

Enhancing Employee Retention Through the Implementation of Talent Management: Evidence of the Mediating Roles of Employee Engagement and Job Satisfaction

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ABSTRACT

This study examines the implementation of talent management in improving employee retention, with employee engagement and job satisfaction as mediating variables. Using a quantitative approach, data were collected through an online questionnaire from 194 permanent employees of PT Nusantara Sebelas Medika. Data were analyzed using SEM-PLS with SmartPLS software. The findings show that talent management has a significant positive effect on employee retention, job satisfaction, and employee engagement. In addition, employee engagement and job satisfaction significantly influence employee retention and mediate the relationship between talent management and employee retention. These results support Social Exchange Theory, indicating that effective talent management fosters positive employee attitudes and behaviors, which enhance engagement, satisfaction, and retention. The study provides insights for organizations in developing sustainable human resource strategies to retain high-potential employees. The study is limited to a single organization, which may restrict the generalizability of the findings.

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1. INTRODUCTION

In the era of global competition, one of the reasons organizations formulate strategies in an increasingly competitive business environment is that human resources (HR) have been recognized as the most valuable asset rather than a variable cost (Armstrong, 2014). One approach used to address this challenge is the implementation of effective and structured talent management, which can enhance employee loyalty and improve retention (Saputra, 2025).

Talent management is a system designed to ensure that organizations have the right individuals in the right positions through the continuous development and management of talent (Saputra, 2025). The implementation of talent management begins with the process of recruiting, managing, and developing top talent, which represents the organization's effort to attract gifted individuals. Moreover, organizations also strive to retain employees and ensure that they continue to make maximum contributions toward achieving organizational goals (Adiyansah et al., 2025). Employee engagement is another critical factor, as organizations that are capable of creating a supportive work environment tend to achieve higher levels of employee retention (Harter et al., 2023).

According to Alrianti and Ekhsan (2024), effective talent management implementation can enhance the quality of human resources while simultaneously strengthening the organization's competitive advantage. From the perspective of Social Exchange Theory, the implementation of talent management represents the organization's attention and investment in its employees; in return, employees respond by increasing their commitment, job satisfaction, and engagement. Effective talent management is capable of fostering employee engagement and job satisfaction as a form of reciprocal response from employees toward the organization

(Sari & Nugroho, 2024).

However, challenges may arise even when talent management is already functioning well, as evidenced by employee satisfaction survey results indicating high satisfaction levels. Under such conditions, organizations may still face an increasing number of employees leaving for personal reasons, such as family matters or acceptance of positions at other organizations. Preliminary observations indicate that the number of employees leaving the organization for such reasons increased from 2023 to 2025, reflecting a low level of employee retention despite the organization's various efforts in human resource management.

Employee retention refers to an organization's ability to retain its employees in order to maintain operational stability and continuity. Employee engagement is the outcome of various organizational policies capable of fostering job satisfaction and employee retention (Albrecht et al., 2022). Employee retention serves as one of the key indicators of successful human resource management, as evidenced by employees' satisfaction, loyalty, and commitment to the organization (Devi & Krishna, 2023)

Low levels of employee retention have adverse implications for organizations. One of the primary consequences is increased costs, as expenses are expected to rise in proportion to employee turnover rates. The costs borne by organizations following employee departures include recruitment, training and development, and lost productivity during the search for and onboarding of replacements (Nguyen, C., & Duong, 2023). In organizations operating within the healthcare sector, beyond the financial implications, several additional risks must be considered, including declining service quality, increased workload, and the risk of medical errors (Kurnawan, 2024). Nevertheless, the success of talent management implementation in improving

employee retention is not always direct, as it is also influenced by psychological conditions such as employee engagement and job satisfaction. Employee engagement reflects the degree of employees' emotional attachment and commitment to the organization, characterized by vigor, dedication, and full absorption in work (Byrne, 2022), whereas job satisfaction describes the degree to which individuals feel satisfied with their work. Both variables serve as critical factors in bridging the relationship between organizational policies and employee behavior in retaining organizational members (Saputra, 2025).

