The Influence of Talent Management on Employee Performance with Organizational Commitment as a Mediating Variable

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Abstract:

This study aims to provide empirical evidence and develop a theory-oriented prediction regarding the influence of talent management on employee performance, mediated by organizational commitment in madrasas. The study employed an explanatory approach with a survey method. Data were collected from 30 respondents, who served as the research sample, using a random sampling technique. Data analysis was conducted using the Partial Least Squares (PLS) method in SmartPLS. The results indicate that talent management positively affects performance and organizational commitment. The better the implementation of talent management, through the identification, development, and retention of high-potential individuals, the greater the improvement in individual and organizational performance. Effective talent management not only drives productivity but also builds a sense of appreciation and engagement among employees, thereby strengthening their commitment to contributing optimally to the organization. Furthermore, high employee competence enhances organizational commitment, as employees with strong abilities and self-confidence tend to demonstrate greater loyalty and responsibility towards their work. This study also found that performance has a positive effect on organizational commitment; high-performing employees tend to feel more satisfied and proud of their work, thus increasing their commitment to the organization.

Keywords: *Talent Management, Employee Performance, Organizational Commitment, Retention*

Abstrak:

Penelitian ini bertujuan untuk memperoleh bukti empiris dan mengembangkan teori (berorientasi prediksi) mengenai pengaruh manajemen talenta terhadap kinerja karyawan yang dimediasi oleh komitmen organisasi di madrasah. Penelitian menggunakan pendekatan eksplanatori dengan metode survei. Data dikumpulkan dari 30 responden yang menjadi sampel penelitian menggunakan teknik pengambilan sampel acak. Analisis data dilakukan dengan metode Partial Least Squares (PLS) pada SmartPLS. Hasil penelitian menunjukkan bahwa manajemen talenta berpengaruh positif terhadap kinerja dan komitmen organisasi. Semakin baik penerapan manajemen talenta, melalui identifikasi, pengembangan, dan retensi individu berpotensi tinggi, maka semakin besar peningkatan kinerja individu dan organisasi. Manajemen talenta yang efektif tidak hanya mendorong produktivitas tetapi juga membangun rasa apresiasi dan keterlibatan karyawan, yang memperkuat komitmen mereka untuk berkontribusi secara optimal kepada organisasi. Selain itu, kompetensi karyawan yang

tinggi meningkatkan komitmen organisasi, karena karyawan dengan kemampuan dan rasa percaya diri yang kuat cenderung menunjukkan loyalitas dan tanggung jawab yang lebih besar terhadap pekerjaan mereka. Penelitian ini juga menemukan bahwa kinerja berpengaruh positif terhadap komitmen organisasi, karyawan yang berkinerja tinggi cenderung merasa lebih puas dan bangga dengan pekerjaan mereka, sehingga semakin berkomitmen terhadap organisasi.

Kata Kunci: *Manajemen Talenta, Kinerja Karyawan, Komitmen Organisasi, Retensi*

INTRODUCTION

In the contemporary organizational landscape, human resources are widely recognized as the most critical asset in determining organizational sustainability and competitiveness. Organizations across sectors are increasingly confronted with rapid environmental changes, technological disruption, and intensified performance expectations, all of which demand competent and committed employees (Ahmad, 2020; Kartika & Pienata, 2020; Mhlanga, 2023). The effectiveness of organizational strategies largely depends on how well human resources are managed, developed, and aligned with organizational goals. Empirical evidence shows that organizations with strong human resource management systems tend to demonstrate higher productivity, adaptability, and long-term performance (Aldabbas et al., 2023; Anand et al., 2024; Dahleez et al., 2021). Therefore, understanding how talent management influences employee performance through psychological and attitudinal mechanisms, such as organizational commitment, becomes essential not only for organizational success but also for broader societal outcomes related to workforce quality and institutional effectiveness.

Despite growing awareness of the importance of human resources, many organizations continue to face persistent challenges related to employee performance. Increasing work demands, performance targets, and organizational pressures often result in stress, disengagement, and declining work quality among employees (Davis, 2021; Hong et al., 2021). In practice, organizations frequently emphasize performance outcomes without adequately addressing the systems that support employee development and commitment. As a result, talented employees may underperform or even leave the organization due to low attachment and limited career prospects. Previous studies have reported that inadequate talent identification, weak development programs, and inconsistent reward systems contribute to underutilized human potential (Chen et al., 2021; Howard et al., 2023). These conditions indicate a gap between organizational expectations and employees' psychological readiness, highlighting the need for integrated management approaches that simultaneously enhance talent utilization and organizational commitment.

