

## Integrating Talent Management Practices for Enhanced Sustainable Organizational Performance in Indonesia's Manufacturing

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### ABSTRACT

*The organizations are striving to maintain their position in the global market while facing significant challenges such as globalization, intense competition, and rapid technological advancements. This study assesses the impact of integrated talent management practices on sustainable organizational performance (SOP) in Indonesia's manufacturing. Utilizing a quantitative survey methodology, data were gathered from 400 business managers and owners using a 5-point Likert scale and purposive sampling. The study explores the effects of talent attraction and talent retention on sustainable organizational performance. It identifies that while some talent management strategies directly enhance organizational performance, others exert more indirect effects. Career management and learning and development both have a direct and positive impact on SOP, underscoring the necessity for effective career paths and ongoing employee development. Talent acquisition not only boosts SOP directly but also facilitates career management, which further drives performance. Talent retention indirectly influences SOP through its integration with career management and learning and development initiatives, emphasizing its role in supporting long-term organizational success. This implies that retaining talent is beneficial to organizational performance when combined with strong internal career and development strategies. Thus, retention efforts are crucial but need to be integrated with other talent management practices to maximize their effectiveness. The study advocates for a holistic approach to talent management to foster a resilient workforce and sustain organizational success in a dynamic market.*

**Keywords:** Talent management, Organizational performance, Manufacturing, Sustainability.

### Introduction

The principal concern identified is the inadequate integration of various strategies in manufacturing industries, which prevents businesses from properly using human capital for enduring sustainability and efficacy. The previous research indicates that career management and learning and development substantially improve employee productivity and organizational development (Hongal & Kinange, 2020). Nonetheless, failing to incorporate these principles into a comprehensive human management strategy leads firms to experience inefficiencies and overlook opportunities to optimize their workforce's potential. Moreover, the other research, Nelson *et al.* (2022), indicates that although talent acquisition and talent attraction successfully recruit qualified personnel, the lack of effective retention and development methods results in a disjunction between talent acquisition and the long-term requirements of the business (Nelson & Riesquita, 2024). This report advocates for a more cohesive strategy in talent management to tackle these difficulties. Aligning talent acquisition with career management and learning and development establishes a dynamic talent management ecosystem that not only fulfills responsibilities but also equips individuals for future organizational problems, hence boosting overall resilience and competitiveness. The strategic significance of synchronizing talent acquisition strategies with organizational objectives to guarantee that the acquired talent

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effectively contributes to company goals over time (Alashmawy & Rashad, 2019). The firms must implement a comprehensive personnel management strategy to succeed in a turbulent business climate. This framework must prioritize not just the attraction and retention of talent but also the strategic development of this talent in accordance with long-term organizational objectives. By cultivating a synergistic effect among diverse talent management practices, organizations can secure a strong pipeline of skilled individuals who are prepared to meet present demands and address future challenges, thus enhancing sustainable organizational performance and preserving a competitive advantage in the market.

This study identifies a critical gap in the integration of talent management strategies such as Career Management (CM), Learning and Development (LD), Talent Acquisition (TAq), Talent Attraction (TA<sub>t</sub>), and Talent Retention (TR) in enhancing Sustainable Organizational Performance (SOP). Previous research has often explored these practices separately without examining how their interactions influence SOP comprehensively. Additionally, there is a scarcity of research addressing how talent management impacts the social and environmental aspects of SOP, which are often overlooked in favor of economic performance. The main questions arising include how the full integration of these practices affects SOP holistically and what specific impacts each practice has within various contexts, such as different industries or cultural environments. The objective of this research is to analyze the integrated impact of talent management practices, including Career Management, Learning and Development, Talent Acquisition, Talent Attraction, and Talent Retention on Sustainable Organizational Performance within Indonesia's manufacturing industry. The study aims to identify how each talent management practice contributes to the economic, social, and environmental dimensions of SOP. It also seeks to assess the effectiveness of integrating talent management strategies in enhancing long-term sustainability and organizational competitiveness across diverse geographic and industrial contexts. Additionally, the research will explore the mediating and moderating effects between talent management practices and SOP to develop a deeper understanding of the internal dynamics that influence performance (García & Jaramillo, 2023; Grin *et al.*, 2023; Ingle *et al.*, 2023; Pavithra *et al.*, 2023; Shaheen *et al.*, 2023).