Research on talent management, employee retention, employee engagement, and job satisfaction has been conducted frequently; however, studies that simultaneously examine the mediating roles of employee engagement and job satisfaction remain relatively limited. Based on this rationale, the present study aims to analyze the effect of talent management on employee retention, with employee engagement and job satisfaction as mediating variables.

The findings of this study are expected to provide theoretical contributions to the development of human resource management and organizational behavior as academic disciplines. Furthermore, this study may offer practical contributions to organizations by providing strategic guidance for decision-making related to the effective and integrated implementation of talent management as a corporate strategy to improve employee retention. Additionally, this study may enhance employees' understanding that commitment and the intention to remain with the organization represent a reciprocal response to the treatment, support, and investment provided by the organization.

2. METHOD

Data analysis was conducted using Structural Equation Modeling based on Partial Least

Squares (SEM-PLS), which consists of three stages: (1) the outer model, used to assess validity with a significance value of less than 0.05 and reliability with a Cronbach's Alpha value of ≥ 0.70 ; (2) the inner model, used to determine the extent to which the variance in the constructs is explained, as indicated by R-squared values of 0.75 (strong), 0.50 (moderate), and 0.25 (weak), as well as a Q-squared value greater than 0; and (3) hypothesis testing. A relationship is considered insignificant when the null hypothesis (H_0) is accepted, as indicated by a significance value (p-value) greater than the predetermined level ($\alpha = 0.05$ (Hair et al., 2019)).

Research Method

This study employs a quantitative approach, and based on the characteristics of the relationships among variables, it adopts a causal research design aimed at identifying cause-and-effect relationships between dependent and independent variables, as well as examining both direct and indirect effects among variables (Sekaran, U., & Bougie, 2016) The study also applies a cross-sectional approach, in which data collection is conducted within a single, defined time period (Notoatmodjo, 2010).

Respondents

This study involved 194 individuals who agreed to participate as respondents, comprising employees from four hospitals within the business units of PT Nusantara Sebelas Medika. The specific criteria for respondents were permanent employees holding positions as healthcare professionals and other health-related personnel.

Research Setting and Time Frame

The study was conducted using a cross-sectional approach at PT Nusantara Sebelas Medika over the period from January 2026 to March 2026.

Data Types

The data collection methods employed in this

study include both primary and secondary data. Primary data were obtained directly from respondents through the distribution of questionnaires to permanent employees in operational functions, completed via Google Form. Secondary data were obtained from relevant supporting documents, including the company profile of PT Nusantara Sebelas Medika, human resource reports, staffing policies, as well as scientific literature comprising books, journals, and prior studies related to the research topic.

3. RESULTS AND DISCUSSION

Statistical Analysis

The statistical analysis conducted in this study employs Partial Least Squares Structural Equation Modeling (PLS-SEM). In this study, the analysis was performed to examine the relationships among the variables of talent management (X), employee engagement (Z1), job satisfaction (Z2), and employee retention (Y). The analysis was carried out using SmartPLS version 4.0.9.9

Outer Model Analysis Results

The outer model analysis is used to ensure that the indicators employed are truly capable of accurately and consistently representing their respective latent constructs.

