

Enhancing Organizational Sustainability through Talent Management: The Role of Retention and Career Development

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ABSTRACT

This study investigates the influence of talent management on employee retention and career path development within the Primkopal Koarmada II Consumer Cooperative. In the era of global competition and the industrial revolution 4.0, organizations face increasing challenges in retaining skilled employees and providing clear career advancement opportunities. Using a quantitative approach and data analysis through SPSS, this research examines the direct and simultaneous effects of talent management practices on retention rates and career paths. The results reveal that talent management has a significant positive impact on both variables, with retention rates strongly influenced by recruitment strategies, employee satisfaction, and career clarity. Career path development is shaped by the alignment of competencies with job responsibilities, recognition of performance, and opportunities for innovation and promotion. Furthermore, the MANOVA test confirms that talent management simultaneously contributes to higher retention and career progression, creating a synergistic effect that benefits both employees and the organization. The study highlights that structured talent management not only reduces turnover but also fosters sustainable professional growth, strengthening organizational resilience and competitiveness. Despite its valuable contributions, the research is limited by its single-case focus and omission of other potential variables such as compensation and work-life balance. Future studies are recommended to expand across industries and adopt longitudinal designs to capture long-term outcomes. Overall, the findings confirm that talent management should be considered a strategic imperative for organizations seeking to enhance employee loyalty, accelerate career development, and secure long-term sustainability.

Keywords

Talent management; Employee retention; Career path; Organizational sustainability

Introduction

Meeting the demand for a potential workforce amid intense global competition and retaining skilled employees remain two of the most pressing challenges faced by modern companies, especially as globalization accelerates organizational dynamics (Nurmalitasari & Andriyani, 2021). As a discipline, management provides fundamental concepts that help leaders navigate these growing complexities, particularly when aligning human resources with long-term organizational goals. Employees are the primary asset driving business processes from input to output, and organizations rely heavily on their contributions while being responsible for supporting their satisfaction and engagement (Pratiwi & Hariani, 2023). In an era shaped by digital transformation and the demands of the industrial revolution 4.0, HR management plays a central role in determining organizational direction and resilience. HR drives talent, creativity, and productivity, factors crucial not only for achieving short-term performance but also for ensuring organizational sustainability in a rapidly evolving environment. Therefore, the human element becomes indispensable regardless of technological advancement or economic shifts, positioning HR as a core determinant of an organization's long-term viability.

In general terms, HR refers to individuals who contribute to the planning and implementation of organizational goals (Yani & Saputra, 2023). The ability of a company to seize opportunities and mitigate risks is essential to its survival and continuous development (Thohir et al., 2024). High-quality HR encompasses not only technical proficiency but also adaptability, innovation capacity, and continuous learning, all of which support organizational sustainability. In this context, structured HR training and development programs become crucial to cultivating a learning-oriented culture that equips employees to respond effectively to environmental changes (Aji & Mala, 2024). Identifying and developing talent is therefore a fundamental requirement for supporting individual growth and sustaining organizational competitiveness over time (Surya et al., 2024). Talent management, as a comprehensive and strategic HR approach, aims to optimize employee potential through systematic planning and development processes (Prasetyo et al., 2023). When implemented effectively, talent management becomes an influential mechanism that enhances

employee performance and contributes to both short-term success and long-term sustainability by ensuring organizations retain individuals capable of supporting strategic objectives (Lintang et al., 2024).

Talent management is closely linked to employee retention, as retaining high-potential employees is critical for organizational continuity. Employee retention is an organizational policy aimed at minimizing turnover by fostering a work environment that supports stability and engagement (Hendrik & Santosa, 2025). High retention rates help maintain valuable competencies and ensure that the organization benefits continuously from the contributions of skilled employees. A positive work environment not only enhances performance but also reduces the cost and disruption associated with turnover (Damei, 2020). Career path systems and talent management frameworks serve as key determinants of employee retention. Clear career paths motivate employees by providing direction and development opportunities, while well-structured talent management practices, ranging from recruitment and onboarding to development and talent maintenance, ensure that employees' capabilities are aligned with organizational needs. When these processes function effectively, retention increases, strengthening organizational stability and supporting long-term sustainability.