## Literature Review

### Talent Attraction

The attractiveness of an organization directly influences its ability to not only attract but also engage employees in ways that are conducive to both their personal growth and the growth of the organization. Research has consistently shown that effective talent attraction strategies are linked with better Learning and Development outcomes. Organizations that succeed in attracting top talent typically have robust L&D programs that facilitate rapid onboarding and continuous development of new hires. This creates a positive feedback loop where strong L&D programs enhance the organization's attractiveness to potential talent, while effective talent attraction strategies ensure these programs are fully utilized. The relationship between Talent Attraction and SOP has been explored to a lesser extent. However, evidence suggests that attracting high-quality talent is an antecedent to enhanced organizational performance, as these individuals bring in new skills and perspectives that are crucial for innovation and long-term sustainability (Itam & Swetha, 2021). The direct link, however, is often mediated by other HR practices, such as employee engagement and retention strategies. While the studies highlight the positive effects of Talent Attraction on SOP, the direct relationship is overly optimistic without considering intermediate variables such as LD (Whysall *et al.*, 2019). In contrast, Garavan (2007) provides a more nuanced view by linking Talent Attraction to specific HR outcomes like L&D, suggesting a more indirect impact on SOP through these intermediate practices. This indicates that while Talent Attraction can enhance SOP, its effectiveness depends heavily on how well the attracted talents are developed and integrated within the organization. Without effective development programs, the potential of the attracted talent is not fully realized, thereby diluting the impact on SOP (AlHumaidi *et al.*, 2022; Deana *et al.*, 2022; Mahmood *et al.*, 2022; Spirito *et al.*, 2022).

H1: Talent attraction has a significant effect on learning and development

H2: Talent attraction has a significant effect on sustainable organizational performance

H3: Talent attraction has a significant sustainable organizational performance learning and development mediated by learning and development

### *Talent Retention*

Herzberg's Two-Factor Theory, which distinguishes between motivators and hygiene factors, is particularly relevant as it helps explain why certain factors such as career development opportunities (career management) and continuous learning (learning and development) are crucial for employee retention (Miah & Hasan, 2022; Thant & Chang, 2020). Organizations that successfully retain employees often have well-defined career paths and development opportunities that contribute to employee satisfaction and reduce turnover intentions (Rodríguez-Sánchez *et al.*, 2020; Ahmed *et al.*, 2022). Effective career management is not only a tool for retention but also a beneficiary of robust retention practices. Talent retention significantly impacts an organization's ability to implement effective learning and development programs. A stable workforce allows organizations to invest in long-term development strategies, which in turn, foster a culture of continuous improvement and innovation (Nguyen, 2020). Retention provides the continuity necessary for the successful implementation and maturation of L&D initiatives (Makhoahle & Gaseitsiwe, 2022). While intuitively retaining top talent should lead to better organizational performance, the link often depends on how these talents are managed and developed (Febriani & Sa'diyah, 2021; Husain & Sumartik, 2023). The previous studies emphasize the role of retention in enhancing employee engagement and commitment, which are crucial for career management but do not necessarily translate directly into improved sustainable performance (Anwer & Chitrao, 2022). This implies a complex connection in which the degree to which retained talent is managed and developed efficiently mediates the influence of retention on SOP. Learning and development and career management play a crucial role as mediators in the relationship between talent retention and SOP. When combined with strategic L&D and CM practices, the benefits of retention are fully realized (Gupta, 2019; Holland & Scullion, 2019; Ahmed *et al.*, 2022; Škerháková *et al.*, 2022).

