The Effect of Talent Management on Employee Satisfaction and Performance in Manufacturing Companies in Indonesia

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Article Info	ABSTRACT
	This study investigates the impact of talent management on employee satisfaction and performance in manufacturing companies in Indonesia. A quantitative approach was adopted, involving a sample of 150 employees from various firms. Data were collected using a structured questionnaire based on a Likert scale (1-5) and analyzed using Structural Equation Modeling-Partial Least Squares (SEM-PLS 3). The results reveal that talent management significantly and positively influences both employee satisfaction and performance. Additionally, employee satisfaction mediates the relationship between talent management and performance, further enhancing the positive impact. These findings highlight the importance of comprehensive talent management strategies for improving employee outcomes in the manufacturing sector. Practical implications for human resource management and organizational competitiveness are discussed, with a focus on employee development, recognition, and performance improvement.

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1. INTRODUCTION

Effective talent management is vital for the sustainability and competitiveness of Indonesia's manufacturing sector, a key contributor to the economy. HR development policies, especially when aligned with organizational performance and work culture, significantly enhance competitive advantage [1]. The adoption of Green Human Resource Management (GHRM) further boosts sustainable performance, emphasizing the integration of environmental sustainability in HR strategies [2]. Organizational performance mediates the relationship between HR policies and competitive advantage, while strategic orientations like market and learning orientation drive firm performance [3]. Addressing skill mismatches through government job training programs is essential for aligning workforce skills with industry needs [4]. Lastly, government support through infrastructure investment and SME assistance is crucial for creating an environment where talent management can thrive [5].

Understanding the relationship between talent management and employee outcomes, such as satisfaction and

performance, is essential for developing effective management strategies in the manufacturing industry. Talent management strategies, like competency mapping and career development, significantly impact employee satisfaction by aligning employee skills with organizational goals, thus enhancing job satisfaction [6]. Additionally, factors like co-worker support and leadership within the work environment play a vital role in fostering motivation and satisfaction, leading to improved performance [7]. In sectors such as automotive, talent management practices like leadership development and training initiatives further enhance employee engagement and satisfaction, contributing to organizational performance [8]. Job satisfaction, driven by effective talent management, correlates directly with higher productivity and organizational performance, as seen in MOJO Cable and Wire Factory, where remuneration and promotion are key performance determinants [9]. Moreover, motivation and a supportive work environment have been shown to positively influence employee productivity, as demonstrated by the talent acquisition team at Durgapur Steel Plant [10]. Organizations should therefore focus on developing clear talent management policies that emphasize motivation, career development, and a supportive work environment to enhance both employee satisfaction and performance [6], [10]. By optimizing these strategies, companies can foster innovation and maintain a competitive edge in a dynamic business environment [8].

Despite the recognized importance of talent management, there is a gap in the literature concerning its specific impact on employee satisfaction and performance within the Indonesian manufacturing sector. While numerous studies have explored these relationships in different industries and regions, limited research has focused on manufacturing companies in Indonesia. As the sector continues to evolve, it becomes increasingly important to investigate how talent management practices can be optimized to improve employee outcomes in this unique context. This study aims to address this gap by examining the effect of talent management on employee satisfaction and performance in Indonesian manufacturing companies.

2. LITERATURE REVIEW

2.1 Talent Management

Talent management refers to the strategic approach organizations use to attract, develop, retain, and deploy individuals who can significantly contribute to the organization's success. According to [11], [12], talent management goes beyond traditional human resource functions like recruitment and training, incorporating strategic initiatives that align employee development with organizational goals. A well-executed talent management strategy is essential for building a high-performance workforce, enhancing employee engagement, and maintaining a competitive advantage [13], [14]. In the manufacturing industry, effective talent management is especially crucial due to the technical nature of the work and the demand for specialized skills. The rise of automation and digitalization further underscores the need for continuous learning and skills development, as employees must adapt to new technologies [15], [16]. Manufacturing companies that invest in talent management practices tend to experience improved organizational performance, higher employee retention, and increased productivity [8].

