

Impact of Talent Management, Job Satisfaction, and Commitment on Employee Retention

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Abstract

Purpose: This study aimed to examine the effects of Recruitment & Selection, Teamwork & Management Support, Performance & Career Management, and Salary & Compensation on employees' Intention to Stay, with Job Satisfaction and Employee Commitment as mediating variables.

Methodology/approach: This study employs a cross-sectional survey method. This strategy was chosen for its effectiveness because it enables the researcher to directly observe participants and gain insights into their characteristics within the workplace.

Results/findings: The results show that Recruitment & Selection, Teamwork & Management Support, Performance & Career Management, and Salary & Compensation positively affect Job Satisfaction and Employee Commitment, which in turn enhance the Intention to Stay. Job Satisfaction and Employee Commitment also act as mediators in these relationships.

Conclusion: All components of Ability Management positively influence Job Satisfaction and Employee Commitment, which in turn increase the Intention to Stay. The strongest relationship was between Employee Commitment and Intention to Stay, while the weakest was from Recruitment & Placement to Job Satisfaction. These findings emphasize the importance of employee satisfaction and commitment in talent retention.

Limitations: This research included only 62 employees from PT XYZ, which might not accurately reflect the complete employee base of the organization or the broader manufacturing industry. Consequently, the results should not be universally applied to other companies with varying attributes.

Contribution: This study combines key talent management factors and examines their impact on intention to stay through job satisfaction and employee commitment, offering deeper insights than previous research focusing on fewer aspects.

Keywords: *Employee commitment, intention to stay, job satisfaction, Talent management.*

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1. Introduction

The importance of human assets (HR) in today's organizations has grown significantly due to swift technological progress and globalization. During the Fourth Industrial Revolution, changes in the workplace include not just the integration of digital technologies but also substantial shifts in HR management practices. Employees are now regarded as strategic assets capable of fostering innovation and enhancing organizational competitiveness, rather than merely executing routine tasks. Consequently, organizations are required to manage HR effectively to adapt to rapid changes and increasingly complex business environments (Hutahaeen et al., 2024). One of the main challenges is retaining quality employees. (Pardede et al., 2024) Given the high turnover rates that pose serious concerns for organizations, especially in retaining skilled and high-potential talent.

This marvel is unpredictably related to the judgments that workers arrive at concerning their continuation or departure from a firm, formed by a huge number of components including work fulfilment, commitment to the organization, balance between professional and individual life, and openings for proficient headway. In this context, the notion of intention to stay acts as a crucial metric for evaluating employees' desire to remain with an organization (Kisahwan et al., 2021). Data from BPS (Statistik, 2024) Indicates that job-switching reasons vary by age group. Among younger workers, internal reasons such as dissatisfaction with pay or the work environment are more prevalent, while older workers are more likely to resign due to outside influences, like household responsibilities (Aditia, Dharma, & Nur, 2022).

The COVID-19 pandemic has additionally resulted in a significant augmentation in resignation rates, reshaping the labour market landscape and highlighting the importance of external factors in workers' decisions to leave their jobs. This situation demands that companies deeply understand employee motivations and design retention strategies, particularly in the post-pandemic era. Millennials and Gen Z, who now dominate the workforce, demand greater flexibility, work-life balance, and self-development opportunities. If these expectations are unmet, they are more likely to switch jobs easily. (Edwina, 2024).

High resignation rates are also evident at PT XYZ, a company operating in the manufacturing sector. Resignation trends from August 2023 to September 2024 showed significant fluctuations, peaking in April 2024. Factors such as low job satisfaction, limited career opportunities, and work-life balance issues are believed to be the main causes. Furthermore, inappropriate recruitment practices, where the company focuses solely on filling positions without considering cultural fit and new employees' expectations, exacerbate the situation. (Armstrong, M., & Taylor, 2020). This mismatch affects employee retention rates and lowers intention to stay. According to research conducted by (Azman, H. A., Suryani, M. T., & Amsal, 2019) Workers who fail to find satisfaction in their jobs will struggle to achieve psychological maturity and may experience frustration. Such employees often find themselves daydreaming, exhibiting low morale, becoming easily fatigued and bored, displaying emotional instability, frequently being absent, and engaging in unproductive activities unrelated to their required tasks (Yuliana, 2022).

Good recruitment practices, according to Armstrong, M., & Taylor, (2020), are a fundamental cornerstone in retaining staff members and individuals who align with the organization's values and culture. Inadequate recruitment procedures can result in misalignments between employees and teams, ultimately impacting team performance. At PT XYZ, high turnover also affects team dynamics and company productivity, worsening working conditions and reducing organizational performance. (Fadhli, K., & Khusnia, 2021)

To address these issues, PT XYZ needs to improve its recruitment processes, enhance employee welfare, and create a work environment that fosters collaboration and productivity. By doing so, the company is expected to increase employees' intention to stay and reduce resignation rates, ultimately positively influencing organizational performance. Previous research relevant to this topic has explored various factors affecting employees' intention to stay. For instance, Kisahwan et al., (2021) Revealed that job satisfaction and career development opportunities significantly influence employees' intentions to remain with an organization. Additionally, Pardede et al., (2024) Emphasized the importance of organizational dedication and the equilibrium between professional obligations and personal existence in determining employees' decisions to stay with a company. Similarly, Fadhli, K., & Khusnia, (2021) Found that proper recruitment practices can reduce turnover rates and enhance employee retention.