H4: Talent retention has a significant effect on career management

H5: Talent retention has a significant effect on learning and development

H6: Talent retention has a significant effect on sustainable organizational performance

H7: Talent retention has a significant effect on sustainable organizational performance learning and development mediated by learning and development

H8: Talent retention has a significant effect on sustainable organizational performance mediated by career management (Cortés *et al.*, 2024; Gioia *et al.*, 2024; Li *et al.*, 2024; Omokunle, 2024; Schanzempch & Rimoldi, 2024).

### *Talent Acquisition*

Talent Acquisition is seen as a strategic process that contributes to building these valuable resources (Honoré & Ganco, 2020; Prasetyo *et al.*, 2023). The studies show that successful Talent Acquisition practices are positively linked to the effectiveness of Career Management within organizations. When organizations adopt strategic talent acquisition practices, they are more likely to attract individuals whose career goals align with the organization's objectives, thus facilitating easier integration into career development programs (Swales, 2020). The relationship between Talent Acquisition and Sustainable Organizational Performance is well-documented, with numerous studies affirming that acquiring the right talent is crucial for organizational success (Saling & Do, 2020; Swales, 2020). Strategic Talent Acquisition impacts various aspects of SOP, including innovation, operational efficiency, and market responsiveness. The previous research suggests that the strategic value of Talent Acquisition is maximized when it is closely aligned with the organization's long-term strategic goals rather than just filling immediate job openings (Swales, 2020). The effectiveness of Talent Acquisition in enhancing SOP is mediated by factors such as employee retention, integration, and development. This suggests that while Talent Acquisition is necessary for building organizational capabilities, it is not sufficient by itself to guarantee sustainable performance improvements (Honoré & Ganco, 2020).

H9: Talent Acquisition has a significant effect on career management

H10: Talent Acquisition has a significant effect on sustainable organizational performance

H11: Talent Acquisition has a significant effect on sustainable organizational performance mediated by career management

### *Learning Development*

The concept of a learning organization emphasizes that organizations that facilitate continuous learning and adaptability are better equipped to achieve sustainable success (Afshari & Hadian Nasab, 2020). Empirical research



has consistently supported the link between effective LD initiatives and enhanced organizational performance. The previous studies highlight that organizations with robust LD programs tend to exhibit higher productivity, better employee morale, and greater innovation capabilities (Whysall *et al.*, 2019). These outcomes directly contribute to both immediate and long-term performance metrics, making LD a critical ingredient for sustainability. LD's impact on SOP is often mediated through several pathways, including increased employee satisfaction, reduced turnover, and enhanced capacity for organizational change (Burghate & Mundada, 2023; Graefen *et al.*, 2023). These factors are essential for building resilient organizations capable of sustaining performance over time. The impact of LD on SOP can vary significantly depending on the strategic alignment of LD programs with organizational goals and the quality of implementation (Afshari & Hadian Nasab, 2020).

H13: Learning and development has a significant effect on sustainable organizational performance

#### *Career Management*

The Social Exchange Theory suggests that when employees perceive investment in their careers from their employers, they are more likely to reciprocate with increased commitment and loyalty, which are critical for sustainable organizational performance (SOP) (Swales, 2020). The research has demonstrated that organizations that effectively manage careers tend to have higher levels of employee engagement, reduced turnover, and enhanced ability to attract and retain top talent (Swales, 2020). These outcomes contribute directly to the sustainability of performance by fostering a motivated, committed, and skilled workforce (Bandi *et al.*, 2024; Erlina *et al.*, 2024; Uneno *et al.*, 2024). The previous studies underscore the importance of career management in facilitating employee development and readiness for organizational roles, which directly contributes to operational effectiveness and adaptability (Järvi & Khoreva, 2020). Furthermore, effective career management practices are shown to support strategic HR objectives, including succession planning and leadership development, which are crucial for long-term sustainability. The previous research discusses how mismatches between employee aspirations and organizational opportunities can diminish the impact of career management on performance (Swales, 2020). Such studies can help refine career management practices to better meet the needs of both employees and organizations, ultimately supporting sustained organizational success in an increasingly complex and dynamic marketplace (Bagdadli & Gianecchini, 2019).