Employees have the right to participate in training that supports their career advancement, making effective career development management essential for organizations. Well-planned career development helps maintain productivity and reduces work frustration, which is often associated with declining performance (Muliati & Susiana, 2023). A clear career ladder contributes to employee satisfaction, as individuals are more motivated when they perceive opportunities for growth and feel valued in their roles (Aspita & Sugiono, 2018). The Primkopal Koarmada II Consumer Cooperative is one organization that implements a structured talent management process within the Second Fleet Command. The process begins with strategic planning for talent needs, followed by talent identification through potential mapping. Recruitment is conducted based on required competencies, after which employees receive cooperative training to enhance their understanding of institutional duties and responsibilities. While these practices demonstrate the organization's commitment to talent development, maintaining high employee retention remains a significant challenge that affects organizational effectiveness and long-term sustainability.

Despite efforts to develop talent, several issues persist within the Primkopal Koarmada II Consumer Cooperative. Not all employees have equal access to training, limiting opportunities for self-development and causing some employees to feel that their careers are not progressing. These challenges contribute to difficulties in achieving professional growth and have broader implications for organizational sustainability. Additionally, employee turnover has emerged as a persistent issue, driven by factors such as job satisfaction, payroll systems, and workload. These conditions highlight the need for a deeper understanding of the factors influencing employee retention within the institution. The following table presents employee data for the Primkopal Koarmada II Consumer Cooperative and serves as the foundation for analysing how talent management and career development affect employee retention within the organization.

Literature Review

Human resources are the people who work to help the company think, plan, and achieve its goals. Human resources are divided into two categories: micro and macro. Micro human resources are those who work for the company and are often referred to as employees, while macro human resources include all people of working age, whether employed or unemployed (Paillin & Mulyanti, 2023). Human resources are a crucial element in achieving company goals because they act as subjects, managers, and implementers in production and management processes (Saputra, 2022). To maintain organizational adaptability and competitiveness, systematic self-development becomes essential. Before development efforts are undertaken, evaluation is necessary to determine whether employee skills need improvement (Arrasyid & Amaliyah, 2019). Managers therefore play a central role in providing direction, setting group goals, and guiding activities required to achieve organizational objectives (Arrasyid et al., 2019). In a broader context, organizational sustainability increasingly depends on how effectively human resources are managed. Sustainable organizations maintain continuity by aligning workforce capabilities with long-term goals, ensuring resilience and consistent performance.

Organizational sustainability is defined as an organization's ability to maintain long-term viability by optimising internal resources, culture, and talent. Sustainable organizations prioritize developing and retaining competent employees because workforce stability strengthens operational continuity. Thus, discussions on talent management, employee retention, and career development are closely related to sustainability outcomes. These three components reinforce each other and support the organization's long-term capacity to survive in competitive environments.

Talent Management

Talent management is an activity and procedure that includes systematic identification resulting in a sustainable organizational competitive advantage (Järvi & Khoreva, 2020). Talent management strategies foster a climate of trust because employees are objectively evaluated based on their capabilities, which in turn increases engagement (Arocas et al., 2020). The initial stages of talent management involve talent planning, acquisition, development, and retention (Isanawikrama et al., 2017). A company's efforts to cultivate and retain skilled employees form the essence of talent management. To achieve excellence and realise the company's vision, organizations must align employees with strategic qualifications and optimize performance (Azhad & Mahayanti, 2022). Talent management is therefore an essential process within HR, involving the identification, development, and placement of employees according to their abilities (Lailiyah et al., 2025). Several factors influence talent management, including organizational systems, competencies, and support mechanisms (Firdaus, 2023). Modern organizations depend on talent management not only to attract employees but also to develop long-term potential. In today's competitive business environment, talented individuals serve as strategic assets whose retention is vital for organizational sustainability. A supportive and fair work environment strengthens performance and loyalty, ensuring a stable talent pipeline that contributes to long-term success.