However, while many studies discuss these factors individually, few comprehensively examine the relationships between recruitment processes. Job satisfaction, along with work-life balance, is examined about the intent to remain in a position. Moreover, most prior research has focused on public sectors or small organizations, whereas this study emphasizes manufacturing companies with distinct dynamics and challenges (Wanggai, 2022).

This research offers novelty by integrating several key factors influencing the intention to stay, for example, contentment with one's job, career opportunities, balance between work and personal life, and cultural fit, into a comprehensive study. Another unique aspect is its focus on PT XYZ, a large manufacturing company facing unique challenges related to high turnover rates and mismatches between employees and corporate culture. By investigating these factors within the manufacturing industry, this research intends to offer fresh perspectives on successful approaches for retaining employees in a more specific sector (Rahmawati, Antoni, & Kurniawan, 2021).

1.1 Statement Of Problem

The objective of this investigate endeavour is to look at the determinants that impact employees' preparation to stay with PT XYZ, a nourishment fabricating firm based in Bekasi. This study primarily concentrates on assessing how talent management, job satisfaction, and employee commitment influence staff retention.

Various previous studies have identified several obstacles to achieving optimal employee retention, such as low job satisfaction, limited career development opportunities, and a lack of cultural alignment between staff and the company. (Pardede et al., 2024; Armstrong, M., & Taylor, 2020). These obstacles, coupled with ineffective recruitment processes, are the primary causes of the high turnover rate at PT XYZ. To address these challenges, this study will answer several research questions and test the following hypotheses:

1.2 Research Questions

- RQ1: Does Recruitment and Selection positively influence Job Satisfaction?
- RQ2: Does Recruitment and Selection positively influence Employee Commitment?
- RQ3: Does Teamwork and Management Support positively influence Job Satisfaction?
- RQ4: Does Teamwork and Management Support positively influence Employee Commitment?
- RQ5: Does Performance and Career Management positively influence Job Satisfaction?
- RQ6: Does Performance and Career Management positively influence Employee Commitment?
- RQ7: Does Salary and Compensation positively influence Job Satisfaction?
- RQ8: Does Salary and Compensation positively influence Employee Commitment?
- RQ9: Does Job Satisfaction positively influence Employee Commitment?
- RQ10: Does Job Satisfaction positively influence the Intention to Stay?
- RQ11: Does Employee Commitment positively influence the Intention to Stay?

1.3 Hypotheses

- H01: The process of Recruitment & Selection positively influences Job Satisfaction.
- H02: Recruitment & Selection positively impacts Employee Commitment.
- H03: Teamwork & Management Support has a beneficial effect on Job Satisfaction.
- H04: Teamwork & Management Support positively affects Employee Commitment.
- H05: Performance & Career Management positively contributes to Job Satisfaction.
- H06: Performance & Career Management has a positive influence on Employee Commitment.
- H07: Salary & Compensation positively influences Job Satisfaction.
- H08: Salary & Compensation has a positive impact on Employee Commitment.
- H09: Job Satisfaction positively affects Employee Commitment.
- H010: Job Satisfaction positively influences the Intention to Stay.
- H011: Employee dedication positively influences the intention to remain.

2. Literature Review

1.2 Conceptual Review

1.2.1 Talent Management

Talent management entails a strategic method for locating, hiring, nurturing, and keeping skilled individuals within a company. Based on (Festing & Schäfer, 2022), talent management includes leadership development programs, ongoing training, and succession planning aimed at ensuring a sustainable high-quality workforce. This strategy not only enhances organizational effectiveness but

also supports employee well-being and professional growth. Research by Festing & Schäfer, (2022) Shows that effective talent management contributes to increased organizational productivity, creates positive work experiences, and strengthens employees' intention to stay with the company. Furthermore, organizations that consistently invest resources in talent management tend to have lower turnover rates and higher competitiveness. Based on studies Nimtur et al., (2024) In order to recruit, retain, and develop the talent and knowledge that the workforce possesses, talent management is a crucial component in guaranteeing an organization's ongoing success. In general, the focus is on developing high potential employees who will propel organizational achievement.

1.2.2 Job Satisfaction

Job fulfilment is an emotional condition that reflects how satisfied an employee is with their job. According to Weiss et al., (2022), employment contentment reflects the employee's subjective evaluation of various job aspects, such as salary, development opportunities, and relationships with supervisors or coworkers. Job satisfaction refers to how an employee feels about their job, influenced by the work environment, collaboration among coworkers, compensation, and various physical and mental factors. This perception of work stems from various personal attitudes towards different workplace elements, individual adaptation, and the employee's social interactions outside their job, leading to an overall perspective on their work experience. (Dewi et al., 2024). A recent study by Johnson, R., Smith, K., & Brown, (2019) Indicates that contentment in work has a positive correlation with worker dependability and purposeful to remain. Factors such as recognition of contributions, flexible work policies, and work-life balance are key drivers of job satisfaction that directly impact employee retention.

1.2.3 Employee Commitment

Employee commitment is a form of emotional attachment, loyalty, and sense of responsibility an employee has towards the organization they work for. Allen & Meyer, (1990) Classify employee commitment into three main dimensions:

1. *Affective Commitment: Emotional attachment that makes employees feel like part of the organization.*
2. *Continuance Commitment: Involvement based on considerations of costs or risks related with taking off the organization.*
3. *Regulating Commitment: A feeling of ethical commitment to stay with the organization.*

Inquiry by Ahmed et al., (2023) It shows that worker commitment plays a crucial role in creating organizational stability. Organizations that support professional development and offer appropriate rewards can significantly enhance employee commitment, ultimately reducing turnover rates.

