

**THE EFFECTS OF WORK ENGAGEMENT, PSYCHOLOGICAL EMPOWERMENT,
AND TALENT MANAGEMENT ON ORGANIZATIONAL COMMITMENT WITH
PERCEIVED ORGANIZATIONAL SUPPORT AS A MODERATING VARIABLE IN THE
BANKING INDUSTRY IN GREATER JAKARTA**

By Fadhil Azzihady Tafwimul Afnillah

Abstract

This study aims to examine the influence of Work Engagement, Psychological Empowerment, and Talent Management on Organizational Commitment with Perceived Organizational Support as a moderating variable in the banking industry in Indonesia. This study uses a quantitative approach with a survey method of 400 banking employees in the Greater Jakarta area. The data analysis technique uses Structural Equation Modeling – Partial Least Squares (SEM-PLS) with the help of SmartPLS 4.0. The results show that Work Engagement has a positive and significant effect on Organizational Commitment ($\beta = 0.376$; $t = 10.078$), Psychological Empowerment has a positive and significant effect on Organizational Commitment ($\beta = 0.339$; $t = 9.241$), and Talent Management has a positive and significant effect on Organizational Commitment ($\beta = 0.346$; $t = 9.532$). Work Engagement is the strongest predictor of organizational commitment. Furthermore, Perceived Organizational Support was proven to positively and significantly moderate the relationship between Work Engagement and Organizational Commitment ($\beta=0.114$; $t=3.070$), Psychological Empowerment and Organizational Commitment ($\beta=0.182$; $t=5.124$), and Talent Management and Organizational Commitment ($\beta=0.190$; $t=4.843$). The R-square value of 0.500 indicates that the model is able to explain 50% of the variance in organizational commitment. This study strengthens Social Exchange Theory and Organizational Support Theory and provides practical implications for banking management to increase organizational commitment through strengthening work engagement, psychological empowerment, talent management, and organizational support simultaneously.

Keywords : *Work Engagement, Psychological Empowerment, Talent Management, Perceived Organizational Support, Organizational Commitment, Banking Industry.*

**PENGARUH *WORK ENGAGEMENT*, *PSYCHOLOGICAL EMPOWERMENT* DAN
TALENT MANAGEMENT TERHADAP *ORGANIZATIONAL COMMITMENT*
DENGAN *PERCEIVED ORGANIZATIONAL SUPPORT* SEBAGAI VARIABEL
MODERASI PADA INDUSTRI PERBANKAN DI JABODETABEK**

Oleh Fadhil Azzihady Tafwimul Afnilah

Abstrak

Penelitian ini bertujuan untuk menguji pengaruh *Work Engagement*, *Psychological Empowerment* dan *Talent Management* terhadap *Organizational Commitment* dengan *Perceived Organizational Support* sebagai variabel moderasi pada industri perbankan di Indonesia. Penelitian ini menggunakan pendekatan kuantitatif dengan metode survei terhadap 400 karyawan perbankan di wilayah Jabodetabek. Teknik analisis data menggunakan *Structural Equation Modeling – Partial Least Squares* (SEM-PLS) dengan bantuan SmartPLS 4.0. Hasil penelitian menunjukkan bahwa *Work Engagement* berpengaruh positif dan signifikan terhadap *Organizational Commitment* ($\beta=0,376$; $t=10,078$), *Psychological Empowerment* berpengaruh positif dan signifikan terhadap *Organizational Commitment* ($\beta=0,339$; $t=9,241$) dan *Talent Management* berpengaruh positif dan signifikan terhadap *Organizational Commitment* ($\beta=0,346$; $t=9,532$). *Work Engagement* merupakan prediktor terkuat bagi komitmen organisasi. Selanjutnya, *Perceived Organizational Support* terbukti memoderasi secara positif dan signifikan hubungan antara *Work Engagement* dengan *Organizational Commitment* ($\beta=0,114$; $t=3,070$), *Psychological Empowerment* dengan *Organizational Commitment* ($\beta=0,182$; $t=5,124$) dan *Talent Management* dengan *Organizational Commitment* ($\beta=0,190$; $t=4,843$). Nilai *R-square* sebesar 0,500 menunjukkan bahwa model mampu menjelaskan 50% varians komitmen organisasi. Penelitian ini memperkuat *Social Exchange Theory* dan *Organizational Support Theory* serta memberikan implikasi praktis bagi manajemen perbankan untuk meningkatkan komitmen organisasi melalui penguatan keterikatan kerja, pemberdayaan psikologis, pengelolaan talenta dan dukungan organisasi secara simultan.

Kata Kunci : *Work Engagement*, *Psychological Empowerment*, *Talent Management*, *Perceived Organizational Support*, *Organizational Commitment*, *Industri Perbankan*.