

HUMAN RESOURCE MANAGEMENT | RESEARCH ARTICLE

How Talent Management and Career Development Significantly Influence Employee Turnover Intention

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ABSTRACT

Employee turnover remains a pressing issue in contemporary human resource management, even in organizations that provide a supportive and conducive work environment. This study is driven by the phenomenon in which employees working under relatively favorable conditions still develop the intention to leave and eventually resign to pursue better career opportunities elsewhere. Such turnover disrupts established teamwork and collaboration, as organizations must rebuild team dynamics with replacement employees, potentially reducing overall performance and productivity. This research therefore examines the influence of talent management and career development on employee turnover intention at PT X in Karawang. A quantitative approach with a survey method was employed. Data were collected through questionnaires distributed to 75 employees consisting of professional staff, managerial, and executive-level employees. The data were analyzed using descriptive statistics and multiple linear regression with the assistance of SPSS (Statistical Package for the Social Sciences). The descriptive results indicate that talent management and career development at PT X are generally perceived as moderately effective. However, lower scores were identified in indicators related to the management of declining performance, clarity of job descriptions and performance standards, and transparency of short-term and long-term career paths. Employees also show a tendency to seek additional income or alternative employment opportunities. Hypothesis testing confirms that talent management and career development significantly affect turnover intention, both partially and simultaneously. The correlation coefficient (R) of 0.704 indicates a strong relationship, while the Adjusted R² of 0.482 shows that 48.2% of turnover intention is explained by the independent variables. These findings emphasize the importance of structured talent management and transparent career development systems in strengthening employee retention and sustaining organizational performance.

Keywords: Talent Management, Career Development, Turnover Intention.

JEL Code: M12, J24, J28

I. Introduction

The automotive industry plays a significant role in Indonesia's economic development. With a population exceeding 270 million, Indonesia represents a strategic market for global automotive producers, driving rapid industrial growth and attracting new industry players (Rachmawati & Rismayani, 2019). The automotive component sector, particularly the tire industry, contributes substantially to national exports. PT



X, a subsidiary of a Japanese multinational company established in 1931, has operated in Indonesia since 1976 and expanded to Karawang in 1997. PT X's core products consist of tires for passenger vehicles (sedans, SUVs, and minivans) as well as commercial vehicles (trucks, buses, and heavy/special-purpose equipment). These products are marketed not only domestically in Indonesia but also exported to various countries across the Asia-Pacific region and to several markets in Europe and the Americas. Currently, the composition of local and export sales is approximately 70% and 30%, respectively. As a company that has operated in Indonesia for nearly five decades, PT X is beginning to experience an aging workforce. A significant proportion of employees are approaching retirement age and will require succession planning. Of the more than 3,000 employees, the average age is 42.4 years, with an average tenure of 23.2 years. Between 2019 and 2022, 49 managerial positions and 47 professional staff positions became vacant due to retirement, early retirement, resignation, or other causes. Of these vacancies, 57% were filled through external recruitment, while only 43% were filled by internal candidates. While the influx of new employees may introduce fresh perspectives into an organization where the average tenure exceeds 20 years, this situation also raises concerns regarding the effectiveness of talent management and succession planning programs.

Moreover, the recruitment process requires considerable time, often resulting in prolonged vacancies after incumbents leave. Recruitment costs are substantial, and in many cases, knowledge transfer processes are neither structured nor systematic. Consequently, newly hired employees must adapt from the beginning and require a significant period to reach optimal performance levels. Turnover data for 2019–2022 further indicate an increase in employee resignations compared to 2015–2018. Although the voluntary turnover rate remains within the relatively low market norm of 0–10%, rising from 1–2% to 3–6%, this near threefold increase warrants serious attention. Importantly, the turnover predominantly involves professional, managerial, and executive-level employees—individuals possessing critical expertise and competencies essential to the company's sustained performance and competitiveness. In relation to the above phenomenon, this study seeks to explore the factors influencing employee turnover within the company. Based on exit interview data from employees who resigned during the 2019–2022 period, several reasons for leaving were identified and can be grouped into four main factors. First, remuneration-related factors include compensation perceived as not meeting expectations and benefits considered insufficient to support employees' needs. Second, an uncondusive work environment, characterized by conflicts with colleagues or supervisors, office politics, and a less supportive workplace atmosphere, also contributes to employees' decisions to leave. Third, workload-related factors were cited, particularly excessive workloads and high levels of job-related stress. Finally, career opportunity emerged as a significant factor, where employees reported feelings of career stagnation, limited promotion prospects, restricted opportunities for professional and competency development, and the availability of more attractive career opportunities in other organizations.