Previous studies have extensively examined the relationships between talent management, organizational commitment, and employee performance. Saputra (2022) and Desmaniar et al. (2022) emphasized that employee performance reflects both the quality and quantity of work achieved in line with

assigned responsibilities. Streimikiene et al. (2021), Abdelwahed (2023), and Metz et al. (2020) highlighted organizational commitment as a key factor influencing employees' willingness to exert effort for organizational goals. Studies by Al-Hawari et al. (2020) and Baroudi (2024) found that talent management practices positively affect employee performance through improved competence and motivation. Similarly, Bohórquez et al. (2022), Swailes (2022), and Conte (2023) demonstrated that strategic talent management contributes to organizational effectiveness. However, most previous studies have examined these variables in a direct relationship, with limited attention to the mediating role of organizational commitment. Furthermore, existing research often treats talent management as a technical HR function rather than a strategic process that shapes employee attitudes. This gap indicates the need for integrative research that explains how and why talent management translates into performance outcomes.

This study offers a state-of-the-art perspective by positioning organizational commitment as a key mediating mechanism linking talent management and employee performance. Unlike prior research that focuses primarily on direct effects, this study integrates strategic human resource management theory and organizational behavior perspectives to explain the underlying process through which talent management influences performance (Bhutto et al., 2021; Yislam et al., 2023). The novelty of this research lies in its emphasis on commitment as a psychological bridge that transforms talent-related practices into actual performance outcomes. By conceptualizing talent management not merely as recruitment or development, but as a long-term organizational investment that shapes employees' emotional attachment and loyalty, this study advances existing theoretical frameworks (Abd. Wahab et al., 2023; Aina & Atan, 2020; Alaghbari et al., 2024). Addressing this issue is crucial, as organizations increasingly rely on internal talent pipelines while simultaneously struggling to maintain employee commitment in high-pressure work environments. Therefore, this research contributes to updating the discourse on talent management in a more holistic and behavior-oriented manner.

Based on the identified theoretical and empirical gaps, this study addresses the following research problem: how does talent management influence employee performance, and to what extent does organizational commitment mediate this relationship? While talent management is assumed to enhance employee capabilities, its effectiveness in improving performance may depend on employees' willingness to align themselves with organizational values and goals. Without strong organizational commitment, even highly talented employees may not fully utilize their potential. Consequently, understanding the mediating role of organizational commitment becomes essential to explain inconsistencies found in previous empirical results. This research problem is particularly relevant to organizations seeking sustainable performance improvement through internal talent development rather than short-term performance control mechanisms.

This study argues that talent management positively influences employee

performance both directly and indirectly through organizational commitment. Talent management practices such as systematic recruitment, career development, and competency-based placement are expected to strengthen employees' emotional attachment and sense of belonging, thereby enhancing their performance. The originality of this research lies in its integrative explanatory model, which links strategic talent management to behavioral outcomes through organizational commitment. By empirically testing this mediating relationship, the study contributes to the development of prediction-oriented theory in human resource management. In practice, the findings are expected to provide organizations with evidence-based insights into how to design talent management systems that not only develop skills but also foster commitment, thereby ensuring sustainable employee performance and long-term organizational effectiveness.

RESEARCH METHODS

This study aims to obtain empirical evidence and develop a theory (prediction-oriented) regarding the influence of talent management on performance mediated by organizational commitment at MAN 2 Nganjuk. Considering the research problems and objectives to be achieved, this study employs an explanatory research approach using a survey method. The questionnaire was designed based on the variables of talent management, performance, and organizational commitment (Fitri & Haryanti, 2020). The research data were collected from 30 respondents who served as the sample for this study. Data collection was conducted using a random sampling method. In this study, data analysis was performed using the Partial Least Squares (PLS) method in SmartPLS. PLS is a component-based or variance-based Structural Equation Modeling (SEM) technique.

In the PLS analysis, two main assessments are conducted: evaluating the Outer Model (or measurement model) and the Inner Model. There are three key criteria for assessing the Outer Model, namely Convergent Validity, Discriminant Validity, and Composite Reliability. Convergent Validity in reflective measurement models is evaluated by the correlation between item or component scores calculated using PLS. The individual reflective indicators are considered to have high validity if they correlate at or above 0.70 with the construct being measured. However, in the early stages of scale development, loading values between 0.50 and 0.60 are deemed acceptable. Another method for assessing Discriminant Validity is by comparing the square root of the Average Variance Extracted (AVE) for each construct with the correlations between that construct and other constructs within the model. If the AVE value of a construct is greater than the correlation values between that construct and others, it indicates good discriminant validity. It is generally recommended that the AVE value should exceed 0.50.

