

EXPLORING THE IMPACT OF TALENT MANAGEMENT ON JOB SATISFACTION AND WORKPLACE BEHAVIOR: A COMPREHENSIVE PERSPECTIVE

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Abstract

This study aims to examine the impact of talent management practices—specifically training and development, recruitment and selection, and employee retention strategies—on employee job satisfaction and workplace behavior across diverse organizations. The research encompasses employees from various organizations, focusing on how integrated talent management practices influence job satisfaction, workplace behavior, and overall organizational performance. This study investigates the impact of talent management practices—specifically training and development, recruitment and selection, and employee retention strategies—on job satisfaction and workplace behavior among employees from diverse organizations. Using survey data from 250 respondents, the research finds that 73.3% report high or moderate job satisfaction, highlighting a strong link between effective talent management and positive employee outcomes. Training and development are identified as the most influential factors, while performance management receives relatively less attention, suggesting a need for improvement. Some employees remain neutral or dissatisfied due to concerns about career advancement, compensation, and work-life balance, which may negatively affect engagement and productivity. The findings underscore the importance of an integrated talent management approach that combines recruitment, development, retention, and performance evaluation to enhance job satisfaction, workplace behavior, and organizational success.

Keywords: Employee Job Satisfaction, Workplace Behavior, Training & Development, Recruitment & Selection, Employee Retention Strategies, Employee Retention.

1. INTRODUCTION

Such a manufacturing industry in Indonesia is profoundly important to the country's economy. Talent management that is both efficient and effective shall be absolutely necessary for long-term viability and competitiveness. One major competitive advantage can be achieved through implementing an HR development policy, much more if matched with organisational performance and work culture. The emphasis on the integration of environmental sustainability into HR strategy would further increase sustainable performance by implementing GHRM. Even though strategic orientations like market orientation and learning orientation are the main drivers of company performance, organisational performance acts as a mediator between HR policies and competitive advantage. Taking action in order to tackle the skill mismatches by the job training programs through the government will be absolutely essential so that the workforce's abilities are aligned with the sectoral needs. The last but not the least is to develop an atmosphere that can lead to talent management success through government support by making investments in infrastructure and assistance to small and medium-sized enterprises.

For effective management strategies in the manufacturing business, a deep understanding of the relationship between talent management and employee outcomes like satisfaction and performance is necessary. Talent management programs such as competence mapping and career development can have a considerable impact on the level of satisfaction among employees as it aligns the abilities of the employees with the organizational goals. This further enhances the happiness quotient in the workplace. Coworker support as well as supportive leadership in the workplace are additional elements that go a long way in shaping the development of motivation and contentment, leading to effective performance. For instance, use of talent management approaches such as leadership development and training in the workplace further enhances staff engagement and happiness. Such happiness can contribute to organization performance. Within MOJO Cable and Wire Factory, where remuneration and promotion are major performance factors, there is a direct correlation between job happiness and improved levels of productivity and organisational success. This correlation is driven by good personnel management. In addition, it has been proved that a supportive work atmosphere and motivation are two factors that favourably influence employee productivity. The talent acquisition group at the Durgapur Steel Plant facility demonstrated this. For this reason, organisations should focus on the creation of transparent talent management policies that focus on motivation, career advancement, and supportive work environments to enhance employee happiness and subsequently performance. It is therefore possible for businesses to stimulate innovation and sustain a competitive edge in a dynamic business environment if these methods are optimized appropriately.

There is a gap in the literature that identifies the exact impact that talent management has on the employees' happiness and performance in the context of Indonesia's manufacturing sector. This is despite the broad consensus on knowledge pertaining to the value of talent management. Only a few studies have focused on manufacturing companies in Indonesia, yet several studies have studied these relationships across various industries and regions. It is getting more and more imperative to research the way talent management strategies can be best optimized for the improvement of employees' performances in this regard because the industry is continually facing more and more transformations. Filling this gap, this paper aims to research the impact talent management have on workers' achievement and contentment within Indonesian manufacturing firms.