Table 1. Reason for Leaving

Reason for Leaving	2019	2020	2021	2022	Total
Remuneration	16.7%	18.2%	14.3%	16.7%	16.4%
Work Environment	16.7%	27.3%	14.3%	16.7%	18.2%
Workload	27.8%	9.1%	28.6%	25.0%	23.6%
Career Opportunities	38.9%	45.5%	42.9%	41.7%	41.8%

Based on the table above, career opportunity emerges as the primary factor contributing to employee turnover within the company, accounting for 41% of the total reasons for leaving—significantly higher than the other factors identified. Limited or unclear career development prospects tend to increase employees' turnover intention, as they are more likely to seek alternative employment that offers clearer career pathways, promotion opportunities, and structured professional development. Consequently, strategic initiatives aimed at enhancing career opportunities within the organization are essential to mitigate employees' turnover intention and strengthen retention.

It is important to note that career opportunity within an organization does not operate as a standalone construct; rather, it represents a combination of several critical elements, particularly talent management and employee career development. Although both concepts focus on optimizing employees' potential, talent management and employee career development differ in terms of objectives, processes, and strategic approaches. Talent management generally emphasizes the identification, development, and retention of high-potential employees to meet organizational needs, whereas employee career development focuses more broadly on facilitating individual growth, competency enhancement, and long-term career progression within the organization.

Table 2. Turnover Intention Pre-Survey

No	Pre-Survey Turnover Intention	Response		
		0-2 years	3-5 years	> 5 years
Thinking of Quitting				
1	If offered a job elsewhere, how long do you plan to remain with the company?	5	10	23
		13%	26%	61%
Intention to Search		Disagree	Neutral	Agree
2	If given the opportunity to grow within the company and not feel pressured, I would consider looking for another job elsewhere.	7	10	21
		18%	26%	55%
Intention to Quit		Disagree	Neutral	Agree
3	I feel valued for my work performance.	9	7	22
		24%	18%	58%

The researcher conducted a pre-survey involving 38 employees to examine whether turnover intention is present within the company. The results of the pre-survey are presented in the table above. A pre-survey of 38 employees indicates low to moderate turnover intention, particularly in the dimensions of thinking of quitting, intention to search, and intention to quit. These findings highlight that career opportunities and perceived fairness play a key role in shaping employees' intentions to remain. Empirical findings on the relationship between Talent Management and/or Career Development and Turnover Intention remain inconsistent. Supi et al. (2023), in their study entitled "Talent Management Practices (TMP) and Turnover Intention (TI): The Role of Perceived Distributive Justice and Perceived Organizational Support," report that the direct effect of Talent Management Practices on Turnover Intention is not statistically significant. Their findings emphasize the critical mediating roles of Perceived Distributive Justice (PDJ) and Perceived Organizational Support (POS), suggesting that the effectiveness of talent management depends on employees' perceptions of fairness and organizational support.