Retention Rate

Employee retention refers to a company's efforts to ensure employees remain for extended periods. Retention is critical because employee turnover results in significant financial costs (Lintang et al., 2024). By retaining employees, companies reduce expenses related to recruitment and training (Hee & Rhung, 2019). Retention stems from HR practices such as employee assessments, training, career development, incentives, compensation, and benefits (Awolusi & Jayakody, 2021). Retention is therefore a strategic effort to maintain workforce stability. Providing fair salaries, ensuring cultural alignment, and offering clear development opportunities help organizations recognize employee contributions and support long-term stability. For companies seeking sustainable growth, employee retention becomes a core HR strategy. Sustainable organizations emphasise retention because consistent staffing reduces operational disruptions and maintains institutional knowledge. Stable and motivated employees contribute directly to organizational resilience, supporting long-term sustainability.

Career Paths

A career path is a route employees take to advance to higher professional levels with added responsibilities. It is also a process of improving employee skills through enhanced knowledge and experience (Tambun et al., 2023). Career paths serve as benchmarks for career training, and without structured training, development cannot occur effectively. To support career paths, employees must strengthen work skills determined by knowledge, attitudes, and abilities. Career paths help employees perform work effectively and contribute to organizational goals (Wijaya et al., 2021). Companies with clear career path systems strengthen employee motivation, retain top talent, and cultivate a productive work culture. Moreover, structured career development supports organizational sustainability by improving performance and commitment. Clear pathways reduce dependency on external recruitment and help organizations build long-term internal capability.

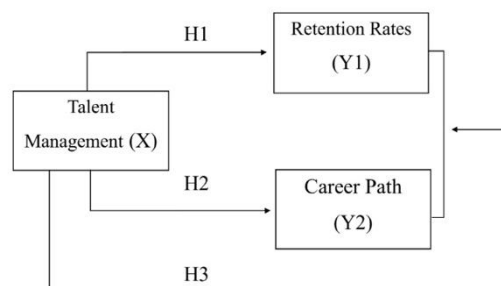


Figure 1. Research Framework

Relationships Between Variables

H1: Talent management is suspected to influence employee retention rates at the Primkopal Koarmada II Consumer Cooperative. Effective talent management creates valuable impressions that increase loyalty. Talent management strategies reduce turnover through consistent retention efforts, which are essential for retaining talented employees (Hermawati et al., 2021).

H2: Talent management is suspected to influence employee career paths. Career paths are designed to meet company needs with support from skilled and experienced employees (Tambun et al., 2023). Structured talent management provides clear direction and accelerates career progression.

H3: Talent management is suspected to influence both retention and career paths. Employees tend to stay when satisfied with their work (Yani & Saputra, 2023). Talent management contributes significantly to a productive work environment, simultaneously affecting retention and career development.

Methods

Research Type

This study uses a quantitative approach. The main objectives of quantitative research are using statistical analysis to test hypotheses, consistent data collection, and objective measurement (Waruwu et al., 2025). This approach aligns with the aim of examining relationships among variables through numerical data and structured instruments. The quantitative design ensures that every procedure, from sampling to analysis, is carried out systematically to produce measurable and replicable findings.