1.2.4 Intention to Stay

The deliberate to stay demonstrates an employee's want to proceed with the company for a certain period. Variables such as work-life adjust, acknowledgment of worker commitments, and chances for career development regularly play a pivotal part within the purposeful to remain. (Brown et al., 2013). A study by Tan-Lim et al., (2024) Found that organizations that create an inclusive work environment, offer competitive benefits, and ensure a cultural fit between employees and the company tend to have higher maintenance rates. This highlights the significance of a holistic approach in supporting employees' intention to remain with the company.

1.2.5 Recruitment & Selection

According to S. Kumar, (2022) recruitment is the process of obtaining and screening candidates who meet the requirements to occupy available positions in the organization. Various methods are applied to attract the attention of prospective employees and encourage them to apply for jobs, while selection is the process of screening and evaluating candidates who apply, with the aim of selecting the most suitable individuals for the available positions.

Apostolakos & Metaxas, (2021) The study titled "Executive Selection Process and Job Satisfaction: The Case of the Independent Authority of Public Revenue (IAPR) in Greece" concludes that an effective

executive selection process can enhance job satisfaction among executives at IAPR. Additionally, demographic and economic factors play a significant role in influencing the degree of job satisfaction. And other research was put forward by Martellos et al., (2021), with the title "The Involvement, Sustaining, and Effectiveness of Volunteers in the CSMON-LIFE (Citizen Science Monitoring) initiative and the subsequent three-year evaluation period".

1.2.6 Teamwork & Management Support

According to S. Kumar, (2022) teamwork is defined as a good social and professional influence among team members that encourages employees to remain organized. According to Robbins & Coulter (2020) management support is a series of actions and policies implemented efficiently and effectively by management to support employees in achieving organizational goals.

Monroe et al., (2020) in the research "The significance of deliberate self-care practices: The impact of mindfulness on enhancing job satisfaction, collaboration, and workplace settings indicates that research demonstrates units applying the Project7 Mindfulness Pledge© report notably greater job satisfaction levels than those that do not. Moreover, teamwork has also shown improvement in units that adopted mindfulness practices. In research by Ariani & Feriyanto, (2024) titled "In what ways does leader-member exchange impact work results in small and medium-sized enterprises?" The research findings, which evaluated four influence models, indicate that LMX does not have a direct effect on job satisfaction and organizational commitment, but rather it is mediated by perceived organizational support. Additionally, LMX can serve both as a mediator and a moderator within this influence model.

1.2.7 Performance & Career Management

According to S. Kumar, (2022) performance management is a process that involves assessing and managing employee performance to ensure that organizational goals are achieved. Performance and Career Management are two aspects that are interrelated and support each other in talent management. Both aim to optimize employee potential, improve organizational performance, and ensure alignment between individual goals and organizational goals. According to Armstrong (2006) performance management is an organized process to improve organizational performance by developing each individual and team's abilities.

Dasanayaka et al., (2021) "The influence of the performance evaluation process on the job satisfaction of academic personnel in higher education settings is explored, with findings indicating that the suggested comprehensive model effectively identifies and elucidates dimensions and criteria commonly referenced in existing literature, particularly those pertaining to individual-level phenomena. This model also reveals dimensions and criteria that are often overlooked in the literature.

1.2.8 Career Management

According to Yarnall, (2007) career management as strategic and effective career management is through a systematic approach to developing talent, increasing employee retention and performance, as well as preparing. Abu-Tineh et al., (2023) with research on Career advancement, job satisfaction, career retention, and other related dimensions for sustainability: A perception study of Qatari public school teachers. The research results show that teachers in Qatar are dissatisfied with the current career advancement system. This dissatisfaction has a significant impact on their job satisfaction and career retention. However, the effects on enhanced professional competence for career advancement, obtaining a professional license for career advancement, and career advancement standards were not significant.

1.2.9 Salary & Compensation

According to Dessler, (2023), compensation includes all types of awards or payments given to employees as a reward for their work. According to S. Kumar, (2022), a salary system, good financial rewards, and additional benefits as a form of competitive and fair compensation, if given to employees as a reward for their performance and contribution, can attract quality talent, increase job satisfaction, and ultimately increase intention to stay in the organization. Elrayah & Semlali, (2023) Research title "Sustainable total reward strategies for talented employees' sustained performance, satisfaction, and

motivation: Insights from the educational sector." The findings indicate a positive relationship between total sustainable rewards and performance ($B = 0.079$, $p < 0.01$), satisfaction ($B = 0.370$, $p < 0.01$), and employee motivation ($B = 0.427$, $p < 0.01$). Implementing a sustainable total reward approach is crucial for enhancing the performance, satisfaction, and motivation of talented employees. This study suggests that educational organizations should adopt this strategy to foster sustainable employee performance.

2.2 Theoretical Review

2.2.1 Strategic Human Resource Management Theory

This research is based on Strategic Human Resource Management Theory, which emphasizes the importance of managing human resources to create a sustainable competitive advantage. According to Joyner et al., (2021), talent management is a key element in enhancing organizational competitiveness through a strategic approach, including the identification, development, and retention of high-potential employees. This theory is relevant because it states that organizations that are effective in implementing talent management strategies will have higher job satisfaction levels and reduce turnover risks. A study by Abdullah Al-Suraihi et al., (2020) Shows that the implementation of talent management strategies can improve organizational performance while strengthening employee loyalty.