Similarly, a study titled "The Influence of Financial Compensation and Career Development Mediated Through Employee Engagement Toward Turnover Intention of Millennial Employees of XYZ Group" demonstrates that Career Development has a positive and significant indirect effect on Turnover Intention through Employee Engagement. This result implies that improved career development opportunities may, under certain conditions, increase employees' marketability and mobility, thereby elevating turnover intention. In contrast, Melawati's research ("The Effect of Talent Management on Employee Retention: A Case Study at PT X") finds that Talent Management exerts a positive and significant effect on Employee Retention. Effective recruitment, development, and placement systems enhance retention and reduce turnover. Likewise, Yadewani and Wijaya (2021), in their study on the culinary sector, conclude that Career Development significantly influences Turnover Intention, where stronger career development systems reduce employees' intention to leave. These mixed findings reveal several research gaps: (1) prior studies do not consistently demonstrate significant direct effects of Talent Management and Career Development on Turnover Intention; (2) limited research simultaneously examines both variables within a single analytical framework; and (3) empirical evidence from the automotive component industry remains scarce. Addressing these gaps, this

study investigates the combined influence of Talent Management and Employee Career Development on employee Turnover Intention at PT X.

II. Literature Review and Hypothesis Development

This study reviews several theories and previous research as the foundation of the researcher's analytical perspective. The literature review also aims to identify gaps in prior studies and to position the present research within the broader discourse on turnover intention in the automotive component industry, where empirical evidence remains limited.

2.1. Management

Management refers to the art of achieving organizational objectives through people. In practice, managers actively mobilize, direct, and optimize human potential to produce desired outcomes (Hill & McShane, 2008). Koontz and O'Donnell (1976) define management as the effort to accomplish predetermined goals through the activities of others, while Griffin and McMahan (2013) describe it as a series of interrelated activities—planning, organizing, leading, and controlling—designed to ensure that organizational resources are utilized effectively and efficiently. Taken together, these perspectives conceptualize management as a dynamic process through which organizations coordinate resources to achieve strategic objectives. Scholars further emphasize that clearly defined managerial functions provide structure and direction for organizational activities. Hasibuan (2007) argues that dividing management into functional components enables systematic analysis, clarifies direction, and guides managerial action. Commonly known as the POAC framework—planning, organizing, actuating, and controlling—these functions form the operational backbone of managerial practice (Siagian, 1998, as cited in Mubarok, 2019). Planning involves setting objectives and determining future actions; organizing structures tasks, authority, and resources into an integrated system; actuating initiates and drives the execution of planned activities; and controlling evaluates performance, corrects deviations, and ensures alignment with organizational goals. Together, these functions enable managers to translate strategy into coordinated and measurable performance outcomes.

2.2. Human Resource Management

Human Resource Management (HRM) is defined as the science and art of regulating relationships and roles of employees to achieve organizational, individual, and social goals effectively and efficiently (Hasibuan, 2016). Dessler et al. (2017) describe HRM as a set of policies and practices related to staffing, recruitment, training, compensation, and performance evaluation. Armstrong (2014) views HRM as a strategic approach focusing on managing work, development, and employee well-being. In contemporary organizations, HRM plays a critical role in addressing workforce sustainability challenges, including rising voluntary turnover, talent shortages, and succession risks. Recent global reports indicate that employee retention remains a strategic priority due to increasing job mobility and competitive labor markets. HRM practices include policies and programs designed to manage, develop, motivate, and retain employees (Armstrong & Taylor, 2023). Among these practices, Talent Management and Career Development are emphasized as key components that influence employee attitudes and behavior, including turnover intention. Human Resource Management (HRM) practices are closely associated with the framework advanced by Mobley (2011), who emphasized that organizations must effectively manage employees in order to minimize their intention to leave. Mobley conceptualized turnover intention through three primary dimensions: thinking of quitting, intention to search, and intention to quit. These dimensions describe the psychological progression that precedes actual employee resignation and serve as critical indicators for evaluating the effectiveness of HRM practices in sustaining workforce stability.

HRM processes encompass a wide range of integrated activities, including recruitment and placement, staffing and job assignment, employee selection and training, performance appraisal, the design and implementation of reward and disciplinary systems, analysis of individual–organizational issues to determine necessary interventions, and the assurance of occupational health and safety standards (Dessler, 2017). Through these systematic functions, HRM seeks to align organizational objectives with employee needs, thereby strengthening commitment and reducing turnover intention. Unlike previous studies that examine these practices separately, this study integrates Talent Management and Career Development within a unified framework to explain turnover intention.