Table 1
Convergent Validity Test Results

Variabel	Indikator	Item	Loading	Syarat	Ket.
Talent Management (X)	Performance Management of Talent	X.1	0.787	>0.70	Terpenuhi
		X.2	0.854	>0.70	Terpenuhi
	Career Development	X.3	0.843	>0.70	Terpenuhi
		X.4	0.869	>0.70	Terpenuhi
		X.5	0.903	>0.70	Terpenuhi
		X.6	0.816	>0.70	Terpenuhi
Employee Retention (Y)	Intention to Stay	Y.1	0.858	>0.70	Terpenuhi
		Y.2	0.902	>0.70	Terpenuhi
	Komitmen Organisasi	Y.3	0.903	>0.70	Terpenuhi
		Y.4	0.826	>0.70	Terpenuhi
	Work Environment	Y.5	0.888	>0.70	Terpenuhi
		Y.6	0.831	>0.70	Terpenuhi
Employee Engagement (Z1)	Vigor	Z1.1	0.874	>0.70	Terpenuhi
		Z1.2	0.876	>0.70	Terpenuhi
	Dedication	Z1.3	0.893	>0.70	Terpenuhi
		Z1.4	0.885	>0.70	Terpenuhi
	Absorption	Z1.5	0.909	>0.70	Terpenuhi
		Z1.6	0.710	>0.70	Terpenuhi
Job Satisfaction (Z2)	Kepuasan terhadap kompensasi	Z2.1	0.809	>0.70	Terpenuhi
		Z2.2	0.749	>0.70	Terpenuhi
	Kepuasan terhadap atasan	Z2.3	0.883	>0.70	Terpenuhi
		Z2.4	0.908	>0.70	Terpenuhi
	Kepuasan terhadap rekan kerja	Z2.5	0.752	>0.70	Terpenuhi
		Z2.6	0.791	>0.70	Terpenuhi

The convergent validity test results indicate that all indicators in this assessment have met the requirements for convergent validity.

Table 2
Discriminant Validity Test Results

Variabel	X	Y	Z1	Z2	Ket.
Talent Management (X)	0.846				Terpenuhi
Employee Retention (Y)	0.680	0.868			Terpenuhi
Employee Engagement (Z1)	0.626	0.757	0.861		Terpenuhi
Job Satisfaction (Z2)	0.763	0.759	0.737	0.818	Terpenuhi

Discriminant validity in the model has been satisfied, meaning that each construct in the model possesses a distinct uniqueness and no overlap issues exist between constructs.

Table 3
Construct Validity Test Results

Variabel	AVE	Syarat	Ket.
Talent Management (X)	0.716	>0.50	Terpenuhi
Employee Retention (Y)	0.754	>0.50	Terpenuhi
Employee Engagement (Z1)	0.741	>0.50	Terpenuhi
Job Satisfaction (Z2)	0.668	>0.50	Terpenuhi

The construct validity test results for the variables of talent management (X), employee engagement (Z1), job satisfaction (Z2), and employee retention (Y) indicate that all constructs obtained AVE values greater than 0.50, meaning that the majority of indicator variance can be explained by the latent construct.

Table 4
Construct Reliability Test

Variabel	Cronbach's alpha	Composite reliability	Syarat	Ket.
Talent Management (X)	0.920	0.925	>0.70	Terpenuhi
Employee Retention (Y)	0.934	0.936	>0.70	Terpenuhi
Employee Engagement (Z1)	0.929	0.942	>0.70	Terpenuhi
Job Satisfaction (Z2)	0.899	0.907	>0.70	Terpenuhi

The reliability test results demonstrate strong internal consistency, such that all indicators are suitable for use in subsequent testing procedures. Validity based on the outer loading results obtained indicates that all indicators contribute sufficiently in explaining the variables they represent.

Inner Model Analysis Results

Table 5
R-Square (R²) Test Results

Variabel terikat	R-square	R-square adjusted
Employee Engagement (Z1)	0.392	0.388
Job Satisfaction (Z2)	0.583	0.580
Employee Retention (Y)	0.675	0.670

The R-square test results show that employee retention (Y) has an R² value of 0.675 (67.5%), which is influenced by talent management (X), employee engagement (Z1), and job satisfaction (Z2).

Table 6
Q-Square Test Results

Variabel terikat	1-Rsq	Q-square
Employee Engagement (Z1)	0.608	0.917
Job Satisfaction (Z2)	0.417	
Employee Retention (Y)	0.325	

The Q-square test results indicate that the model meets the requirements for predictive relevance and demonstrates good quality.

