organization. This is in line with the opinion of Aldabbas et al. (2023) that intrinsic motivation in employees will encourage them to do various creativity to make their work more interesting and meaningful, and make them have more employee engagement. Research on the mediating role of intrinsic motivation in the influence of job rotation on employee engagement is still difficult to find so that the results of this study can fill this research gap.

CONCLUSION

Based on the research results, talent management has a significant effect on employee engagement. Talent management also has a significant effect on employee intrinsic motivation. Meanwhile, intrinsic motivation has a significant effect on employee employee engagement. Motivation that grows from within employees, especially the desire to always develop abilities and skills in work, is the strongest driver of creating a sense of employee attachment to the organization. Job rotation have a negative effect on employee employee engagement, especially on the employee's willingness to pay attention to work while working. On the other hand, job rotation have a significant effect on employee intrinsic motivation. Intrinsic motivation plays a role in mediating some of the influence of talent management on employee employee engagement with the complementary mediation category. Intrinsic motivation also plays a role in mediating some of the influence of job rotation on employee employee engagement with the competitive mediation category.

This research theoretically has implications for enriching the analysis of studies on human resource management, especially related to talent management, job rotation, intrinsic motivation and employee engagement. The practical implications of this study indicate that organizations need to improve talent management and job transfer policies so that these policies are able to foster intrinsic motivation of employees which will lead to the creation of a sense of employee attachment to the organization. This study is also not free from limitations, therefore suggestions that can be given for further research include: first, although the contribution of talent management and job rotation in influencing intrinsic motivation and employee engagement is included in the substantial category, however, further research can use other variables such as work stress, especially for generation Z employees considering the increasing number of employees of this generation in the Directorate General of Taxes. Second, the scope of the analysis is only in one regional office, therefore further research can be more generalized by expanding the scope of research objects in several regional offices or nationally. Third, further researchers can use other variables

that influence employee engagement such as work resources, job demands, and personal resources as mediating variables to further enrich research in the field of human resource management, especially on employee engagement.

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