2.3. Strategic Human Resources Management (SHRM)

Strategic Human Resource Management (SHRM) represents an approach to managing human resources that emphasizes the integration of business strategy with HR policies and practices. Wright and McMahan (1992) defined SHRM as a planned pattern of human resource deployments and activities intended to enable an organization to achieve its goals. Under this perspective, HR management becomes an integral component of strategy formulation and implementation. Organizations must design practices such as workforce planning, talent development, and career management systems in alignment with the company's strategic direction to ensure coherence and long-term effectiveness. Armstrong and Taylor (2023) argued that SHRM aims to create sustainable competitive advantage by managing people as strategic assets. SHRM highlights the importance of vertical alignment—ensuring consistency between business strategy and HR strategy—and horizontal alignment—ensuring coherence among HR practices such as recruitment, training, performance appraisal, and compensation. When organizations consistently align these practices, they can establish a high-performance work system that enhances productivity and employee retention (Boxall & Purcell, 2016). Consistent with the Resource-Based View (Barney, 1991), SHRM views human capital as a strategic resource characterized by value, rarity, inimitability, and non-substitutability (VRIN). Accordingly, Talent Management and Career Development practices must be strategically designed to retain high-performing employees and minimize the loss of critical competencies due to turnover. In this study, the increasing level of turnover intention among professional and managerial employees indicates challenges in SHRM implementation, particularly in aligning career development strategies with long-term organizational needs.

2.4. Human Capital Theory

Human Capital Theory posits that individuals constitute a form of capital that generates economic value through their knowledge, skills, competencies, and experience. Becker (1964) systematically developed this theory by arguing that investment in education, training, and development enhances individual productivity and ultimately yields economic returns for organizations. Earlier, Schultz (1961) asserted that expenditures on education and training should not be treated as consumptive costs, but rather as strategic investments that increase human productive capacity. Accordingly, organizations must regard human resources as assets whose value can be continuously enhanced through structured learning and development initiatives. Human Capital Theory further emphasizes that firms that consistently invest in employee competency development gain competitive advantage through improved performance and innovation. Armstrong and Taylor (2023) highlighted training, career management, and talent development systems as central strategies for building valuable human capital. When organizations implement clear Career Development pathways and structured Talent Management systems, employees perceive greater recognition and long-term career prospects within the organization. Conversely, inadequate investment in employee development increases the likelihood that highly competent individuals will seek better opportunities elsewhere.

Moreover, Human Capital Theory explains the relationship between development investment and turnover intention. Employees with high levels of competence possess greater market value, which expands their external mobility opportunities. If organizations fail to provide clear career paths or sufficient development opportunities, they risk losing critical human capital. Therefore, effective Talent Management and Career Development practices serve as essential strategies to sustain organizational human capital and reduce turnover intention, providing a strong conceptual foundation for examining development investment as a mechanism for retaining strategic talent.

2.5. Social Exchange Theory

Social Exchange Theory (SET), introduced by Homans (1958) and developed by Blau (1964), explains relationships as processes of reciprocal exchange. According to Gouldner's (1960) norm of reciprocity, individuals feel obliged to return benefits received from others. In organizational contexts, when employees perceive support, fairness, and development opportunities, they tend to reciprocate through commitment, performance, and loyalty (Cropanzano & Mitchell, 2005; Wayne et al., 1997). Scholars frequently apply Social Exchange Theory (SET) to explain how human resource practices, including talent management, enhance employee engagement and motivation (Cropanzano & Mitchell, 2005; Homans, 1958). Organizations that provide meaningful career development programs and fair compensation signal recognition and support to their employees. In response, employees reciprocate by demonstrating higher performance and stronger organizational loyalty (Wayne et al., 1997; Settoon et al., 1996). From the SET perspective, Talent Management represents a form of organizational investment in which the organization offers opportunities, support, and resources to develop employees' capabilities. When employees perceive such attention and investment, they respond with greater commitment, improved performance, and sustained loyalty. Employees interpret these positive organizational actions as benefits, which create a moral obligation to reciprocate in accordance with the norm of reciprocity. This reciprocal exchange mechanism explains how well-implemented talent management practices can reduce turnover intention and strengthen long-term employment relationships.