2. LITERATURE REVIEW

A growing body of research highlights the significant role of talent management and related human resource practices in shaping sustainable organizational performance and employee outcomes. Al Aina and Atan (2020) demonstrate that implementing talent management practices can lead to improved sustainable organizational outcomes, emphasizing the strategic importance of effectively managing organizational talent. Similarly, Anlesinya and Amponsah-Tawiah (2020) propose a responsible talent management model, arguing that ethical and inclusive practices are crucial for achieving long-term benefits for both organizations and employees. Narayanan et al. (2019) offer an integrative framework linking talent management and employee retention, suggesting that organizations adopting comprehensive talent strategies are better positioned to retain key employees. This relationship is further explored by Pandita and Ray (2018), whose meta-analysis confirms that talent management and employee engagement are significant predictors of talent retention. Studies have also examined the mediating and moderating variables that impact these relationships. Ali et al. (2018) find that managerial coaching enhances job performance, mediated by factors such as work engagement, leader-member exchange, job satisfaction, and turnover intentions. In line with this, Goestjahjanti et al. (2020) report that authentic leadership and employee engagement, in conjunction with talent management, positively influence job satisfaction in Southeast Asian industries. The psychological and behavioral aspects of talent management receive attention in the literature as well. Shahi et al. (2020) use a meta-synthesis approach to identify the behavioral factors affecting talent management, highlighting the importance of understanding employee attitudes and motivations. De

Boeck et al. (2018) investigate employee reactions to talent management practices, finding that employee perceptions and experiences can diverge from managerial assumptions, which may impact outcomes. The role of job satisfaction, organizational citizenship behavior, and psychological contract fulfillment has been explored by Atrizka et al. (2020) in the context of Indonesia's pharmaceutical sector, indicating that talent management contributes to better affective commitment and organizational citizenship behavior when psychological contracts are fulfilled. A broader perspective on organizational outcomes is provided by Beuren et al. (2022), who link organizational resilience and job satisfaction to overall business performance, reinforcing the multidimensional benefits of effective HR practices. Similarly, Torlak and Kuzey (2019) examine the links between leadership, job satisfaction, and performance in private education institutions, affirming the interconnectedness of these constructs. Recent studies have also explored the evolving nature of work. Duan et al. (2023) analyze the impact of digital work on work-life balance and job performance, emphasizing the role of technology affordances in shaping employee experiences. Emon and Chowdhury (2023) focus on training and skill development initiatives in Bangladeshi private banks, finding a positive influence on employee performance. Huang et al. (2018) provide empirical evidence from China, demonstrating that high-performance work systems promote employee engagement, which is critical for achieving organizational goals. On the other hand, Hussain et al. (2020) highlight the negative impact of abusive supervision on psychological well-being and turnover intention, with intrinsic motivation serving as a mediating factor. Overall, the literature underscores the centrality of talent management and supportive HR practices in fostering employee engagement, job satisfaction, organizational commitment, and ultimately, sustainable organizational performance. The interplay of leadership, training, digital transformation, and psychological factors emerges as critical dimensions in this evolving field of study.

3. SCOPE OF THE STUDY

This study focuses on examining the influence of talent management practices—specifically training and development, recruitment and selection, and employee retention strategies—on job satisfaction and workplace behavior among employees in diverse organizations, with particular attention to the manufacturing sector in Indonesia. The research covers a representative sample of employees from various organizational sizes and industries, aiming to identify the distribution and effectiveness of different talent management practices. The scope includes the analysis of both employee satisfaction levels and organizational responses to talent management initiatives, while highlighting specific areas such as performance management, career advancement, compensation, and work-life balance.

4. OBJECTIVES

- To evaluate the impact of talent management practices (training and development, recruitment and selection, employee retention) on employee job satisfaction within Indonesian manufacturing firms.
- To assess the relationship between talent management strategies and employee workplace behavior, including engagement and productivity.
- To identify which talent management practices are most prevalent and valued among Indonesian organizations.
- To provide actionable recommendations for optimizing talent management processes to enhance employee engagement, retention, and organizational success.

5. RESEARCH METHODOLOGY

This study adopts a descriptive research design utilizing a cross-sectional survey approach to explore the impact of talent management practices on job satisfaction and workplace behavior among employees in Indonesian manufacturing organizations. The research targets a diverse sample of 250 employees from various organizational backgrounds to ensure comprehensive representation.

5.1 Data Collection:

Primary data were collected using structured questionnaires distributed to employees across multiple organizations. The questionnaire included items related to key talent management practices—such as recruitment and selection, training and development, performance management, and employee retention—and measured employee job satisfaction using a five-point scale ranging from "highly satisfied" to "highly dissatisfied." Data collection was conducted over a four-week period to capture a broad range of responses.