Composite Reliability for the block of indicators measuring a construct can be evaluated using two measures, one of which is internal consistency reliability, as developed by Ghozali (2024). Evaluating the Inner Model or Structural Model involves examining the relationships among constructs, the significance values, and the R-square values of the research model. The structural model is assessed

using R-square values for dependent constructs, the Stone-Geisser Q-square test for predictive relevance, t-tests, and the significance of the path coefficients. In evaluating the model using PLS, the process begins by examining the R-square value for each dependent latent variable. Changes in the R-square value can be used to assess the effects of specific independent latent variables on dependent latent variables and determine whether these effects are substantive.

RESULTS AND DISCUSSION
Results
This section presents the results of the data analysis obtained by testing the measurement model (outer model) and the structural model (inner model) using SmartPLS. The research results include construct validity and reliability tests, model feasibility, hypothesis testing, and an analysis of the mediating role of organizational commitment in the relationship between talent management and performance.

Results of Data Quality Testing (Outer Model)
There are four criteria used in SmartPLS data analysis to assess the Outer Model: Convergent Validity, Discriminant Validity, Composite Reliability, and Average Variance Extracted (AVE).

Convergent Validity
Convergent validity in a reflective measurement model is assessed by the correlation between item or component scores estimated using PLS software. An individual reflective indicator is considered to have high validity if it correlates above 0.70 with the construct being measured. In this study, a loading factor threshold of 0.70 was applied. Based on the table below, all outer loading values are greater than 0.60; therefore, all research items meet the required criteria. The outer loading results are presented in Table 1.

Table 1. Outer Loadings

Indicator	Research Model
Talent Management	
X1	0.733
X2	0.781
X3	0.742
X4	0.713
X5	0.669
X6	0.691
X7	0.664
X8	0.630
X9	0.675
X10	0.665
X11	0.701
X12	0.684
X13	0.776
Performance	
Y1	0.625
Y2	0.680
Y3	0.695

Indicator	Research Model
Y4	**0.810**
Y5	**0.738**
Y6	**0.749**
Organizational Commitment	
Z1	**0.669**
Z2	**0.744**
Z3	**0.652**
Z4	**0.686**
Z5	**0.758**
Z6	**0.786**
Z7	**0.697**
Z8	**0.668**
Z9	**0.666**
Z10	**0.729**

Based on SmartPLS data processing results (Table 1), the outer model values, or correlations between constructs and their respective variables, meet the criteria for convergent validity. The estimation results of the outer loading test using PLS indicate that all items are valid, as all factor loading values are greater than 0.6.

Evaluating Reliability and Average Variance Extracted (AVE)

The validity and reliability criteria can also be assessed by examining each construct's reliability and its Average Variance Extracted (AVE). A construct is considered to have high reliability if its reliability coefficient is greater than 0.70 and its AVE value exceeds 0.50. Table 2 presents the values of Composite Reliability and Average Variance Extracted (AVE) for all variables, as shown below:

Table 2. Outer Model, AVE, Composite Reliability

Variable	AVE	Composite Reliability	Description
Performance (Y)	0.511	0.853	Reliable
Organizational Commitment (Z)	0.500	0.909	Reliable
Talent Management (X)	0.510	0.924	Reliable

Data Source: Processed Primary Data (2025)

Based on Table 2, all constructs meet the reliability criteria. This is indicated by composite reliability values above 0.70 and AVE values exceeding 0.50, in accordance with the established standards.

Model Feasibility Test Results (Inner Model)

The inner model or structural model test is conducted to examine the relationships among constructs, the significance values, and the R-square of the research model. The structural model is evaluated using R-square values for the dependent constructs, t-tests, and the significance of structural path coefficients. In assessing the model using PLS, the evaluation begins by examining the R-square value for each dependent latent variable. Table 3 presents the R-square

estimation results obtained using SmartPLS.

Table 3. R-Square Result

Variable	R-Square
Performance (Y)	0.568
Organizational Commitment (Z)	0.861

Table 3 shows that the R-square value for the performance variable is 0.568, indicating that 56.8% of the variability in the performance construct is explained by the talent management and organizational commitment constructs, with the remaining portion explained by other variables outside the model. A higher R-square value indicates that the independent variables explain a greater proportion of the dependent variable's variability, resulting in a better structural model. Meanwhile, the R-square value for the organizational commitment variable is 0.861, indicating that 86.1% of the variability in the organizational commitment construct is explained by the performance construct, with the remaining portion accounted for by variables outside the studied model. Similarly, a higher R-square indicates that the independent variables have stronger explanatory power for the dependent variable, thereby improving the structural model.