2.6. Talent Management

Talent Management is a strategic approach to acquiring, developing, deploying, and retaining individuals with high potential (Armstrong, 2023). Its objectives include ensuring leadership continuity, enhancing organizational performance, strengthening employee engagement, reducing turnover, and supporting business strategy. The primary objective of Talent Management is to ensure that the organization consistently maintains a workforce that is competent, committed, and high-potential in order to meet both current and future business needs. Talent Management provides several key benefits: (1) it ensures leadership continuity by preparing a strong pipeline of future leaders; (2) it enhances organizational performance, as talented employees contribute above-average results; (3) it increases employee engagement and retention, thereby reducing turnover costs; (4) it strengthens organizational competitiveness through more effective management of human capital; and (5) it supports the achievement of business strategy by developing relevant competencies (Armstrong, 2023). Recent literature highlights that ineffective talent management contributes to succession gaps and the loss of critical organizational knowledge, particularly in industries with aging workforces. This study adopts the dimensions proposed by Farooq et al. (2016):

- a. Talent Identification – systematic assessment to recognize high-potential employees.
- b. Talent Development – training, coaching, mentoring, and competence enhancement.
- c. Talent Culture – organizational values and practices that support continuous growth.
- d. Talent Retention – strategies to retain high-performing employees.

Talent Management is viewed as an organizational investment that increases employee commitment and reduces turnover intention in line with Social Exchange Theory.

2.7. Career Development

Career Development is a continuous process involving individual and organizational efforts to enhance competence and career opportunities (Armstrong, 2023). Greenhaus et al. (2019) define it as the integration of individual career decisions with organizational opportunities. Dessler (2020) emphasizes its role in increasing retention and building a competent workforce. Career Development aims to: (1) enhance employees' competencies to align with organizational needs; (2) increase retention and motivation, as employees are more likely to remain when they perceive clear career prospects; (3) support succession planning by ensuring the availability of talent ready to fill strategic positions; and (4) reduce turnover intention by providing clarity regarding growth opportunities.

Jeffrey H. Greenhaus et al. (2019) further argue that career development strengthens employees' self-efficacy, which in turn improves performance and job satisfaction. In the context of organizational behavior, Steven L. McShane and Mary Ann Von Glinow (2018) state that career development contributes to the formation of positive attitudes, organizational commitment, and employee engagement. Therefore, Career Development represents not only an individual need but also a strategic organizational approach to retaining talent and enhancing overall effectiveness. According to Michael Armstrong (2023), career development consists of four primary components: career planning, career attitudes, career development practices, and self-development as a complementary fourth component to strengthen the analytical framework. Based on Bernardin and Russel (1993), Career Development consists of two main components:



Figure 1. Career Development Concept

- a. Career Planning – individual efforts to understand abilities, interests, goals, and career direction.
- b. Career Management – organizational processes that support, implement, and monitor employee career paths.

Effective Career Development provides clarity, reduces uncertainty, and strengthens employee attachment, thereby lowering turnover intention. Although prior studies have found both significant and insignificant relationships between career development and turnover intention, limited research has examined its combined effect with talent management, particularly in the automotive component sector. This gap provides the basis for the present study.

2.8. Turnover Intention

Turnover Intention refers to an employee's psychological process of considering leaving an organization (Mobley et al., 2011). Armstrong (2023) associates voluntary turnover with dissatisfaction, limited career opportunities, and weak organizational attachment. Mobley et al. (2011) and Mondy & Martocchio (2016) conceptualize Turnover Intention as a three-stage process:

- a. Thinking of Quitting – initial thoughts of leaving.

- b. Intention to Search – evaluation of external job opportunities.
- c. Intention to Quit – psychological decision to resign.

Turnover Intention is a critical indicator because it precedes actual resignation and reflects employees' perceptions of organizational support and opportunity. Given the increasing mobility of skilled professionals and intensifying global competition for talent, understanding turnover intention is essential for organizational sustainability.