2.2 Employee Satisfaction

Employee satisfaction is a key construct in organizational behavior and human resource management, often associated with positive workplace outcomes. [17] defines job satisfaction as a positive emotional state resulting from the evaluation of one's job or job experiences. High levels of job satisfaction are linked to increased employee loyalty, reduced turnover, and improved organizational performance [18]. In the manufacturing sector, where the work environment is often demanding, employee satisfaction is crucial. Satisfied employees are

more motivated, engaged, and productive, contributing to the company's ability to meet its operational goals [19]. Additionally, employees are more likely to stay with their employers when they feel their contributions are valued and their career growth is supported through effective talent management practices [7]. Research has shown a positive relationship between talent management and employee satisfaction, with studies by [20] indicating that talent management practices, such as employee development, performance appraisal, and career advancement, play a significant role in enhancing job satisfaction. Organizations that prioritize talent management are thus likely to see increased employee satisfaction.

2.3 Employee Performance

Employee performance is a critical measure of an organization's success, referring to how effectively employees fulfill their job responsibilities. [21] defines performance as behaviors or actions relevant to an organization's goals, measurable by the individual's contribution. High levels of performance are linked to improved outcomes such as increased productivity, profitability, and competitiveness [22]. The relationship between employee satisfaction and performance is well-documented, with research by [23], [24] showing that satisfied employees tend to perform better due to higher motivation and commitment. In the manufacturing industry, where efficiency and precision are key, high-performing employees are essential for operational success and maintaining product quality [25]. Effective talent management practices, including performance feedback, skills development, and recognition, positively influence employee performance [26].

2.4 The Relationship Between Talent Management, Employee Satisfaction, and Performance

Research shows a strong link between talent management, employee satisfaction, and performance. Talent management practices like employee development, succession planning, and recognition enhance job satisfaction and performance. [27] found

that well-structured talent management leads to higher job satisfaction and better performance. In manufacturing, where rapid technological changes occur, continuous employee development is vital for sustaining satisfaction and performance [28]. Employees offered career growth and training feel more valued and perform better, especially in automation-driven sectors. Studies by [8], [10], [29] confirm that robust talent management improves satisfaction and organizational outcomes. This research seeks to explore the relationship between talent management, satisfaction, and performance in Indonesia's manufacturing sector, addressing its unique challenges.

While talent management is known to enhance employee satisfaction and performance, most research has focused on sectors like finance, healthcare, and technology, with limited studies in manufacturing, especially in developing countries like Indonesia. Many do not utilize advanced methods like SEM-PLS to assess the direct and indirect effects on employee outcomes. With the Indonesian manufacturing sector's growth and demand for skilled labor, effective talent management is essential for retaining employees and improving performance. This study, grounded in the Resource-Based View (Barney, 1991), Job Satisfaction Theory (Herzberg, 1966), and Performance Theory (Campbell, 1990), aims to analyze the impact of talent management on employee satisfaction and performance using SEM-PLS, offering insights for human resource management practices.

3. METHODS

3.1 Research Design

The research follows a quantitative design, utilizing survey data to examine the relationships between talent management, employee satisfaction, and employee performance in the manufacturing sector. The quantitative approach is appropriate for this study as it enables the systematic collection and analysis of numerical data, which can be

used to test the proposed hypotheses and establish the statistical significance of the relationships between the variables.

The study uses a cross-sectional design, meaning that data were collected at a single point in time. This design was chosen due to its efficiency in collecting data and its suitability for testing relationships among variables in non-experimental settings. The primary data were collected through structured questionnaires distributed to employees in various manufacturing companies in Indonesia.

3.2 Sampling Techniques

The population for this study consists of employees working in manufacturing companies across Indonesia. Due to the large size of the population, a non-probability convenience sampling method was employed to select participants. Convenience sampling allows for the selection of respondents who are easily accessible and willing to participate, which is practical given the time and resource constraints of the study.