2.2.2 Herzberg's Two-Factor Theory

his theory, updated in modern research by Anvari, R., JianFu, Z., & Chermahini, (2014), distinguishes between:

1. Motivational Factors: Intrinsic factors such as recognition, achievement, and responsibility. These factors drive employees to feel satisfied and motivated in their work
2. Hygiene Factors: Extrinsic factors such as salary, relationships with coworkers, and the work environment. A lack of hygiene factors can result in dissatisfaction at work.

A recent study by Roy, S., Sarkar, D., Datta, R., Bhattacharya, S. S., & Bhattacharyya, (2022) Highlights that in the food manufacturing industry, both motivational and hygiene Various factors are crucial in fostering job satisfaction, which influences employees' desire to remain with the organization.

2.2.3 Organizational Commitment Theory

The Organizational Commitment Theory introduced by Allen & Meyer, (1990) Remains relevant today, as demonstrated by the research of Al-Shammari et al. (2021). The three main dimensions of this theory are:

1. Affective Commitment: Emotional attachment of employees to the organization, strengthened by positive interpersonal relationships.
2. Continuation Commitment: The choice to remain with the organization is impacted by budgetary components or the costs related with clearing out the organization.
3. Regulating Commitment: A sense of moral obligation to stay inside the organization since of its values and work environment.

Research by Obeng et al., (2021) Found that organizations that build elevated amounts of commitment in employees through talent management strategies and employee welfare policies can improve the retention of high-quality employees.

2.2.4 Relevance of the Theories to this Research

The three theories above provide a strong conceptual foundation for this study:

1. *The Strategic Human Resource Management Theory emphasizes the importance of talent management strategies in improving job satisfaction and employee loyalty.*
2. *Herzberg's Two-Factor Theory helps identify motivational and hygiene factors that affect job satisfaction in food manufacturing companies.*
3. *The Organizational Commitment Theory shows how building emotional, economic, and moral attachment in employees can enhance their intention to stay.*

The association between ability administration, work fulfilment, and representative commitment, and the intention to remain at the food manufacturing firm XYZ in Bekasi is well-explained by these three

theories. This research offers strategic guidance for management to create effective human resource policies informed by contemporary theories in management and organizational studies.

2.3 Theoretical Exposition

2.3.1 Talent Management and Intention to Stay

Talent management is a strategic method for recognizing, nurturing, and keeping skilled employees within a company. According to research by Joyner et al., (2021), effective talent management not only helps improve individual performance but also strengthens employee loyalty to the company.

In the context of food manufacturing, a study by Abdullah Al-Suraihi et al., (2020) Shows that talent management strategies, including training programs, skill development, and clear career opportunities, can significantly influence employees' intention to stay. Companies that focus on talent management often experience greater employee retention rates since staff members feel appreciated and envision future opportunities within the organization.

2.3.3 Job Satisfaction and Intention to Stay

Job satisfaction describes how fulfilled an employee is with their job, encompassing aspects such as pay, workplace atmosphere, and relationships with colleagues. Herzberg's Two-Factor Theory, as further developed by Anvari et al., (2014), identifies that intrinsic factors such as acknowledgment and accomplishment, as well as outward variables like compensation and working conditions, significantly affect employee job satisfaction.

Research by Roy, S., Sarkar, D., Datta, R., Bhattacharya, S. S., & Bhattacharyya, (2022) Job satisfaction has been identified as a crucial factor in determining employees' desire to remain with the organization. In the food manufacturing sector, factors such as competitive pay rates, strong managerial backing, and a positive workplace setting often shape job satisfaction. When employees feel satisfied in their roles, they are generally more committed and demonstrate a greater willingness to stay with the company. According to a separate investigation regarding employees' intentions to remain, conducted by Nimtur et al., (2024), it has been emphasized that handling employee turnover is crucial for the organization's success and growth. Many organizations globally strive to excel in attracting and retaining talent; however, they often neglect to focus on the appropriate talent within their management practices.

2.3.4 Employee Commitment and Intention to Stay

Employee commitment reflects the extent to which employees have an emotional, moral, and ongoing attachment to the organization. Allen & Meyer, (1990), as reinforced by Al-Shammari, N., Al-Modahka, A., Al-Ansari, E., Al-Kandari, M., Ibrahim, K. A., Al-Sanea, J., ... & Albatineh, (2021), identify three key dimensions of commitment:

- 1 Affective Commitment: Strong emotional attachment to the organization.
- 2 Continuation Commitment: The choice to remain based on the costs related with clearing out the organization.
- 3 Regulating Commitment: A ethical commitment to stay within the organization.

A study by Obeng et al., (2021) Found that organizations with high levels of employee commitment tend to have better retention rates. In the food manufacturing context, enhancing employee commitment can be achieved through effective communication, training, and ongoing career development opportunities.

2.3.5 Empirical Review

1. *Talent Management*: A study by Abdullah Al-Suraihi et al., (2020) States that strategic talent management increases employee loyalty and creates an intention to stay within the organization.
2. *Job Satisfaction*: Roy, S., Sarkar, D., Datta, R., Bhattacharya, S. S., & Bhattacharyya, (2022) highlight the positive relationship between job satisfaction and intention to stay, particularly in industries with high turnover rates
3. *Employee Commitment*: Obeng et al., (2021) Found that emotional and normative commitment has a significant impact on employees' decisions to stay with the company.

2.3.6 Gap in Knowledge

Whereas various ponders have examined the connect between ability administration, work fulfilment, and representative commitment to maintenance, there's still a shortage of inquire about particularly focusing on the nourishment fabricating industry in Indonesia. This investigate looks for to bridge that hole by analysing how these components influence employees' eagerness to stay at XYZ nourishment fabricating company found in Bekasi.