Data Collection Techniques

(a) Direct observation, also known as observation, refers to a person's ability to use their senses with the aid of their other five senses (Mukhid, 2021). Observation in this study was conducted to understand general operational conditions at the Primkopal Koarmada II Consumer Cooperative, with the role limited to obtaining supporting contextual information for quantitative interpretation. (b) A literature study collects data from various sources, including books, journals, and previous research. The literature obtained from various sources is then analyzed to support the theory (Siroj et al., 2024). (c) Questionnaires were used as the main quantitative instrument. A questionnaire is a list of written statements that respondents must complete. If the researcher is confident in the factors to be studied and the respondents' expectations, this method will be effective. Furthermore, questionnaires can be used in situations where many respondents are spread across a region (Sugiyono, 2023). (d) Documentation contains data in the form of numbers or statistics that can be analyzed mathematically to draw a conclusion. Documentation can also be the result of previous research containing relevant information (Sugiyono, 2023).

Population and Sample

A population refers to all individuals, objects, or entities that share common characteristics within a defined group (Asrulla et al., 2023). In this study, the population consisted of all members and employees of the Primkopal Koarmada II Consumer Cooperative. A total of 109 respondents were selected to represent the three employment categories within the cooperative: Military personnel, Civil Servants (PNS), and Casual Workers (PHL). This sample size is considered methodologically adequate because samples exceeding 100 respondents are widely accepted as reliable and capable of producing meaningful quantitative estimations (Mohapatra & Chamola, 2020; Alwi, 2015). The inclusion criteria required respondents to be active members or employees and belong to one of the identified employment statuses. To ensure representativeness and reduce potential selection bias, a simple random sampling technique within a probability sampling framework was employed. This approach provided every population member with an equal chance of being selected, ensuring alignment between the sample characteristics and the broader cooperative population. The respondents were selected using a simple random sampling procedure based on the employee and member roster provided by the cooperative, in which all eligible individuals had an equal probability of being included in the final sample of 109 respondents.

Data Analysis

Data analysis involves simplifying and sorting data to ensure it is relevant to the research problem (Mukhid, 2021). After collection, respondent data were coded numerically and processed using SPSS and Excel. The data were grouped according to variables, talent management, retention rate, and career path. The analysis procedures included data entry verification, descriptive analysis, and continued calculations to test hypotheses and provide answers to the problem formulation, ensuring accuracy through careful rechecking of data input.

Results

Validity Test

Table 1 Results of the Validity Test of the Talent Management Variable (X)

Variable	Item	Sig. (2-tailed)	r Count	r Table	Remarks
Talent Management (X)	X1	0.010	0.462	0.361	Valid
	X2	0.001	0.564	0.361	Valid
	X3	0.004	0.514	0.361	Valid
	X4	< .001	0.667	0.361	Valid
	X5	< .001	0.618	0.361	Valid
	X6	< .001	0.640	0.361	Valid
	X7	0.012	0.451	0.361	Valid
	X8	< .001	0.656	0.361	Valid
	X9	0.007	0.485	0.361	Valid

(Source: Data processed using SPSS, 2025)

Table 2 Results of the Validity Test of the Retention Rate Variable (Y1)

Variable	Item	Sig. (2-tailed)	r Count	r Table	Remarks
Retention Rate (Y1)	Y1	0.038	0.380	0.361	Valid
	Y2	< .001	0.654	0.361	Valid
	Y3	< .001	0.697	0.361	Valid
	Y4	< .001	0.647	0.361	Valid
	Y5	< .001	0.853	0.361	Valid
	Y6	< .001	0.744	0.361	Valid
	Y7	0.016	0.435	0.361	Valid
	Y8	< .001	0.654	0.361	Valid

(Source: Data processed using SPSS, 2025)

Table 3 Results of the Validity Test of the Career Level Variable (Y2)

Variable	Item	Sig. (2-tailed)	r Count	r Table	Remarks
Career Path (Y2)	Y1	0.001	0.560	0.361	Valid
	Y2	< .001	0.716	0.361	Valid
	Y3	0.017	0.432	0.361	Valid
	Y4	0.001	0.563	0.361	Valid
	Y5	< .001	0.590	0.361	Valid
	Y6	< .001	0.689	0.361	Valid
	Y7	< .001	0.572	0.361	Valid
	Y8	< .001	0.593	0.361	Valid
	Y9	< .001	0.565	0.361	Valid

(Source: Data processed using SPSS, 2025)

Prior to the main survey, a pilot validity test involving 30 respondents was conducted to evaluate the validity of the research instrument. The results indicated that all 26 questionnaire items were valid, as the calculated r-values exceeded the critical r-table value of 0.361 and all significance values were significant at $p < .05$. After the instrument was confirmed to be valid and reliable, the main survey was administered to 109 respondents.