2.9. Conceptual Framework

The conceptual framework illustrates the research paradigm as a response to the research problem. It positions two independent variables—Talent Management and Career Development—as determinants of the dependent variable, Turnover Intention. Based on Social Exchange Theory (Homans, 1958; Blau, 1964), organizational support in the form of Talent Management and Career Development creates reciprocal responses from employees. When employees perceive investment, fairness, and growth opportunities, they develop stronger commitment and lower intentions to leave. Talent Management, based on Farooq et al. (2016), and Career Development, based on Bernardin & Russel (1993), are expected to influence Turnover Intention as conceptualized by Mobley (2011). Both variables complement each other: Talent Management focuses on identifying and managing high-potential employees, while Career Development ensures systematic growth opportunities for all employees. This study employs a quantitative research design using a survey method to test the proposed relationships. The theoretical constructs of Talent Management, Career Development, and Turnover Intention are operationalized through measurable dimensions derived from established frameworks, enabling empirical hypothesis testing. Potential limitations include reliance on self-reported data and cross-sectional design, which may limit causal inference. These limitations are addressed through statistical controls and validated measurement instruments.

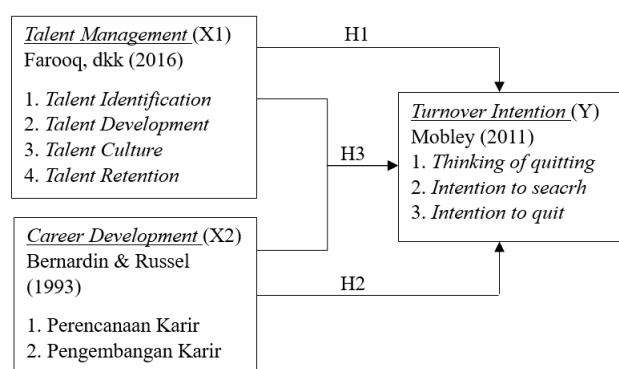


Figure 2. Conceptual Framework

a. The Relationship between Talent Management and Turnover Intention

- 1) Talent Management negatively influences Turnover Intention.
- 2) The more effectively Talent Management is implemented, the lower employees' Turnover Intention becomes.
- 3) Based on Social Exchange Theory (SET), organizational attention through Talent Management fosters a sense of appreciation, thereby strengthening commitment and reducing the intention to leave.
- 4) The dimensions of Talent Management (Farooq et al., 2016) include talent identification, talent development, talent culture, and talent retention.

2. The Relationship between Career Development and Turnover Intention

- 1) Career Development negatively influences Turnover Intention.
- 2) The clearer and more structured the Career Development practices, the lower employees' intention to leave.
- 3) Employees' perception of growth opportunities fosters loyalty.
- 4) According to H. John Bernardin and Joyce E. A. Russell (1993), Career Development consists of career planning and career development practices.

3. The Simultaneous Relationship between Talent Management, Career Development, and Turnover Intention

- 1) Talent Management and Career Development simultaneously exert a significant influence on Turnover Intention
- 2) Both variables complement each other: Talent Management focuses on managing and retaining high-potential talent, while Career Development ensures that all employees have opportunities for growth. Their integration strengthens the social exchange relationship (SET).
- 3) Simultaneous improvement in both variables enhances organizational commitment and reduces Turnover Intention more substantially than their partial effects.

Therefore, the hypotheses of this study are formulated as follows:

H1: Talent Management affects employee turnover intention at PT. X

H2: Career Development affects employee Turnover Intention at PT X.

H3: Talent Management and Career Development influence employee Turnover Intention at PT X.

III. Research Method

This study employs a quantitative research approach using a survey method. Quantitative research is defined as a systematic method in which researchers formulate specific questions, collect measurable data, analyze numerical data using statistical techniques, and conduct objective investigations (Sugiyono, 2019). The research design is cross-sectional, meaning that measurements of all variables were taken at one point in time and each respondent was observed only once. The researcher uses a cross-sectional method because it allows for the analysis of relationships between variables.