Table 7
F-Square (F²) Test Results

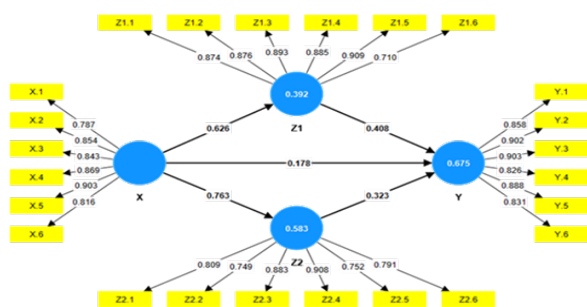
Pengaruh	f-square	Ket.
X -> Y	0.040	Kecil
X -> Z1	0.643	Besar
X -> Z2	1.395	Besar
Z1 -> Y	0.229	Sedang
Z2 -> Y	0.098	Kecil

The effect size test results show that the f² values range from 0.040 to 1.395, indicating varying degrees of contribution to the explanation of endogenous construct variance.

Hypothesis Testing Results

A hypothesis is considered significant and accepted when the t-statistic value is > 1.960 and the p-value is < 0.05 at a 5% significance level.

Figure 1 Research Path Diagram



The resulting model reveals positive effects among all variables: talent management (X), employee engagement (Z1), job satisfaction (Z2), and employee retention (Y).

Table 8
Hypothesis Testing Results

No	Pengaruh	Koef. Jalur	T	P	Ket.
1	X -> Y	0.178	2.614	0.009	Diterima
2	X -> Z1	0.626	13.643	0.000	Diterima
3	X -> Z2	0.763	24.444	0.000	Diterima
4	Z1 -> Y	0.408	4.062	0.000	Diterima
5	Z2 -> Y	0.323	2.874	0.004	Diterima
6	X -> Z1 -> Y	0.255	3.744	0.000	Diterima
7	X -> Z2 -> Y	0.246	2.793	0.005	Diterima

The hypothesis testing results not only confirm the existence of relationships among constructs, but also provide information regarding the direction and magnitude of the effects between variables. A hypothesis is considered significant and accepted when the t-statistic value is > 1.960 and the p-value is < 0.05 at a 5% significance level. Based on the results presented in Table 8, the t-statistic values for talent management, employee engagement, job satisfaction, and employee retention are all greater than the t-table value (t-stat > 1.960), with significance values of p < 0.05. Therefore, it is concluded that talent management has a significant positive direct effect on employee retention, talent management has a significant positive effect on employee engagement, talent management has a significant positive effect on job satisfaction, employee engagement has a significant positive effect on employee retention, and job satisfaction has a significant positive effect on employee retention. Furthermore, the positive path coefficients indicate that the improvement in employee retention is attributed to effective talent management implementation, which in turn enhances employee engagement and job satisfaction, both of which contribute to increased employee retention. Meanwhile, the mediation test results indicate that the indirect effect of talent management on employee retention through employee engagement and job satisfaction yields t-statistic values greater than the t-table value

(t-stat > 1.960) and significance values less than 0.05 ($p < 0.05$). Therefore, it is concluded that employee engagement and job satisfaction significantly mediate the relationship between talent management and employee retention.

Discussion

The findings of this study indicate a significant positive effect of talent management on employee retention, both directly and indirectly through the mediating roles of employee engagement and job satisfaction. These results suggest that the better the implementation of talent management within an organization, the higher the level of employee engagement and the greater the satisfaction experienced by employees, which in turn enhances employee retention. In general, respondents held favorable perceptions of talent management, employee engagement, job satisfaction, and employee retention. These perceptions indicate that the organization has successfully implemented talent management practices, fostered employee involvement, delivered job satisfaction, and encouraged employees' intention to remain with the organization. From the perspective of Social Exchange Theory, when an organization provides support through talent management practices, including career development, training, and recognition, employees will respond with positive attitudes reflected in increased employee engagement and job satisfaction, which subsequently contribute to higher employee retention (Rousseau, 1989). This is further supported by findings related to the talent development indicator, which was perceived as particularly strong by employees, reflecting that the organization has devoted considerable attention to providing competency development opportunities, training programs, and well-defined career pathways. The organization's attention, the work experiences perceived by employees, and a supportive work environment can

positively influence employees' perceptions of the organization. Social Exchange Theory explains that when an organization demonstrates care and recognition, employees will respond positively with commitment and loyalty, which can lead to increased employee retention (Blau, 1964)