Reliability Test

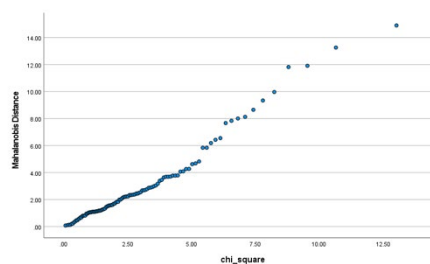
Table 4 Reliability Test Results

Variable	Cronbach's Alpha	Remarks
Talent Management (X)	0.717	Reliable
Retention Rate (Y1)	0.758	Reliable
Career Path (Y2)	0.747	Reliable

(Source: Data processed using SPSS, 2025)

The results obtained a Cronbach's alpha value of 0.717 for talent management, 0.758 for retention rate, and 0.747 for career path. All three variables met the reliability criteria, with a Cronbach's alpha value of 0.700. Based on these results, all variables studied, including talent management, retention rate, and career path, were declared reliable

Classical Assumption Test



(Source: Processed data, 2025)

Figure 2. Multivariate Normality Test

The multivariate normality test found that the variables formed a multivariate normal distribution, as evidenced by the points forming a straight line. This was confirmed by the Mahala Nobis distance and chi-square correlation values.

Homogeneity Test

Table 5 Box's M Homogeneity Test Results

Box's Test of Equality of Covariance Matrices	
Box's M	51.233
F	1.310
df1	33
df2	2464.386
Sig.	0.112

(Source: Data processed using SPSS, 2025)

Table 6 Results of the homogeneity test *Levene's Test of Equality of Error Variances*

Levene's Test of Equality of Error Variances					
		Levene Statistic	df1	df2	Sig.
Retention Rate	Based on Mean	1.248	12	94	0.263
	Based on Median	0.761	12	94	0.688
	Based on Median and with adjusted df	0.761	12	65.150	0.687
	Based on trimmed mean	1.198	12	94	0.296
Career Path	Based on Mean	1.385	12	94	0.187
	Based Median	1.066	12	94	0.398
	Based on Median and with adjusted df	1.066	12	55.094	0.406
	Based on trimmed mean	1.342	12	94	0.209

(Source: Data processed using SPSS, 2025)

The homogeneity test results indicate that the data met the assumption of homogeneity. The Box's M test produced a significance value of $p = .112$, indicating equality of covariance matrices. Furthermore, all significance values obtained from Levene's Test were greater than .05. Therefore, the data can be considered homogeneous and suitable for further MANOVA analysis.

Correlation Test

Table 7 Correlation Test Results

Correlations				
		Talent Management	Retention Rate	Career Path
Talent Management	Pearson Correlation	1	0.699	0.521
	Sig. (2-tailed)		< .001	< .001
	N	109	109	109
Retention Rate	Pearson Correlation	0.699	1	0.601
	Sig. (2-tailed)	< .001		< .001
	N	109	109	109
Career Path	Pearson Correlation	0.521	0.601	1
	Sig. (2-tailed)	< .001	< .001	
	N	109	109	109

(Source: Data processed using SPSS, 2025)

A significance value greater than .05 indicates that the relationship is not statistically significant, whereas a value below .05 indicates a statistically significant relationship. As shown in Table 7, all correlation coefficients were positive and statistically significant ($p < .001$), indicating significant relationships among talent management, retention rate, and career path.