H12: Career management has a significant effect on sop sustainable organizational performance

#### *Sustainable Organization Performance*

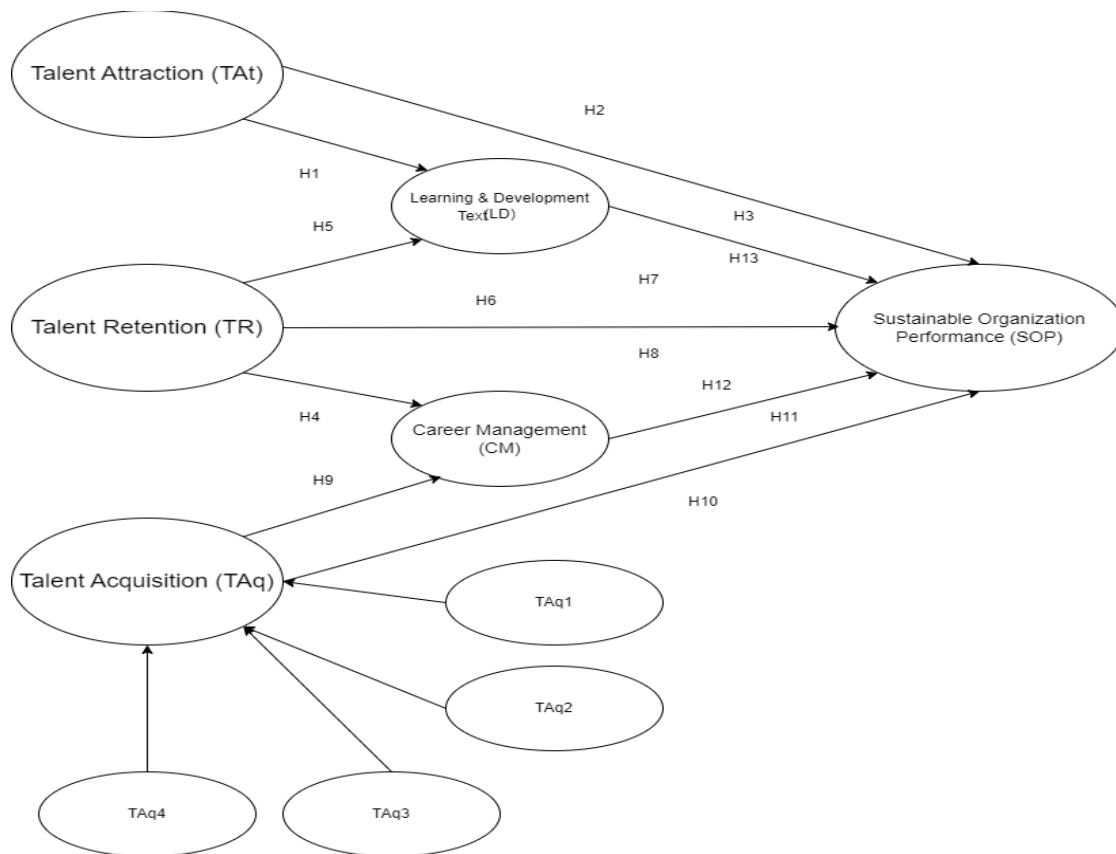
The research indicates that comprehensive talent management strategies encompassing talent acquisition, retention, development, and engagement are crucial for achieving SOP. The previous studies demonstrate that effective talent management can enhance organizational agility, innovation, and responsiveness to market changes, all of which are essential for long-term success (Gurusinghe *et al.*, 2021; Mujtaba & Mubarik, 2021). Talent acquisition ensures that organizations have the right skills to innovate and adapt; talent retention minimizes knowledge loss and sustains performance; talent development prepares employees for future challenges; and talent engagement enhances job satisfaction and organizational commitment, which are crucial for maintaining high performance over time. The other studies suggest that LD initiatives help build the skills and competencies necessary for sustainable success, while career management aligns individual aspirations with organizational needs, fostering long-term commitment and performance (Whysall *et al.*, 2019). The integration of talent management with strategic business goals, particularly through the development of human capital, is crucial for achieving sustainable organizational performance. Effective talent management not only addresses immediate operational needs but also ensures long-term viability by fostering a workforce that is capable, committed, and aligned with the organization's broader sustainable goals (Swales, 2020; Pagan-Castaño *et al.*, 2022).