3.1. Research Object and Unit of Analysis

The object of this study is PT X, a Japanese multinational company operating in the automotive component industry. The unit of analysis consists of employees at the professional staff and managerial levels, starting from Grade P4 and above. The researcher limited data collection to PT X because a notable number of employees at the professional staff and managerial levels were observed to be leaving the organization. This phenomenon may also occur in other companies, suggesting broader relevance beyond the specific organizational context examined in this study. The study examines the effect of Talent Management and Career Development on employee Turnover Intention within this group.

3.2. Population and Sample

The population of this study comprises 300 employees at the professional staff and managerial levels, starting from Grade P4 and above of PT.X (Sugiyono, 2013). Due to practical limitations, a sample was selected

using the Slovin formula with a significance level of 0.10. The calculation produced a sample size of 75 respondents. These respondents represent professional staff and managerial employees at Grade P4 and above.

$$n = \frac{N}{1 + Ne^2}$$

Description:

n = total sample

N = total population

e = Sample size threshold or significance level (0.1)

$$\text{therefore, } n = \frac{300}{(1+(300 \times 0,1^2))}$$

$$n = \frac{300}{1+3} = \frac{300}{4} = 75$$

Figure 3. Sample Calculation

3.3. Data Sources and Data Collection

Data for this study were obtained from both primary and secondary sources. Primary data were collected directly from respondents through a structured questionnaire distributed to professional and managerial employees, with all items measured using a Likert scale to capture respondents' perceptions and attitudes (Harahap, 2020). Meanwhile, secondary data were obtained from company documents, archives, and internal records of PT X. The data collection process was carried out through field research and library research. Field research involved distributing questionnaires via Google Forms, which was considered an efficient method because the respondents were office employees who could complete the questionnaire in their available time at home, while the digital format also facilitated data management and analysis. In addition, library research was conducted by reviewing books, journals, and other scientific literature related to Talent Management, Career Development, and Turnover Intention.

3.4. Data Analysis Techniques

This study employed a quantitative research method to examine and test the magnitude of the influence of talent management and career development on turnover intention using statistical analysis. The method enabled the researcher to determine the extent to which the independent variables affect the dependent variable. Data analysis was conducted using SPSS.

a. Descriptive Analysis

Descriptive analysis is a research method that can provide an overview to determine the existence of independent variables, either on one variable or more (Sugiyono, 2020). Descriptive statistics were used to describe the conditions of Talent Management, Career Development, and Turnover Intention through frequencies, percentages, and mean scores. Interpretation employed class intervals based on the Likert scale.

Table 3. Scale Categories

Interval	Talent Management	Career Development	Turnover Intention
4.20 – 5.00	Very Good	Very Good	Very Low
3.40 – 4.19	Good	Good	Low
2.60 – 3.39	Fair	Fair	Moderate
1.80 – 2.59	Poor	Poor	High
1.00 – 1.79	Very Poor	Very Poor	Very High

b. Validity and Reliability Tests

- 1) According to Sugiyono (2020), validity comes from the term validity, which refers to the level of accuracy and precision of an instrument in performing its measurement function. Validity testing used the Pearson Product Moment correlation by comparing calculated r values with table r values.
- 2) According to Sugiyono (2019), reliability is the translation of the term reliability, which comes from the words rely and ability, which overall indicate the ability of a measuring instrument to produce reliable data that can be used as a basis for decision making. Reliability testing used Cronbach's Alpha, where $\alpha \geq 0.60$ indicates reliable instruments.

c. Classical Assumption Tests

- 1) Sugiyono (2020), the normality test aims to determine whether the data used in hypothesis testing, both dependent and independent variables, has a normal distribution. Normality testing was performed using the Kolmogorov–Smirnov statistical test.
- 2) Sugiyono (2020), the multicollinearity test aims to determine whether there is a high relationship or correlation between independent variables in a regression model. Multicollinearity Test using Tolerance and Variance Inflation Factor (VIF)
- 3) Sugiyono (2019), to ensure error consistency, the error value in each observation should be constant. Heteroscedasticity can be detected using the Glejser test.