Hypothesis Testing

The significance of the estimated parameters provides valuable information regarding the relationships among the research variables. The basis for hypothesis testing is the value found in the output result for the inner weight. Table 5 presents the estimation output for testing the structural model. In SmartPLS, the statistical testing of each hypothesized relationship is performed through simulation using the bootstrapping method applied to the sample data. The bootstrapping procedure is also intended to minimize issues related to non-normality in the research data. The results of the bootstrapping analysis using SmartPLS are presented as follows:
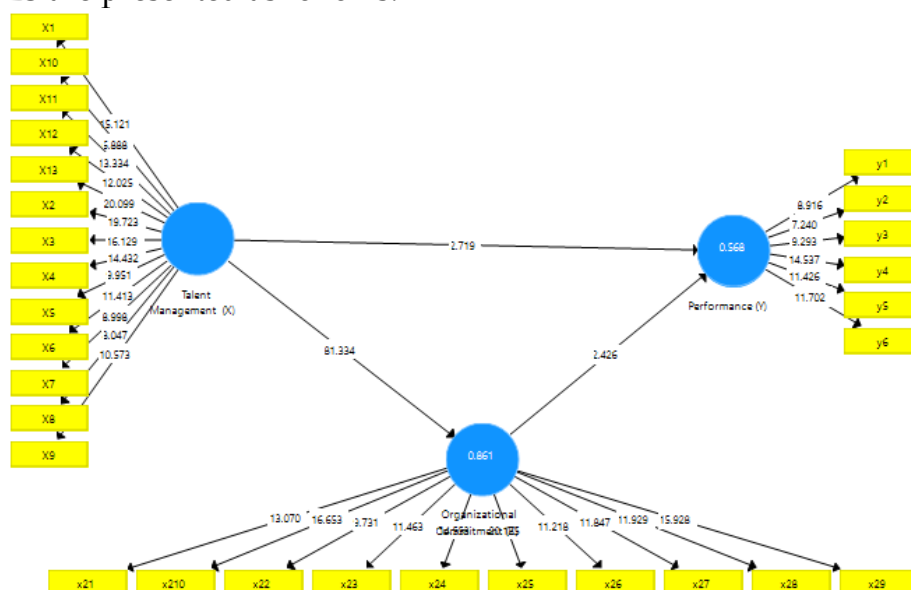
Figure 1 Bootstrapping Result

The path coefficient measures the level of significance in hypothesis testing. This test examines the estimated path coefficients and t-statistics at the 5% significance level. If the t-statistic value is higher than the t-table value of 1.984 for a one-tailed hypothesis, the hypothesis is accepted. The following are the path coefficient values obtained from the main hypothesis testing in this study:

Table 4. Path Coefficient Result

Correlation	Original Sample	Sampel Mean (M)	Standar Deviation	T-Statistik	P Values	Decision
Organizational Commitment (Z) -> Performance (Y)	0.363	0.355	0.158	2.294	0.022	Received
Talent Management (X) -> Performance (Y)	0.405	0.422	0.155	2.617	0.009	Received
Talent Management (X) -> Organizational Commitment (Z)	0.928	0.931	0.011	81.654	0.000	Received

The results presented above show that talent management has a significant effect on performance. The performance test produced a t-statistic of 2.617 and a P-value of 0.009, both of which are less than the significance level of 0.05. These results support the proposed hypothesis, indicating that talent management has a significant influence on performance. Furthermore, talent management also affects organizational commitment, as evidenced by a t-statistic of 81.654 and a P-value of 0.000 (< 0.05). Thus, the hypothesis stating that talent management influences organizational commitment is accepted. In addition, performance also has a significant effect on organizational commitment, with a t-statistic value of 2.294 and a P-value of 0.022 < 0.05. These findings confirm the proposed hypothesis, indicating that performance positively affects organizational commitment.

Mediation Test Results

The analysis of influence examined the strength of relationships among variables, including direct, indirect, and total effects. The direct impact refers to the coefficient of all single-headed arrow paths in the model.

Table 5. Indirect Effects

No.	Correlation	Original Sample	Sampel Mean (M)	Standar Deviation	T-Statistik	P Values
1	Talent Management (X1) -> Performance (Y) -> Organizational Commitment (Z)	0.337	0.330	0.147	2.285	0.023

From Table 5, the results indicate an indirect effect of talent management on performance through organizational commitment, with a P-value of 0.000 > 0.05.