#### **Materials and Methods**

This study focused on individuals holding managerial and ownership roles within the manufacturing sector across Indonesia, who are directly involved in the implementation of talent management practices. The research utilised a five-point Likert scale to evaluate respondents' agreement levels concerning psychological and behavioural constructs. Data collection was carried out by the researcher from June 2023 to March 2024, employing a purposive sampling



approach to ensure the inclusion of individuals specifically responsible for administering talent management strategies. A total of 400 participants were selected, with considerations given to statistical robustness, including effect size, latent and observed variable counts, and response probability. The primary instrument for data collection was a self-administered questionnaire, meticulously designed based on validated instruments from previous scholarly work. Ethical research practices were stringently followed, including securing informed consent and obtaining ethical clearance through a recognised university research board. The questionnaire was structured into several key sections: the first captured informed consent and assured participant confidentiality; the second gathered demographic details such as initials, gender, age, and current professional designation; and the third focused on capturing data relating to the study's independent, mediating, and dependent variables. Respondent characteristics were thoroughly documented to support the representativeness and contextual relevance of the findings. The sample comprised 400 professionals involved in talent management within Indonesia's manufacturing industry, particularly in the domain of risk management for power generation. Among these, individuals aged 25 to 30 years formed the largest demographic, with 138 respondents or 34.5% of the sample. Regarding employment status, nearly half of the participants (49.5%) held permanent, full-time roles, amounting to 198 individuals. This demographic profile underscores a predominantly young and professionally stable respondent base, suitable for examining strategic talent initiatives in industrial contexts. This study explores the complex understanding of implementation talent management in manufacturing industry using a survey-based quantitative methodology. The independent variable is conceptualized as a Talent Attraction (TA) with six indicators (Pagan-Castaño *et al.*, 2022), Talent Retention (TR) with four indicators (Gupta, 2019; Holland & Scullion, 2019), and Talent Acquisition (TA) with four dimensions (Albert, 2019; Saling & Do, 2020). Learning and Development (LD) with three indicators (Al Aina & Atan, 2020; Enwereji & Emmanuel, 2022; Firman, 2023) and Career Management (CM) with four indicators act as mediating variables (Al Aina & Atan, 2020), while Sustainable Organization Performance (SOP) with five indicators is the dependent variable (Al Aina & Atan, 2020) (Figure 1).



**Figure 1.** Dependent and independent variables

### Validity and Reliability

The modelling approach began with defining empirical and theoretical models grounded in previous literature. Data were then entered into the software for analysis. The process included verifying data adequacy, testing PLS-SEM assumptions, and iteratively refining the model to enhance validity and reliability. Model fit was subsequently assessed to ensure alignment with theoretical expectations. In the final stage, hypothesis testing was conducted to examine the relationships between latent variables, followed by an interpretation of results based on the study's aims. This approach offered insights into the causal linkages and the strength of associations among the constructs under investigation. The full collinearity assessment was conducted to address potential common method bias, which might occur due to data being gathered from a single source. In this evaluation, VIF values recorded were below 4.6 for several constructs: career management (4.07), learning and development (4.51), talent acquisition (4.56), talent attraction (3.99), and Talent Retention (4.51). These findings suggest that there is no bias stemming from the single-source data collection.