Manova Test

Table 8 Manova Test Results

Multivariate Tests						
Effect		Value	F	Hypothesis df	Error df	Sig.
Intercept	Pillai's Trace	0.992	6007.143	2.000	93.000	< .001
	Wilks' Lambda	0.008	6007.143	2.000	93.000	< .001
	Hotelling's Trace	129.186	6007.143	2.000	93.000	< .001
	Roy's Largest Root	129.186	6007.143	2.000	93.000	< .001
Talent Management	Pillai's Trace	0.633	3.107	28.000	188.000	< .001
	Wilks' Lambda	0.399	3.872	28.000	186.000	< .001
	Hotelling's Trace	1.426	4.685	28.000	184.000	< .001
	Roy's Largest Root	1.368	9.182	14.000	94.000	< .001

(Source: Data processed using SPSS, 2025)

In MANOVA, a result is considered statistically significant when $p < .05$. In this study, Wilks' Lambda was used as the primary test statistic because it is one of the most widely used statistics for assessing multivariate effects. The MANOVA results showed a significance value of $p < .001$, indicating that talent management has a significant simultaneous effect on employee retention rates and career paths.

Table 9 Results of Tests of Between-Subjects Effects

Tests of Between-Subjects Effects						
Source	Dependent Variable	Type III Sum of Squares	Df	Mean Square	F	Sig.
Corrected Model	Retention Rate	701.976	14	50.141	8.522	< .001
	Career Path	407.487	14	29.106	3.477	< .001
Intercept	Retention Rate	49478.040	1	49478.040	8409.027	< .001
	Career Path	66707.151	1	66707.151	7968.968	< .001
Talent Management	Retention Rate	701.976	14	50.141	8.522	< .001
	Career Path	407.487	14	29.106	3.477	< .001
Source	Dependent Variable	Type III Sum of Squares	Df	Mean Square	F	Sig.
Error	Retention Rate	553.088	94	5.884		
	Career Path	786.861	94	8.371		
Total	Retention Rate	109694.000	109			
	Career Path	143685.000	109			
Corrected Total	Retention Rate	1255.064	108			
	Career Path	1194.349	108			

(Source: Data processed using SPSS, 2025)

The tests of between-subjects effects showed that talent management had a significant partial effect on retention rates ($p < .001$). Furthermore, talent management also had a significant partial effect on career paths ($p < .001$). Therefore, the null hypothesis (H_0) was rejected, and the alternative hypothesis (H_1) was accepted.

Analysis of the Coefficient of Determination

Table 10 Results of the Determination Coefficient Analysis

Variable	R	R Square	Adjusted R Square	Std. Error of The Estimate
Retention Rate (Y1)	0.699	0.488	0.483	2.45008
Career Path (Y2)	0.521	0.272	0.265	2.85112

(Source: Data processed using SPSS, 2025)

The table shows that the coefficient of determination indicates that talent management explains 48.8% of the variance in employee retention rates and 27.2% of the variance in career path development. This is evidenced by the R-squared value of 48.8% for talent management on retention rates and 27.2% for talent management on career advancement.

Discussions

The Effect of Talent Management (X) on Retention Rate (Y1)

The SPSS analysis conducted on employees of the Primkopal Koarmada II Consumer Cooperative shows that talent management has a significant partial effect on retention rate, indicated by $p < .001$ in the between-subjects effects test. With an R value of 0.699 and an R-squared of 0.488, the findings demonstrate that 48.8% of the retention rate (Y1) is influenced by talent management (X), while the remaining 51.2% is shaped by other variables such as organizational commitment (Lintang et al., 2024), job satisfaction (Yani & Saputra, 2023), employee engagement, and career path systems (Prasetyo et al., 2023). These results confirm previous studies showing that strong talent management programs increase employee retention, whereas weak practices tend to reduce employees' willingness to remain in the organization (Surya et al., 2024). The statistical findings indicate that talent management functions not only as an HR initiative but also as a predictor of employee behaviour stability.