3. Methodology

The research employs a cross-sectional survey method. This strategy was chosen for its effectiveness, because it enables the researcher to directly observe participants and gain insights into their characteristics within the workplace. The study's population comprises 62 employees from the XYZ food manufacturing company located in Bekasi. Given the limited For a population of this size, a saturated sampling technique is used, incorporating every individual in the population into the research sample. The most strategy for gathering information was a survey. The questionnaire's legitimacy and unwavering quality were assessed utilizing figure stacking examination and Cronbach's alpha. To analyse the information, Auxiliary Condition Modelling - Halfway Slightest Squares (SEM-PLS) adaptation 0.4 was utilized.

The investigation conducted within the ponder incorporates assessing the external demonstrate to affirm the legitimacy and unwavering quality of the markers, as well as surveying the internal show to explore the connections among inactive factors. In expansion, intervention examination is performed to get it how work fulfilment and worker commitment impact the relationship between ability administration and the crave to remain with the organization. The inquire about moreover utilizes Significance Execution Outline Examination (IPMA) to pinpoint vital needs that require advancement. The discoveries from the investigation are inspected at a centrality level of 0.05 to test the proposed speculations of the inquire about.

4. Results and Discussion

4.1 Demographics of Respondents

A add up to of 62 members satisfied the criteria for the populace. The socioeconomics of the respondents were characterized by components counting sexual orientation, age gather, most elevated level of instruction completed, term of work, and work title.

Table 2. Distribution of Respondents by Gender

Gender	Number of Respondent	Percentage (%)
Female	19	30,65
Male	43	69,35
Total	62	100

Source: Processed data (2024)

Table 3. Distribution of Respondents by Age Range

Age Range	Number of Respondent	Percentage (%)
20 to 30 years	13	20,97
31 to 40 years	33	53,23
41 until 50 years	13	20,97
over 50 years	3	4,84
Total	62	100 %

Source: Processed data (2024)

Table 4. Distribution of Respondents by Last Education Level

Last Education	Number of Respondent	Percentage (%)
SMA/SMK/SMU	16	25,81
Diploma (D1/D2/D3)	6	9,68
D4/S1	37	59,68
Magister	3	4,84
Total	62	100

Source: Processed data (2024)

Table 5. Distribution of Respondents Based on Length of Work

Length of work	Number of Respondent	Percentage (%)
1 until 5 years	10	16.13
6 to 10 years	48	77,42
over 10 years	4	6,45
Total	62	100

Source: Processed data (2024)

Table 6. Distribution of Respondents Based on Position

Position	Number of Respondent	Percentage (%)
Leader	21	33,87
Assistant Supervisor	7	11,29
Supervisor	20	32,25
Asssistant Manager	5	8,06
Junior Manager	2	3,23
Manager	4	6,45
Senior Manager	3	4,84
Total	62	100

Source: Processed data (2024)

4.1.1 Outer Model

According to Ghozali, (2016), the purpose of outer model testing is to assess validity through convergent validity and discriminant validity, as well as to evaluate model reliability through composite reliability and Cronbach's alpha.

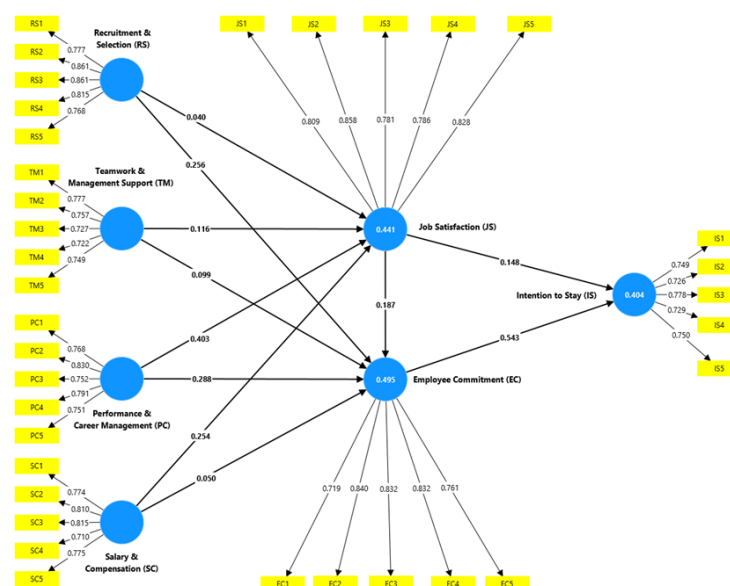


Figure 1. Outer Model Algorithm Results

Source: Results of PLS-SEM data processing with Smart PLS 4.1.0.9 (2024)

Convergent validity assessment involves analysing every indicator of the construct. Based on Hair et al., (2017), an indicator is considered valid if it has indicator loadings ≥ 0.70 . In addition to outer loadings, convergent validity testing also involves measuring the average variance extracted (AVE).

A add up to of 62 members satisfied the criteria for the populace. The socioeconomics of the respondents were characterized by components counting sexual orientation, age gather, most elevated level of instruction completed, term of work, and work title.