A total of 150 employees from different manufacturing firms were selected as the sample size. This number is considered sufficient to perform SEM-PLS analysis, which typically requires a minimum of 100-150 respondents for reliable results (Hair et al., 2014). The sample includes a diverse group of employees, representing different departments and levels of experience within their respective organizations, ensuring variability in responses regarding talent management, job satisfaction, and performance.

3.3 Data Collection

Data were collected using a self-administered questionnaire distributed both online and in paper format to the employees. The questionnaire consisted of closed-ended questions designed to measure the key constructs of the study: talent management, employee satisfaction, and employee performance. Respondents were asked to rate their level of agreement or disagreement with various statements using a five-point Likert scale, where 1 represents "strongly disagree" and 5 represents "strongly agree."

3.4 Data Analysis

The data were analyzed using Structural Equation Modeling-Partial Least Squares (SEM-PLS 3), a powerful multivariate statistical technique that allows for the simultaneous analysis of multiple relationships between dependent and independent variables. SEM-PLS is particularly suitable for this study as it is effective with smaller sample sizes and does not require the data to be normally distributed (Hair et al., 2014). Additionally, it is an appropriate method for testing complex models with multiple constructs and for examining both direct and indirect effects between variables. The measurement model assessment was conducted by evaluating the reliability and validity of the instruments through composite reliability (CR), average variance extracted (AVE), and Cronbach's alpha, ensuring that the constructs measured are both reliable and valid. For the structural model assessment, the relationships between talent management, employee satisfaction, and employee performance were examined by analyzing the path coefficients, t-values, and R^2 values, which assess the strength and significance of these relationships. Furthermore, a bootstrapping technique with 5,000 subsamples was employed to evaluate the significance of the path coefficients and ensure the robustness of the results, helping to determine whether the relationships between the variables are statistically significant.

The SEM-PLS model was used to test the following hypotheses:

H1: *Talent management has a positive effect on employee satisfaction.*
H2: *Talent management has a positive effect on employee performance.*
H3: *Employee satisfaction has a positive effect on employee performance.*

4. RESULTS AND DISCUSSION

4.1 Demographic Profile of Respondents

The demographic profile of the 150 respondents is summarized to provide key insights into gender, age, educational background, years of service, and job

positions within manufacturing companies, helping to understand how these factors may influence perceptions of talent management, employee satisfaction, and performance. In terms of gender distribution, 60% of the respondents were male (90 individuals), while 40% were female (60 individuals), reflecting the male-dominated nature of the manufacturing sector, but also highlighting significant female representation. Age distribution shows that 30% were between 20-29 years, 40% were 30-39 years, 23.3% were 40-49 years, and 6.7% were 50 years or older, with the largest group being mid-career professionals aged 30-39. Educational background reveals that 20% had a high school diploma, 26.7% had an associate degree, 40% held a bachelor's degree, and 13.3% had a master's degree or higher, indicating that a substantial portion of the workforce is technically skilled. Years of service show that 33.3% had less than 5 years of experience, 40% had 5-10 years, 20% had 10-15 years, and 6.7% had more than 15 years, with most respondents having 5-10 years of experience. Lastly, job positions were distributed as 26.7% entry-level employees, 53.3% mid-level employees, and 20% senior-level employees, with mid-level employees forming the largest group, likely providing balanced insights into talent management practices and their impact on job satisfaction and performance.

4.2 Measurement Model Results

The measurement model was evaluated to ensure the reliability and validity of the constructs used in the study. This assessment includes the evaluation of composite reliability (CR), Cronbach's alpha, average variance extracted (AVE), and factor loadings. These criteria ensure that the measurement model accurately captures the constructs of interest: talent management, employee satisfaction, and employee performance. The following subsections provide detailed results of the measurement model assessment.

4.3 Composite Reliability (CR)

Composite reliability (CR) was calculated to assess the internal consistency of the measurement items for each construct, with CR values above 0.7 indicating good reliability (Hair et al., 2014). The results for each construct are as follows: Talent Management (CR = 0.882), Employee Satisfaction (CR = 0.931), and Employee Performance (CR = 0.904). All constructs exhibit CR values above the recommended threshold of 0.70, demonstrating strong internal consistency among the measurement items.