**Table 1.** Outer Loading.

	CM	LD	SOP	TAq	TAq1	TAq2	TAq3	TAq4	TAt	TR
CM1	0.909									
CM2	0.912									
CM3	0.920									
CM4	0.919									
LD1		0.877								
LD2		0.909								
LD3		0.824								
SOP1			0.839							
SOP2			0.872							
SOP3			0.881							
SOP4			0.865							
SOP5			0.856							
TAq1					0.906					
TAq1				0.679						
TAq10								0.917		
TAq10				0.857						
TAq2					0.920					
TAq2				0.734						
TAq3						0.924				
TAq3				0.841						
TAq4						0.918				
TAq4				0.808						
TAq5							0.921			
TAq5				0.812						
TAq6							0.918			
TAq6				0.801						
TAq7								0.900		
TAq7				0.876						
TAq8								0.888		
TAq8				0.858						





TAq9	0.902
TAq9	0.838
TAt3	0.859
TAt4	0.875
TAt5	0.783
TAt6	0.824
TR1	0.876
TR2	0.880
TR3	0.851
TR4	0.789

**Note(s):** Abbreviations: CM = Career Management; LD = Learning and Development; SOP = Sustainable Organization Performance; TAq = Talent Acquisition; TAt = Talent Attraction; TR = Talent Retention

Within the PLS-SEM approach, validation of the measurement model is performed by examining the outer loadings of indicators relative to their latent variables. The outer loadings above 0.6 are generally indicative of strong convergent validity, reflecting a solid correlation between the observed indicators and their associated constructs. An assessment of the outer loading results (**Table 1**) shows that all indicators exceed this acceptable minimum, with the lowest value recorded at 0.679. This suggests that the measurement indicators employed are reliable and adequately represent their respective constructs, thereby supporting further analytical steps within the model. Each of these indicators serves as a benchmark for construct reliability and convergent validity. The analysis reveals that all constructs demonstrate high reliability, with values for Cronbach's alpha, rho\_A, and Composite Reliability typically reaching or exceeding 0.9, well above the recommended threshold of 0.7 (**Table 2**). The AVE values also support convergent validity, as each construct exceeds the 0.5 threshold, suggesting that more than half the variance in the observed variables is accounted for by the underlying construct.

**Table 2.** Construct reliability and validity.

	Cronbach's Alpha	rho_A	Composite Reliability	(AVE)
CM	0.935	0.936	0.954	0.837
LD	0.840	0.847	0.904	0.758
SOP	0.914	0.914	0.936	0.744
TAq	0.942	0.945	0.951	0.660
TAq1	0.800	0.804	0.909	0.833
TAq2	0.822	0.823	0.918	0.849
TAq3	0.817	0.817	0.916	0.845
TAq4	0.924	0.924	0.946	0.814
TAt	0.856	0.860	0.903	0.699
TR	0.871	0.875	0.912	0.722

## Results and Discussion

### Structural Model

Regarding the structural model, the study assessed its efficacy by evaluating the coefficient of determination ( $R^2$ ) alongside model fit indices. The results reveal strong explanatory power, with the  $R^2$  for Career Management (CM) reaching 0.766 and its sub-construct BI1 achieving an even higher value of 0.847. Similarly, robust  $R^2$  values were observed for constructs such as Learning and Development (LD) at 0.764, Sustainable Organizational Performance (SOP) at 0.835, and Talent Acquisition at a perfect 1.000, highlighting the model's capacity to account for variance in key constructs. In addition, model fit was evaluated using the Standardized Root Mean Square Residual (SRMR),

which serves as an index of overall model fit. A threshold value of 0.08 or lower is typically deemed acceptable. The model's SRMR value was 0.065, indicating a satisfactory fit though suggesting room for refinement. While more comprehensive fit indices such as the discrepancy ( $d_{ULS}$ ) and Chi-Square values were not available, they could offer further insight into the model's fit quality. Nonetheless, the current metrics affirm the structural model's robustness and provide a reliable foundation for interpreting the hypothesised relationships.