5.2 Data Analysis:

The collected data were analyzed using descriptive statistics to summarize the distribution and prevalence of different talent management practices and levels of job satisfaction. Graphical tools, such as pie charts and bar graphs, were used to visually represent the data and highlight key trends. The analysis also explored patterns and relationships between specific talent management strategies and employee satisfaction, providing insights into areas that require attention for improved organizational outcomes.

6. DATA ANALYSIS AND INTERPRETATION

The data analysis and interpretation section presents the findings derived from the survey responses of 250 employees regarding talent management practices and job satisfaction levels. By examining the distribution and impact of key strategies such as training and development, recruitment and selection, performance management, and employee retention, this section aims to uncover patterns and trends that highlight how these practices influence workplace satisfaction and behavior. The analysis utilizes descriptive statistics and graphical representations to provide a clear overview of organizational priorities and employee perspectives, forming the basis for actionable insights and recommendations. Table 1 summarizes the representation of various talent management practices used in organizations. A training and Development is the widely adopted practice being used by nearly 30.2 percent respondents. Effective recruitment & selection practices ranked second on the list accounting for 25.4 per cent. Tactics least focused areas of performance management is at (20.8%), however frequent strategies include retaining employees (23.6%). On order to improve workplace productivity and employee happiness, organisations should concentrate their talent management efforts on these priority areas, as indicated by this distribution.

Table 1: Talent Management Practices' Distribution (%)

Talent Management Practices	Percentage (%)
Effective Recruitment & Selection	25.4%
Training & Development	30.2%
Performance Management	20.8%
Employee Retention Strategies	23.6%

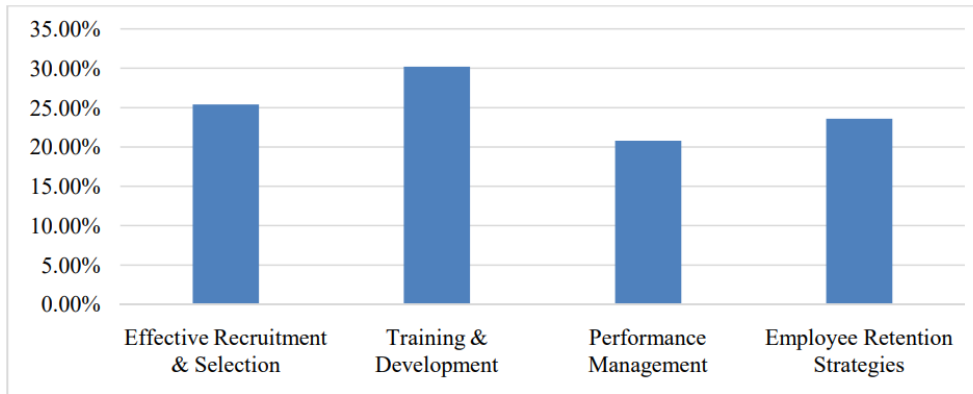


Figure 1: Graphical representation of Talent Management Practices' Distribution (%)

The practice of the use of talent management techniques portrays the strategic issues that an organization embraces so as to develop better employee satisfaction and productivity. Since training and development account for 30.2% of activities, it proves that businesses focus on continuous learning and skill updating in order to maintain and advance the staff base. Effective Recruitment & Selection is the closest to this list, with 25.4%, showing a strong focus on selecting the right candidates to fit the culture and goals of the company. Efforts to maintain a stable workforce through work-life balance programs, benefits, and professional progression opportunities are reflected in employee retention strategies at 23.6%. However, the relatively low focus on performance management (20.8%) may suggest that hiring and development may be prioritized over formal performance reviews in organizations. It may be possible to increase employee engagement and overall productivity by strengthening performance management methods, such as structured evaluations and feedback channels. This distribution highlights the need for a more holistic approach towards personnel management: it has all aspects addressed - performance review, retention, development, and recruitment - working together to achieve peak workplace effectiveness.

Table 2 reports the job satisfaction levels of the five groups of employees: very satisfied, moderately satisfied, neutral, dissatisfied, and severely dissatisfied. The majority of workers (40.8%) fall into the category of being somewhat content, which means that though they find their jobs somewhat satisfying, they can yet do better. Moreover, 32.5% of the workers claim that they are extremely satisfied with their jobs, meaning that nearly one-third of the workforce is extremely satisfied with their jobs. The remaining staff members represent different degrees of disengagement or unhappiness and are classified as indifferent (15.6%), dissatisfied (8.4%), or severely dissatisfied (2.7%).