A clearly defined career development pathway represents one form of organizational support that is capable of enhancing employees' engagement, enthusiasm, and dedication toward their work, while also increasing their work motivation. Clear career development also fosters positive employee perceptions of the organization and makes employees feel valued, a condition that not only enhances job satisfaction but also strengthens employee commitment and loyalty (Akkermans et al., 2021). Social Exchange Theory posits that organizational care and investment will elicit positive reciprocal responses from employees, as evidenced by high levels of engagement (Jufrizen; et al., 2024). This condition further contributes to job satisfaction, as supported by findings indicating satisfaction with supervisors. Such findings suggest that talent management implementation does not solely focus on systems, but also encompasses the role of supervisors in providing coaching and mentoring for career and performance development, consistent with Social Exchange Theory, which holds that supervisory support will lead employees to respond with positive attitudes, including a sense of satisfaction with their work (Liu et al., 2025).

High levels of employee engagement tend to encourage employees to remain with the organization over an extended period, thereby increasing the organization's employee retention rate. The dedication indicator emerged as the most dominant aspect perceived by employees, as reflected in employees' sense that their work is

meaningful, a source of pride, and emotionally connected to the organization. Engaged employees tend to be more focused and productive, as they perceive their work as purposeful and meaningful, which in turn enhances job satisfaction (Riyanto et al., 2021). Furthermore, Social Exchange Theory suggests that when employees feel valued, included, and supported by the organization, they will respond by increasing their loyalty, ultimately leading to the decision to remain with the organization over the long term (Albrecht et al., 2022). This is reinforced by findings related to employee satisfaction with their work, work environment, compensation, and relationships with colleagues and supervisors, conditions that strongly support dedication and directly contribute to increased employee engagement and, consequently, job satisfaction. According to (Haliza et al., 2025), job satisfaction is a positive psychological state arising from employees' appraisal of their work experiences. Social Exchange Theory further explains that when employees experience a pleasant and expectation-fulfilling work environment, it encourages a desire to remain with the organization for an extended period (Albrecht et al., 2022). Therefore, the implementation of talent management plays a crucial role in enhancing employee retention, both directly and indirectly through employee engagement and job satisfaction as mediating variables. The findings demonstrate that employee engagement significantly mediates the effect of talent management on employee retention, and that job satisfaction likewise significantly mediates the effect of talent management on employee retention. Effective talent management implementation serves as a corporate strategy for enhancing employee engagement, which ultimately improves employee performance (Setyawan et al., 2025). Similarly, job satisfaction functions as a mediating variable, whereby effective

talent management implementation leads to improved job satisfaction, which in turn encourages higher performance and a stronger intention to remain with the organization, thereby increasing employee retention (Indrati et al., 2025). This is consistent with the concept of Social Exchange Theory: the care and support provided by the organization are reciprocated by employees through increased employee engagement, reflected in high levels of emotional attachment and organizational pride, which enhances job satisfaction and strengthens employees' positive perceptions of the organization. As a result, employees exhibit high loyalty and increased employee retention (Saks, 2022).

4. CONCLUSION

The analysis results indicate that talent management plays a critical role in enhancing employee engagement and job satisfaction, which ultimately contribute to improved employee retention, with employee engagement and job satisfaction serving as mediating variables in the relationship between talent management and employee retention. These findings are consistent with Social Exchange Theory, which emphasizes the reciprocal relationship between employees and the organization.

The limitations of this study include a respondent scope restricted to a single organization, which limits the generalizability of the findings, as well as an exclusive focus on quantitative analysis without qualitative exploration of employees' psychological dimensions. Future researchers are recommended to broaden the respondent scope and employ a mixed-methods approach. Organizations are advised to continue strengthening talent management implementation, particularly in the area of talent development through training, career development, and coaching and mentoring programs, in order to enhance employee engagement as a corporate strategy for

improving job satisfaction. Employees are encouraged to develop their competencies through career development programs and training provided by the organization, as well as to strengthen their commitment by making optimal contributions.

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