Table 7. Convergent Validity Test Results

Variable	Kode	Loading Factor	AVE	Keterangan
<i>Recruitment & Selection</i>	RS1	0.777	0.668	Valid
	RS2	0.861		Valid
	RS3	0.861		Valid
	RS4	0.815		Valid
	RS5	0.768		Valid
<i>Teamwork & Management Support</i>	TM1	0.777	0.557	Valid
	TM2	0.757		Valid
	TM3	0.727		Valid
	TM4	0.722		Valid
	TM5	0.749		Valid
<i>Performance & Career Management</i>	PC1	0.768	0.607	Valid
	PC2	0.830		Valid
	PC3	0.752		Valid
	PC4	0.791		Valid
	PC5	0.751		Valid
<i>Salary & Compensation</i>	SC1	0.774	0.605	Valid
	SC2	0.810		Valid
	SC3	0.815		Valid
	SC4	0.710		Valid
	SC5	0.775		Valid
<i>Job Satisfaction</i>	JS1	0.809	0.661	Valid
	JS2	0.858		Valid
	JS3	0.781		Valid
	JS4	0.786		Valid
	JS5	0.828		Valid
<i>Employee Commitment</i>	EC1	0.719	0.638	Valid
	EC2	0.840		Valid
	EC3	0.832		Valid
	EC4	0.832		Valid
	EC5	0.761		Valid
<i>Intention to Stay</i>	IS1	0.749	0.558	Valid
	IS2	0.726		Valid
	IS3	0.778		Valid
	IS4	0.729		Valid
	IS5	0.750		Valid

Source: Processed data (2024)

The following step is to assess the connections between factors by utilizing the square root of the Normal Change Extricated (\sqrt{AVE}). A strong estimation show for discriminant legitimacy is proposed when the \sqrt{AVE} for each variable is more noteworthy than the relationships between the factors. The \sqrt{AVE} values can be found within the comes about from the Fornell-Larcker Model.

Table 8. Fornell Larcker Criterion Test Results

	EC	IS	JS	PC	RS	SC	TM
EC	0.798						
IS	0.623	0.747					
JS	0.539	0.441	0.813				
PC	0.615	0.508	0.599	0.779			
RS	0.556	0.433	0.404	0.514	0.817		
SC	0.393	0.194	0.485	0.400	0.344	0.778	
TM	0.557	0.489	0.521	0.639	0.593	0.488	0.747

Source: Processed data (2024)

To confirm that measurement issues are absent, the last phase in assessing the outer model involves testing its reliability. Reliability assessment is performed using indicators of composite unwavering quality and Cronbach's alpha. When all inactive factors show composite unwavering quality and Cronbach's alpha values of 0.70 or higher, the build is considered to have great unwavering quality.

Table 9. Composite Reliability and Cronbach's Alpha Test Results

Variable	Cronbach's Alpha	Composite Reliability (rho_a)	Composite Reliability (rho_c)	Result
Employee Commitment (EC)	0.857	0.865	0.898	Reliable
Intention to Stay (IS)	0.803	0.810	0.863	Reliable
Job Satisfaction (JS)	0.872	0.876	0.907	Reliable
Performance & Carrer Management (PC)	0.838	0.841	0.885	Reliable
Recruitment & Selection (RS)	0.877	0.891	0.909	Reliable
Salary & Compensation (SC)	0.837	0.844	0.884	Reliable
Teamwork & Management Support (TM)	0.803	0.812	0.863	Reliable

Source: Processed data (2024)

An alternative approach to evaluate Discriminant validity can be assessed using the Heterotrait-Monotrait (HTMT) ratio. Discriminant validity confirms that a build is conceptually partitioned from other develops. According to Hair et al., (2017), an acceptable HTMT value for demonstrating discriminant validity is below 0.901. If the HTMT value between two reflective constructs is lower than 0.90, discriminant validity is achieved. The following are the HTMT results:

Table 10. Discriminant Validity – HTMT Ratio – Matrix

	EC	IS	JS	PC	RS	SC	TM
EC							
IS	0.729						
JS	0.612	0.505					
PC	0.719	0.621	0.693				
RS	0.626	0.504	0.431	0.588			
SC	0.455	0.260	0.561	0.462	0.366		
TM	0.651	0.590	0.609	0.771	0.682	0.588	

Source: Processed data (2024)

4.1.2 Inner Model

Structural model evaluation, commonly referred to as inner model assessment, is performed to examine the connections between independent and dependent variables within this research framework. The processes involved in testing the structural model (inner model) include several assessments. Below are the findings from the inner model evaluation:

Table 11. R-Square (R²) Value Test Results

Variable	R Square	R Square Adjusted
Employee Commitment	0,495	0.450
Intention to Stay	0,404	0.383
Job Satisfaction	0,441	0.402

Source: Processed data (2024)

The balanced R-square esteem of 0.450 demonstrates that the free factors (Enlistment & Choice, Collaboration & Administration Back, Execution & Career Administration, and Compensation & Recompense) clarify 45.0% of representative commitment, whereas the remaining 55.0% is impacted by other variables not considered in this investigate demonstrate. Representative commitment acts as a interceding variable, serves as a subordinate variable for five theories, and capacities as an autonomous variable that impacts the purposeful to remain. The balanced R-square esteem of 0.402 proposes that work fulfilment can be clarified by its free factors to a degree of 40.2%, with the remaining 59.8% affected by other variables. Work fulfilment serves as both a intervening variable and a subordinate variable for four speculations, as well as an autonomous variable that influences the purposeful to remain. With an balanced R-square esteem of 0.383, deliberate to remain shows that it can be clarified by its free factors to the degree of 38.3%, whereas 61.7% is accounted for by other factors not included within the inquire about show.

4.2 Hypotheses testing

4.2.1 Direct Effect

All decision hypotheses are “supported” with positive path coefficient values obtained from this study, according to Table 12 below.