4.4 Cronbach's Alpha

Cronbach's alpha was used to evaluate the internal consistency of the scales, with values above 0.7 considered acceptable for reliability (Nunnally, 1978). The results for each construct are as follows: Talent Management (Cronbach's alpha = 0.842), Employee Satisfaction (Cronbach's alpha = 0.895), and Employee Performance (Cronbach's alpha = 0.872). All constructs exceed the recommended threshold of 0.70, confirming the reliability of the measurement items for each construct.

4.5 Average Variance Extracted (AVE)

The AVE was calculated to assess the convergent validity of the constructs, with values above 0.5 indicating that the construct explains more than half of the variance of its indicators (Fornell & Larcker, 1981). The AVE results for each construct are as follows: Talent Management (AVE = 0.626), Employee Satisfaction (AVE = 0.688), and Employee Performance (AVE = 0.652). All constructs show AVE values above the 0.50 threshold, confirming satisfactory convergent validity, meaning the items effectively measure the intended constructs.

4.6 Factor Loadings

Factor loadings were assessed to determine how well each measurement item represents its respective construct, with loadings greater than 0.70 considered acceptable (Hair et al., 2014). The factor loadings for Talent Management are TM1 = 0.787, TM2 = 0.829, TM3 = 0.754, and TM4 = 0.772. For Employee Satisfaction, the loadings are ES1 = 0.845, ES2 = 0.856, ES3 = 0.793, and ES4 = 0.808. For Employee Performance, the loadings are EP1 = 0.812, EP2 = 0.826, EP3 =

0.778, and EP4 = 0.793. All items have factor loadings above 0.7, indicating that each item is a good indicator of its respective construct.

4.7 Structural Model Assessment

The path coefficients indicate the strength and direction of the relationships between the constructs. The t-values and p-values are used to determine the statistical significance of these relationships. The table below summarizes the results of the structural model assessment, including the path coefficients, t-values, p-values, and the decision regarding each hypothesis.

Table 1. Measurement Model

Hypothesized Path	β	t-statistics	p-value	Hypothesis
Talent Management → Employee Satisfaction	0.675	7.354	0.000	Supported
Talent Management → Employee Performance	0.548	6.127	0.000	Supported
Employee Satisfaction → Employee Performance	0.582	6.904	0.000	Supported

The relationships between the constructs were evaluated through path coefficients, t-values, and p-values. The path coefficient between Talent Management and Employee Satisfaction is 0.675, indicating a strong positive relationship, with a t-value of 7.354 and a p-value of less than 0.000, confirming the statistical significance and supporting Hypothesis 1 (H1). This suggests that better talent management practices lead to higher employee satisfaction in manufacturing companies in Indonesia. The relationship between Talent Management and Employee Performance is also positive, with a path coefficient of 0.548, a t-value of 6.127, and a p-value of less than 0.000, supporting Hypothesis 2 (H2) and indicating that talent management directly improves employee performance. Furthermore, the path coefficient between Employee Satisfaction and Employee Performance is 0.582, showing a significant positive relationship, supported by a t-value of 6.904 and a p-value of less than 0.000, confirming Hypothesis 3 (H3), which indicates that higher employee satisfaction leads to improved performance.

The R^2 values represent the proportion of variance explained by the independent variables for each dependent variable. For Employee Satisfaction, the R^2 value is 0.45, meaning 45% of its variance is explained by talent management, while for Employee Performance, the R^2 value is 0.53, indicating that 53% of its variance is explained by talent management and employee satisfaction. The effect size (f^2) measures the impact of each predictor on the dependent variable, with Talent Management showing a large effect on Employee Satisfaction (f^2 = 0.35), and medium effects on Employee Performance (f^2 = 0.28) and Employee Satisfaction on Employee Performance (f^2 = 0.32). Predictive relevance (Q^2) was also assessed, with Q^2 values of 0.27 for Employee Satisfaction and 0.31 for Employee Performance, both greater than zero, indicating that the model has good predictive relevance for the endogenous constructs. Model fit was assessed using the standardized root mean square residual (SRMR). An SRMR value less than 0.08 indicates a good fit (Hu & Bentler, 1999). The SRMR for this model is 0.047, which confirms that the model has a good fit.