Observations in the field reinforce these statistical results. The organization's recruitment and selection practices emphasise employees' skill levels, supporting Dessler's (2015) assertion that retention begins with proper recruitment aligned with organizational expectations. Employee satisfaction with the work environment, clarity of career paths, and employees' desire to remain for 3–5 years collectively illustrate conditions that support retention. These elements demonstrate that effective talent management strengthens loyalty, increases commitment, and minimize turnover intention. As a result, talent management acts as a foundational mechanism that contributes directly to employee stability and organizational resilience, especially when supported by consistent communication and fair developmental opportunities.

The Influence of Talent Management (X) on Career Path (Y2)

The SPSS results also indicate that talent management significantly influences career path (Y2), supported by $p < .001$ obtained from the between-subjects effects test. With an R^2 of 0.521 and an R-square of 0.272, the findings show that 27.2% of career path development is shaped by talent management, while 72.8% is influenced by knowledge management, work performance (Fatikhah & Andriani, 2024), personality, performance appraisal, and creativity (Marini & Tasri, 2022). These results align with Fatikhah & Andriani (2024), who highlight that recruitment, training, and employee development are core components of career development aligned with long-term organizational objectives. This confirms that structured talent management contributes meaningfully to employees' career trajectories, particularly in environments where developmental pathways are clearly communicated.

The findings differ from Mengkuningtyas (2021), who argues that talent management does not significantly affect career growth due to limited leadership support and the absence of guaranteed promotions. This contrast highlights the need for strong organizational commitment to fully actualise talent management benefits. Field observations indicate several reinforcing factors: employees are encouraged to innovate, job assignments match competencies, skills are perceived as contributors to career acceleration, and performance is used as a key basis for promotion. These conditions reflect how well-implemented talent management practices shape structured, transparent, and motivating career development pathways that foster psychological readiness for advancement.

Simultaneous Effect of Talent Management on Employee Retention Rates and Career Paths

The MANOVA analysis shows that talent management simultaneously influences retention rates and career paths, with a statistically significant result ($p < .001$). The Wilks' Lambda test supports the conclusion that talent management has a meaningful multivariate impact. These findings align with Prasetyo et al. (2023), who state that structured career patterns and talent management systems positively influence retention. Additionally, a well-designed career development framework helps employees align their aspirations with organizational goals, strengthening mutual commitment (Wijaya et al., 2021). This integrated effect highlights the strategic importance of talent management for achieving organizational effectiveness and ensuring continuity of human capital.

Field observations reveal that talent management drives both retention and career development through mechanisms such as alignment of duties with expectations, job rotation opportunities, and competency-based advancement prospects. These factors create a work environment that supports learning, motivation, and long-term commitment. As

Tambun et al. (2023) explain, career planning, competency development, and structured promotion systems are crucial for supporting employee growth. In the context of this organization, effective talent management not only enhances retention and accelerates career paths but also contributes to sustained competitive advantage and organizational stability.

Conceptual Implications and Theoretical Contributions

Conceptually, the findings demonstrate that talent management functions as a dual-impact mechanism that shapes both employee behaviour outcomes, such as commitment and retention, and developmental outcomes related to capability enhancement and career progression. This strengthens theoretical perspectives integrating human capital theory with organizational commitment models, confirming that employees become strategic organizational assets when supported through structured development, transparent career pathways, and competency-based placement. The study extends these perspectives by examining a cooperative-military organizational environment, a context that remains underexplored in talent management literature, and by showing that talent management generates cumulative effects that align employee motivation with long-term organizational objectives.