Table 12. Direct Hypothesis Test Results

Hypothesis	Standardize d Path Coefficient	Confidence Interval (CI)		Conclusion
		5 %	95%	
H1: Recruitment & Selection positively influences on Job Satisfaction	0,040	-0,196	0,287	Supported
H2: Recruitment & Selection positively influences on Employee Commitment	0,256	0.027	0.426	Supported
H3: Teamwork & Management Support positively influences on Job Satisfaction	0,116	-0.165	0.445	Supported
H4: Teamwork & Management Support positively influences Employee Commitment	0,099	-0.232	0.383	Supported
H5: Performance & Career Management positively influences Job Satisfaction	0,403	0.131	0.615	Supported
H6: Performance & Career Management	0,288	0.043	0.548	Supported

Hypothesis	Standardize d Path Coefficient	Confidence Interval (CI)		Conclusion
		5 %	95%	
Positively Influences on Employee Commitment				
H7: Salary & Compensation positively influences on Job Satisfaction	0,254	0.059	0.455	Supported
H8: Salary & Compensation positively influence employee Commitment	0,050	-0.174	0.276	Supported
H9: Job Satisfaction positively influences Employee Commitment	0.187	-0.036	0.424	Supported
H10: Job Satisfaction positively influences on Intention to Stay	0.148	-0.057	0.352	Supported
H11: Employee Commitment positively influences on Intention to Stay	0.543	0.361	0.717	Supported

Source: Processed data (2024)

4.2.2 Moderating Effect

After the hypothesis testing is conducted, mediation analysis can be implemented to evaluate the role of the mediator in this study. This analysis involves assessing specific indirect effects. The following table presents the findings from the mediation analysis regarding specific indirect effects, with continuation utilization deliberate serving as the subordinate variable in this inquire about.

Table 13. Results of the Specific-Indirect Effect Hypothesis Test

No	Path	Standardized Coefficient	Conclusion
1	PC→JS→ETC	0,075	Accepted
2	PC→JS→IS	0,060	Accepted
3	RS→JS→ETC	0,008	Accepted
4	JS→EC→IS	0,102	Accepted
5	RS→JS→IS	0,006	Accepted
6	SC→JS→ETC	0,047	Accepted
7	PC→EC→IS	0,156	Accepted
8	SC→JS→IS	0,037	Accepted
9	TM→JS→ETC	0,022	Accepted
10	RS→EC→IS	0,139	Accepted
11	TM→JS→IS	0,017	Accepted
12	SC→EC→IS	0,027	Accepted
13	TM→EC→IS	0,054	Accepted
14	PC→JS→EC→IS	0,041	Accepted
15	TM→JS→EC→IS	0,012	Accepted
16	RS→JS→EC→IS	0,004	Accepted

17	SC➡JS➡EC➡IS	0,026	Accepted
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Source: Processed data (2024)

This study resulted in 17 paths leading to the dependent variable intention to stay as the outcome. All path coefficients are positive, with the highest value on the PC➡EC➡IS path, followed by the second highest on the RS➡EC➡IS. Path. The path with the lowest value is RS➡JS➡EC➡IS. Overall, based on the obtained path coefficients, it can be concluded that the PC➡EC➡IS path has the highest influence on the dependent variable intention to stay, followed by the RS➡EC➡IS.path. The RS➡PC➡EC➡IS path has the smallest positive influence. This indicates that the factors represented by the PC➡EC➡IS and RS➡EC➡IS paths are more dominant in influencing the intention to stay compared to other paths.

4.3 Discussion

The results of this consider highlight the noteworthy impact that various HR practices have on employees' job satisfaction, commitment, and their desire to stay with a company. The first hypothesis evaluated how recruitment and selection influence job satisfaction. The results revealed a positive relationship, as evidenced by a path coefficient of 0.040, suggesting that a stronger alignment between the recruited individuals and the job requirements leads to higher satisfaction results in increased job satisfaction. This outcome aligns with earlier studies conducted by Kumar, (2022), (Apostolakis & Metaxas, 2021), (Moore, P. B., Jackson, K. T., & McNulty, 2021), and Buil, I., Catalán, S., & Martínez, (2020).

The moment theory investigated the impact of enlistment and determination on employee commitment. The study found a positive path coefficient of 0.256, indicating that better alignment between recruited talent and job requirements enhances employee commitment. This aligns with the findings of Kumar, (2022), Palma-Moreira et al., (2024), Regent et al., (2020), and Iori et al., (2021), who also reported significant positive impacts of recruitment and selection on employee commitment. The third hypothesis explored the connection between managerial support for teamwork and employee satisfaction. The findings revealed a positive path coefficient of 0.116, suggesting that strong working relationships and social backing from both supervisors and peers enhance job satisfaction. This is further substantiated by studies from Kumar, (2022), Bragadóttir et al., (2023), Poghosyan et al., (2022), Monroe et al., (2021), Ariani & Feriyanto, (2024), Vinh et al., (2022), Lepistö & Lepistö, (2024), Zhang & Hao, (2022), and Dhamija, P., Gupta, S., & Bag, (2019).

The fourth hypothesis examined the impact of teamwork and management support on employee commitment. The positive path coefficient of 0.099 suggests that strong working relationships and social support increase employee commitment. This finding is consistent with research by Kumar, (2022), Flavián et al., (2022), Varajão et al., (2021), Pahi et al., (2022), Ariani & Feriyanto, (2024), Jameel, (2024), and Wang et al., (2022). The fifth theory centred on the impact of execution and career administration on work fulfilment. The think about found a positive way coefficient of 0.403, demonstrating that compelling execution and career administration hones essentially upgrade work fulfilment. Usually in line with past thinks about by Kumar, (2022), Kakkar et al., (2020), Lima et al., (2024), Dassanayake & Kularathne, (2021), Abu-Tineh et al., (2023), and Hildred, (2023).