Table 2: Levels of Job Satisfaction (%)

Job Satisfaction Level	Percentage (%)
Highly Satisfied	32.5%
Moderately Satisfied	40.8%
Neutral	15.6%
Dissatisfied	8.4%
Highly Dissatisfied	2.7%

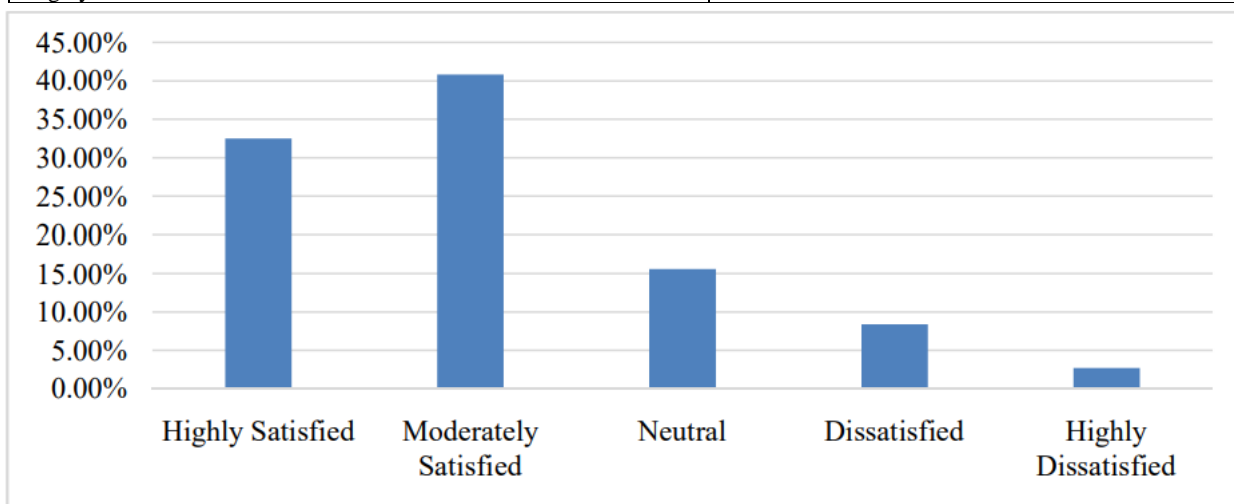


figure 2: Graphical representation of Levels of Job Satisfaction (%)

The research suggests talent management strategies, which are facilitating overall work satisfaction, since as many as 73.3% employees are satisfied on the job that is either highly satisfied or mildly satisfied. Good professional development avenues and workplace motivators may work to improve those 15.6 percent of employees to be neutral-meaning they would not have adequate engagement or interest. In addition, 11.1% of the employees express dissatisfaction, which includes both unhappy and severely dissatisfied ones, due to factors such as poor work-life balance, a lack of prospects for advancement, or insufficient pay. This level of dissatisfaction may increase absenteeism, negatively impact production, and result in higher turnover rates. Organizations should focus on employee engagement by creating a more satisfied and motivated workforce through focused efforts such as performance recognition, competitivepay structures, and supportive leadership. More frequent satisfaction surveys and feedback systems also help to solve some of the root problems and make the workplace happier.

7. CONCLUSION

This study highlights the significant role of talent management practices—namely training and development, recruitment and selection, and employee retention strategies—in shaping employee job satisfaction and workplace behavior. The findings indicate that a majority of employees are satisfied with their jobs, with training and development emerging as the most influential practice for enhancing satisfaction and engagement. However, the study also reveals areas needing improvement, such as performance management, career advancement opportunities, and compensation. Adopting a more integrated and holistic approach to talent management is recommended to further improve employee satisfaction, boost engagement, and drive organizational success.

8. FUTURE SCOPE

Future research can expand the scope by including a larger and more diverse sample across different regions and industries to increase generalizability. Longitudinal studies could provide insights into the long-term effects of talent management initiatives on employee outcomes and organizational performance. Moreover, exploring the impact of digital transformation, remote work, and evolving HR technologies on talent management effectiveness would offer valuable perspectives for organizations adapting to changing work environments.

9. LIMITATIONS

This study is limited by its cross-sectional design, which captures employee perceptions at a single point in time and may not reflect changes over time. The sample is restricted to 250 employees, which, while diverse, may not fully represent all sectors or organizational contexts. Additionally, the reliance on self-reported data can introduce response bias, and the study does not account for external factors such as economic shifts or industry-specific challenges that could influence job satisfaction and talent management outcomes.

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