Discussion

Talent management has a significant effect on performance, with higher levels associated with higher performance. This finding is consistent with previous research conducted by (Agustiani, 2020; Malika, 2022) which stated that the implementation and development of talent management has a positive influence on improving employee performance. Talent management affects organizational commitment: the higher the level of talent management, the greater the organizational commitment. Akujor (2021) It also defines talent management as the approach to effectively managing talent within an organization, involving succession planning and development, maximizing personnel development, and optimizing the utilization of skills and abilities.

According to Ari (2022) who say that talent management is a process to ensure that an organization fills key future leadership positions and roles that support the organization's core competencies (unique skills and high strategic value). Organizational commitment refers to the degree to which an individual identifies with the organization based on its goals and their willingness to maintain membership   (Kartika, 2020). Organizational commitment can also be defined as an individual's expression of self-identification, loyalty, and involvement within an organization (Fachrunnisa et al., 2024). Commitment in an organization involves three attitudes: (1) self-identification with the organization's goals, (2) willingness to engage in organizational tasks, and (3) a sense of loyalty to the organization (Banjarnahor, 2024).

Performance affects organizational commitment, with higher performance associated with greater responsibility. Gibson (2023) Performance is defined as the outcomes of work related to organizational goals, such as quality, efficiency, and other criteria of work effectiveness. Essentially, performance reflects what personnel do or fail to do. It is a crucial aspect within an organization to achieve its objectives. Employee Performance (Rivai, 2023) It states that performance is the actual behavior that reflects personnel's achievements in accordance with their roles within the organization.

There is an indirect effect of talent management on performance through organizational commitment. Talent management is a process carried out by organizational management to develop and manage its talent so that it can remain competitive with other organizations (Mende & Dewi, 2021). According to Islamuddin (2022), discussing human resource competencies is inseparable from existing job requirements. Competencies can consist of knowledge, skills, attitudes, and employee behaviors. According to Jalil (2020) Competence is an individual's ability to perform tasks effectively and excel in specific areas, encompassing knowledge, skills, and attitudes.

The findings of this study contribute to human resource management and organizational behavior theory by strengthening the understanding of the relationships among talent management, organizational commitment, and employee performance. This study extends previous research by empirically confirming that organizational commitment serves as a mediating variable, explaining how talent management translates into improved performance. The results support the view that talent management is not merely an administrative

or technical practice, but a strategic mechanism that shapes employees' psychological attachment and behavioral responses. By integrating talent management and organizational commitment into a single explanatory framework, this study enriches existing performance models. It reinforces social exchange theory, which posits that employees reciprocate the organization's investment in talent development by increasing their commitment and performance.

From a practical perspective, the results underscore the importance of implementing integrated talent management strategies to enhance employee performance and organizational commitment simultaneously. Organizations are encouraged to develop systematic recruitment, competency-based placement, continuous training, and clear career development programs. Such practices help employees feel valued and supported, strengthening their emotional attachment to the organization. In addition, management should align talent management initiatives with commitment-building practices, such as fair performance appraisal, recognition systems, and supportive leadership. By fostering a work environment that prioritizes talent development and employee well-being, organizations can improve performance outcomes, reduce turnover intentions, and achieve sustainable organizational effectiveness in the long term.

CONCLUSION

The findings of this study confirm that talent management has a significant and positive influence on employee performance. Effective talent management practices, including selective recruitment, systematic talent development, and employee retention, contribute to higher performance by ensuring individuals are placed in roles aligned with their competencies. In addition, the results demonstrate that talent management significantly affects organizational commitment, indicating that employees who receive attention, development opportunities, and recognition tend to develop stronger emotional attachment and loyalty to the organization. Furthermore, employee performance has been shown to have a significant effect on organizational commitment, suggesting that high performers experience greater job satisfaction and motivation to remain in the organization. Importantly, this study reveals that organizational commitment serves as a mediating variable in the relationship between talent management and performance. This indicates that talent management not only directly enhances performance but also strengthens performance indirectly by fostering higher levels of organizational commitment.

The implications of these findings highlight the strategic importance of integrating talent management with efforts to build and maintain organizational commitment. Organizations are encouraged to strengthen their talent management systems by implementing transparent selection processes, continuous competency development, structured career paths, and fair reward mechanisms. Such practices not only support performance improvement but also cultivate employee loyalty and long-term engagement. The study further emphasizes that competency enhancement plays a crucial role in reinforcing commitment, as competent employees tend to be more confident, goal-oriented,

and willing to contribute optimally. Therefore, organizations should adopt a holistic human resource strategy that combines talent management with sustained competency development to strengthen organizational commitment. By doing so, organizations will be better positioned to achieve sustainable performance, adapt to environmental changes, and maintain a competitive advantage through a committed, high-performing workforce.

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