The sixth hypothesis explored the impact of execution and career administration on worker commitment. The positive path coefficient of 0.288 suggests that higher performance and career management levels lead to greater employee commitment. This finding is supported by research from Kumar, (2022), Dimakou et al., (2020), Rubel, M. R. B., Kee, D. M. H., Yusliza, M. Y., & Rimi, (2023), Lyons & Bandura, (2023), Khatkhat et al., (2022), Raba & Ismail, (2024), Jia-jun & Hua-ming, (2022), Hu, (2023), and Knezović, E., & Greda, (2021). The seventh hypothesis examined the impact of salary and compensation on job satisfaction. The positive path coefficient of 0.215 indicates that competitive and fair salary and compensation practices enhance job satisfaction. This finding aligns with studies by Kumar, (2022), Elrayah & Semlali, (2023), Alkandi, I., & Helmi, (2024), Memon & Waseem, (2023), Sarpong et al., (2021), and Dhamija, P., Gupta, S., & Bag, (2019).

The eighth hypothesis investigated the effect of salary and compensation on employee commitment. The positive path coefficient of 0.050 suggests that competitive and fair salary and compensation practices increase employee commitment. This is consistent with research by Kumar, (2022), García-Rivera et al., (2022), and Zhang, X., & Liu, (2022). The ninth hypothesis focused The link between job satisfaction and employee commitment reveals that a positive path coefficient of 0.187 suggests that increased job satisfaction results in higher employee commitment. This conclusion is supported by different inquire about considers from Hasan, (2021) and Bashir, B., & Gani, (2020). The tenth hypothesis examined the impact of work fulfilment on the crave to stay with the organization. The positive way coefficient of 0.148 demonstrates that more prominent work fulfilment leads to the next deliberate to remain with the company. This adjusts with considers conducted by Bangwal, D., & Tiwari, (2018), Li, X., Zhang, Y., Yan, D., Wen, F., & Zhang, (2020), and Lee et al., (2020).

The eleventh hypothesis explored the affect of representative commitment on purposeful to remain. The positive way coefficient of 0.543 demonstrates that higher representative commitment essentially upgrades the purposeful to remain. This finding adjusts with considers by Agus, A., & Selvaraj, (2020) and Sarpong et al., (2021). The findings suggest that effectively executed HR practices in recruitment and determination, collaboration and administrative back, execution and career movement, beside stipend and benefits, emphatically impact work fulfilment, worker commitment, and the deliberate to remain with the company. These results emphasize the significance of vital human asset administration in cultivating a committed and faithful workforce.

5. Conclusion

This research seeks to evaluate how different the components of Ability Management—Recruitment & Determination, Collaboration & Administration Back, Execution & Career Administration, and Compensation & Remuneration impact Job Satisfaction and Employee Commitment, which subsequently affects the Intention to Stay at Food Manufacturing XYZ in Bekasi. All 11 hypotheses were supported with positive path coefficients. The most grounded ways were from Execution & Career Administration to the most grounded association was found between Worker Commitment and Deliberate to Remain, though the slightest noteworthy way was watched from Enlistment & Choice to Work Fulfilment, taken after by Representative Commitment, and eventually to Deliberate to Remain. This research supports the thought that variables such as enlistment and determination, collaboration and administrative back, execution administration, career advancement, and stipend emphatically impact work fulfilment and employee commitment. This highlights the importance of theories related to job satisfaction and employee commitment within organizational contexts.

Nonetheless, the research has a few constraints, such as a limited and particular group of workers at Food Manufacturing XYZ, which might not be representative of the wider food manufacturing sector. Subsequent studies should aim for a larger and more varied sample to gain a clearer insight into the connections among the variables. Future research could also explore and incorporate additional variables that may influence job satisfaction and employee commitment, which ultimately affect employees' intention to stay.

5.1 Limitation

This inquire about analyses distinctive components of Ability Administration, such as Enrolment & Choice, Collaboration & Administration Bolster, Execution & Career Administration, and Compensation & Recompense, in connection to Work Fulfilment, Representative Commitment, and the Purposeful to Remain at the organization PT. XYZ Food Manufacturing company located in Bekasi. The research involved a sample of 62 respondents from the company, which could affect the applicability of the findings to other organizations within the food manufacturing industry or different sectors.

5.2 Implication for the study

This study offers valuable perspectives for organizational leaders to enhance their talent management approaches. It emphasizes the crucial role of Performance & Career Management as the key element influencing employee commitment and their decision to stay with the company. Furthermore, the

research affirms that focusing on elements like Recruitment & Selection and Salary & Compensation is essential for boosting job satisfaction and fostering employee loyalty.

For companies within the food manufacturing sector, this information can act as a reference in creating improved talent management strategies aimed at enhancing employee retention and boosting organizational productivity.

5.3 Contribution to Knowledge

This study adds to the body of literature concerning talent management, specifically within the realm of food manufacturing firms in Indonesia. More specifically, it underscores the significant impact of Performance & Career Management on employee loyalty and their desire to remain, serving as a valuable resource for both researchers and practitioners in human resource management.

Moreover, this study enhances the theoretical framework and empirical investigations concerning the connections between talent management, this ponder includes to the body of the noteworthy effect of Execution & Career Administration on representative devotion and their crave to stay serving as a profitable asset for both analysts and professionals in human asset administration work fulfilment, worker commitment, and the purposeful to stay, hence laying the foundation for future investigate over a more extensive division or in a cross-cultural setting.

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