**Table 3** indicates the outcomes of prior data processing. Talent Attraction (TA<sub>t</sub>) demonstrates a significant positive influence on Learning and Development (LD) with a path coefficient of 0.414, indicating a strong relationship. Conversely, the impact of Talent Attraction on Sustainable Organizational Performance (SOP) is not significant, as evidenced by a negligible path coefficient of 0.017. However, when Talent Attraction's influence on SOP is mediated by LD, the path coefficient of 0.101 suggests a significant positive effect. Talent Retention (TR) significantly affects Career Management (CM) with a robust path coefficient of 0.417 and similarly impacts Learning and Development (LD) strongly with a coefficient of 0.504. The direct influence of Talent Retention on SOP is not significant, indicated by a coefficient of 0.065. Nonetheless, the mediated relationships through LD and CM to SOP are significant, with path coefficients of 0.123 and 0.122, respectively, highlighting the importance of these mediating variables in linking Talent Retention to SOP. Talent Acquisition (TA<sub>q</sub>) shows a very strong and significant direct impact on Career Management (CM) with a path coefficient of 0.501. It also directly enhances SOP with a substantial coefficient of 0.352. Furthermore, the relationship between Talent Acquisition and SOP, when mediated by CM, also proves significant with a path coefficient of 0.147. In addition to these specific relationships, Career Management (CM) and Learning and Development (LD) individually exhibit direct and significant influences on SOP, with coefficients of 0.292 and 0.244, respectively. These findings underscore the critical roles of strategic career planning and continuous employee training in driving organizational performance.

**Table 3.** Path Coefficient

Hypothesis	Original Sample	T Statistics ( O/STDEV )	P Values	significance
<b>H1: TA<sub>t</sub> -&gt; LD</b>	0.414	7.654	0.000	significant
<b>H2: TA<sub>t</sub> -&gt; SOP</b>	0.017	0.350	0.727	Not significant
<b>H3: TA<sub>t</sub> -&gt; LD -&gt; SOP</b>	0.101	2.547	0.011	significant
<b>H4: TR -&gt; CM</b>	0.417	6.601	0.000	significant
<b>H5: TR -&gt; LD</b>	0.504	9.501	0.000	significant
<b>H6: TR -&gt; SOP</b>	0.065	1.010	0.313	Not significant
<b>H7: TR -&gt; LD -&gt; SOP</b>	0.123	2.583	0.010	significant
<b>H8: TR -&gt; CM -&gt; SOP</b>	0.122	3.662	0.000	significant
<b>H9: TA<sub>q</sub> -&gt; CM</b>	0.501	9.060	0.000	significant
<b>H10: TA<sub>q</sub> -&gt; SOP</b>	0.352	6.090	0.000	significant
<b>H11: TA<sub>q</sub> -&gt; CM -&gt; SOP</b>	0.147	4.421	0.000	significant
<b>H12: CM -&gt; SOP</b>	0.292	4.699	0.000	significant
<b>H13: LD -&gt; SOP</b>	0.244	2.708	0.007	significant

Strategic talent acquisition can lead to immediate and long-term performance benefits by aligning new talent with the organization's strategic goals (Asbari *et al.*, 2020; Kamar *et al.*, 2020). Contrary to these findings, some studies suggest a more nuanced relationship. Talent acquisition has a positive impact on organizational performance; its direct relationship with sustainable outcomes can be inconsistent, often depending on the industry context and the nature of the job market. These discrepancies highlight the complexity of linking talent acquisition directly to SOP without considering intervening variables like career management (Kabwe & Tripathi, 2020). The consistency of the current study's findings with most prior research suggests that organizations that excel in talent acquisition typically have