Theoretically, this study contributes new empirical insights by illustrating that in cooperative–military settings, talent management acts as a mediating mechanism linking organizational practices with enduring employee outcomes. This expands the applicability of talent management theory beyond conventional corporate contexts and clarifies how structured recruitment, development, and career planning reinforce organizational sustainability through their simultaneous influence on retention and capability development. The evidence supports the argument that talent management functions not merely as an HR administrative tool but as a strategic mechanism for ensuring human capital continuity in semi-bureaucratic and hierarchical institutions.

Conclusion

The findings of this study demonstrate that talent management remains a fundamental driver of both employee retention and career path development within the Primkopal Koarmada II Consumer Cooperative. By integrating structured recruitment, targeted employee development initiatives, and systematic career planning strategies, the organization is better equipped to address persistent human resource challenges, particularly those related to turnover and limited advancement opportunities. The empirical results strengthen the conclusion that when talent management practices are implemented consistently, employees display higher satisfaction, stronger commitment, and increased long-term motivation to remain in the organization. These outcomes also reinforce the strategic relevance of positioning talent management as a mechanism that supports broader organizational resilience and sustainability in an increasingly dynamic environment.

The results regarding employee retention further show that talent management contributes significantly to lowering turnover and reinforcing loyalty through competency-based recruitment, value-aligned selection, and transparent development pathways. When employees perceive that their contributions are recognized, that training opportunities are accessible, and that their career direction is clearly communicated, they become more engaged and less inclined to pursue external alternatives. This indicates that retention is shaped not only by financial incentives but also by the quality of work experiences, perceived fairness, and long-term developmental support. At the same time, the study highlights that career path development depends on the organization's ability to provide opportunities for growth, acknowledgment of innovation, and credible promotion mechanisms. Aligning employee competencies with job responsibilities ultimately strengthens adaptability and productivity, ensuring that employees are prepared for both current demands and future organizational challenges.

The simultaneous influence of talent management on retention and career development underscores its strategic importance and its potential to generate a synergistic effect that benefits both employees and the organization. Employees demonstrate greater loyalty when they see structured and attainable long-term opportunities, while the organization gains a stable and competent workforce that supports sustained performance. Within this context, talent management functions not only as an HR practice but also as a strategic imperative contributing to long-term organizational sustainability. Moving forward, reinforcing equal access to training, career development, and leadership involvement will be essential to further optimizing employee potential and ensuring that organizational competitiveness is maintained in the face of continuous change.

Limitations and Future Studies

Limitations

This study offers important insights into the contribution of talent management to employee retention and career path development; however, several limitations should be acknowledged. The research was conducted within a single cooperative–military organizational setting, which restricts the generalizability of the findings to broader institutional contexts. The distinctive culture, leadership style, and hierarchical structure of Primkopal Koarmada II may influence employee perceptions differently compared to civilian or private-sector organizations. Additionally, the study relied on self-reported quantitative data, which may introduce response biases, particularly in structured environments where employees may feel constrained in expressing negative assessments. The research model also focused specifically on the relationships between talent management, retention, and career development, without incorporating other potentially influential variables such as compensation, work-life balance, supervisor support, or external labour market conditions. These omitted factors may interact with talent management practices and could contribute significantly to employee decisions to stay or leave.

Future Research

Future studies should broaden the scope by involving multiple organizations across diverse sectors to improve generalizability and enable comparative analyse of contextual differences. Examining variations in leadership commitment, organizational size, and cultural dynamics may provide a deeper understanding of how these elements shape the effectiveness of talent management practices. Incorporating additional variables such as remuneration systems, perceived organizational support, and work-life balance would help develop a more comprehensive model of employee retention and career progression. Longitudinal designs are recommended to observe changes in employee outcomes over time, while qualitative or mixed-method approaches may capture nuanced experiences that cannot be fully captured through quantitative surveys alone. Such extensions would enhance theoretical contributions and strengthen the explanatory power of future research.

Conflict of Interest

The authors declare that there is no conflict of interest regarding the publication of this article. The research was conducted independently, without any financial or personal relationships that could influence the outcomes of this study.

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