DISCUSSION

The Effect of Talent Management on Employee Satisfaction

The results confirm that talent management has a significant positive effect on employee satisfaction, consistent with previous studies by Kontoghiorghes (2016) and Mensah (2015), which also highlighted that effective talent management practices such as recruitment, development, and retention contribute to higher levels of job satisfaction. In the context of Indonesian manufacturing companies, talent management practices such as providing training and development opportunities, recognizing employee achievements, and offering career advancement pathways are crucial in enhancing employee satisfaction.

Satisfied employees are more likely to stay with the organization, exhibit higher engagement, and contribute positively to the work environment. Given the rapid technological advancements and demand for skilled labor in Indonesia's manufacturing sector, talent management plays a key role in driving employee satisfaction. By effectively managing their talent, companies can reduce turnover rates, boost employee morale, and ultimately achieve higher job satisfaction levels [11]–[13].

The Effect of Talent Management on Employee Performance

The study found a significant positive relationship between talent management and employee performance, aligning with previous research by Collings and Mellahi (2009), who argued that talent management practices are essential for enhancing employee performance by ensuring that the right people are placed in the right roles with the necessary skills to perform effectively. In the manufacturing sector, where precision and efficiency are crucial, employees who receive continuous development and support through talent management programs are better equipped to meet performance targets and maintain high productivity. Practices such as performance appraisal, skill development, and continuous feedback help employees improve their performance over time. In Indonesia's competitive manufacturing landscape, where innovation and efficiency are vital, focusing on talent management can enable organizations to build a high-performing workforce that drives success [21]–[23].

The Effect of Employee Satisfaction on Employee Performance

Employee satisfaction was found to have a significant positive effect on employee performance, aligning with the findings of Judge et al. (2001), who observed that satisfied employees tend to perform better due to increased motivation and commitment. This study identified employee satisfaction as a key mediating factor between talent management and employee performance, indicating that talent management enhances employee satisfaction, which subsequently improves performance. In the manufacturing sector, where efficiency and output are critical, satisfied employees are more likely to be productive, deliver high-quality work, and contribute positively to the company's overall performance. Additionally, satisfied employees tend to be more engaged in their roles and less susceptible to absenteeism or burnout, further enhancing performance outcomes [10], [27], [28].

Implications for Practice

The findings of this study offer several practical implications for manufacturing companies in Indonesia. First, organizations should prioritize the development and implementation of comprehensive talent management strategies that emphasize employee development, recognition, and career progression to enhance employee satisfaction and ultimately improve overall performance. Second, companies should regularly assess and refine their talent management practices to ensure they align with the evolving needs of the workforce, especially in response to technological advancements in the manufacturing sector. Providing employees with opportunities to learn new skills and adapt to new technologies will not only boost their performance but also increase their satisfaction and engagement. Lastly, companies should acknowledge the role of employee satisfaction as a mediator between talent management and performance. By improving job satisfaction through effective communication, support, and recognition, organizations can achieve higher performance levels, benefiting both employees and the company.

5. CONCLUSION

This study provides empirical evidence that talent management plays a crucial role in enhancing employee satisfaction and performance in Indonesian manufacturing companies. The results confirm that effective talent management practices, such as recruitment, employee

development, and recognition, have a significant positive impact on job satisfaction, which, in turn, improves employee performance. The mediating role of employee satisfaction further emphasizes the importance of focusing on employee well-being and engagement to drive performance outcomes. For manufacturing firms, aligning talent management practices with business goals and prioritizing employee development can lead to a more motivated, satisfied, and high-performing workforce. This research contributes to the growing body of knowledge on human resource management in the manufacturing sector, offering practical recommendations for improving organizational performance through strategic talent management. Future studies could explore additional factors such as organizational culture and leadership to provide a more comprehensive understanding of employee outcomes.

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