strong systems for managing these talents' careers, which in turn enhances SOP. The direct impact of talent acquisition on SOP, significant in this analysis, differs from some past findings due to variations in organizational maturity, industry conditions, or differences in how SOP is defined and measured across studies (Al Aina & Atan, 2020; Hongal, & Kinange, 2020). XX. Moreover, the significant mediational role of CM between TAq and SOP can be explained by the notion that well-planned career pathways help newly acquired talent to integrate more effectively into the organizational culture and contribute more significantly to organizational goals. This mediation underscores the importance of not just acquiring talent but also managing it effectively through structured career paths that align individual aspirations with organizational needs. The direct and mediated relationships identified suggest that for organizations to truly benefit from talent acquisition, they must not only focus on acquiring skilled individuals but also on how these individuals are integrated into the organization's career management systems. The results reinforce the importance of a holistic approach to talent management, where acquisition, retention, and career development are seen as interconnected processes that collectively enhance sustainable organizational performance. Specifically, the study identifies that effectiveness in attracting high-quality talent positively impacts the learning and development initiatives implemented by organizations. This supports existing theories suggesting that an environment emphasizing continual professional growth is a result of strategic talent attraction practices (King & Vaiman, 2019).

The theoretical implication of this relationship suggests that integrating the process of talent attraction with learning and development is key to creating long-term value and supporting sustainable organizational performance. Furthermore, this research reveals that learning and development serve as a crucial mediator in the relationship between talent attraction and sustainable organizational performance. This finding implies that the benefits of talent attraction can only be fully realized when followed by comprehensive development programs, aligning with previous studies emphasizing the importance of learning and development in activating the full potential of attracted talents (Singh *et al.*, 2022). The research indicates that successful retention efforts are not only about keeping employees but also about facilitating career management and continuous learning. This indicates that effective retention practices should involve clear career management strategies that support employee aspirations and provide development opportunities. The implication of these findings adds a new dimension to the theory of talent retention, highlighting the importance of integrating retention with career development. Finally, the analysis of talent acquisition and its impact on career management and sustainable organizational performance affirms that talent acquisition is more than just filling positions. It is a strategic component that directly contributes to organizational performance enhancements (Whysall *et al.*, 2019). Consequently, talent management theories must acknowledge that the influence of talent acquisition on sustainable performance occurs through effective career management structures and employee development strategies (Al Aina & Atan, 2020; Saling & Do, 2020). The results reinforce the importance of a holistic approach to talent management, where acquisition, retention, and career development are seen as interconnected processes that collectively enhance sustainable organizational performance.

## Conclusion

This study explored the relationships between various talent management practices—career management, learning and development, talent acquisition, talent attraction, and talent retention—and their impact on sustainable organizational performance. The findings reveal that certain talent management strategies play a critical role in enhancing organizational performance, while others show more indirect influence. Career management was found to have a positive and direct impact on SOP, emphasizing the importance of effective career management in driving long-term organizational success. Similarly, learning and development contributes significantly to SOP, highlighting the need for organizations to invest in continuous employee development to ensure sustainable performance. Talent acquisition plays a dual role; it not only directly improves SOP but also positively influences career management, which in turn enhances organizational performance. This suggests that acquiring the right talent is fundamental to both immediate and long-term organizational success by supporting career growth and development. Talent retention, while not directly affecting SOP, has a significant impact when linked to career management and learning and development programs. These findings suggest that organizations aiming for sustainable performance should prioritize robust career management and learning and development programs. Talent attraction does not immediately impact



performance; it plays a crucial role in feeding into development programs that ultimately enhance long-term organizational success.

#### *Limitations and Dimensions for Future Research*

This study has some limitations; the sample size and industry context limit the ability to generalize the findings across different sectors or regions. Additionally, as a cross-sectional study, it does not account for changes over time, which affect the relationships between the variables. Other factors, such as organizational culture and leadership styles, were not included in this model but also played a role in influencing sustainable performance. Future research should consider expanding the sample to include more diverse industries and regions to enhance the generalizability of the findings. Longitudinal studies would help to understand how talent management practices influence SOP over time. Moreover, incorporating additional variables like organizational culture, leadership, and external factors would provide a more comprehensive understanding of the elements that contribute to sustainable organizational performance.

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