d. Inferential Analysis

- 1) Correlation Test (Pearson) to measure the strength of relationships between variables. To assess the level of influence or strength of the relationship between variables, Sugiyono's (2019) guidelines are used as follows:

Table 4. Correlation Test r Value

r value	Level of Relationship Strength	Description
0.00 – 0.19	Very weak	Relationship is almost non-existent
0.20 – 0.39	Weak	Low relationship
0.40 – 0.59	Moderate	Significant relationship
0.60 – 0.79	Strong	High correlation
0.80 – 1.00	Very Strong	Very high correlation

- 1) Partial Test (*t*-test) to examine the individual effects of Talent Management and Career Development on Turnover Intention. According to Sugiyono (2020), to determine whether the hypothesis in this study is proven, a *t*-test is used.
- 2) Multiple Linear Regression test are conducted to measure the level of influence of independent variables on dependent variables. Multiple linear regression is used when the model involves more than one independent variable (Sugiyono, 2019). In this study, multiple linear regression to test the influence of Talent Management (X_1) and Career Development (X_2) on Turnover Intention (Y), using the equation:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + e$$

Where:

Y = dependent variable (Turnover Intention)

X_1 = Talent Management

X_2 = Career Development
 α = constant
 β_1, β_2 = regression coefficients for each independent variable
 e = error/residual

e. Simultaneous Test (F-test) and Coefficient of Determination (R^2)

The F-test was used to determine whether the independent variables simultaneously affect Turnover Intention. The coefficient of determination (R^2) was used to measure the proportion of variance in Turnover Intention explained jointly by Talent Management and Career Development. Based on the results of the multiple correlation coefficient calculation.

IV. Result and Discussion

4.1. Company Overview and Respondent Profile

Variable PT X is a subsidiary of a Japanese multinational company founded in 1931 and recognized as the world's largest manufacturer of rubber and tires. The company operates under the mission "Serve Society with Superior Quality" and produces tires for various types of vehicles, along with diversified products in the rubber, chemical, and sports equipment industries. Its products are distributed in more than 150 countries, including Indonesia. PT X has operated in Indonesia since 1976 with its first plant in Bekasi and expanded to Karawang in 1997 following the growth of the national automotive industry. Its major achievements include receiving the PROPER Green rating, earning the Gold Champion Indonesia WOW Brand 2025 award, and being recognized as a production base for high-quality and sustainable tire exports. The company's main products include tires for passenger and commercial vehicles, marketed both domestically and internationally, with an approximate composition of 70% local and 30% export.

Throughout its development, PT X has continuously expanded its distribution and service network across Indonesia by establishing thousands of outlets and authorized retail networks nationwide. The company ensures consistent service standards and product quality through structured training and certification programs for staff and mechanics conducted at its internal training centers. In addition to prioritizing production and service excellence, PT X remains committed to developing modern facilities that support occupational safety and operational efficiency, including the construction of a headquarters integrated with the manufacturing plant and the implementation of earthquake-resistant building technology to safeguard all employees. PT X employs thousands of local workers in Indonesia, thereby contributing to the growth of the national manufacturing industry and creating employment opportunities for surrounding communities. Beyond its production focus, the company also demonstrates a strong commitment to sound human resource management practices and corporate social responsibility, as evidenced by various HR and CSR awards received from independent institutions. The respondents in this study consist of 75 employees at the professional and managerial levels (Grade P4 and above). Most respondents are aged 30–49 years (81.33%), male (93%), and hold a bachelor's degree (72%). In terms of tenure, the largest group has worked for 1–8 years (36%), followed by those with 17–24 years of service (26.67%). These characteristics indicate that the respondents represent employees of productive age, adequate educational background, and diverse organizational experience.

4.2. Descriptive Analysis

a. Talent Management

The descriptive results show that Talent Management at PT X is generally in the good to very good category. With total mean is 4,03 in good category. The following represent the indicators with the highest and lowest scores.

Table 5. Descriptive Analysis of Talent Management

Dimension & Indicator	N	TS	Mean	Criteria
The company conducts assessments to select and evaluate prospective employees	75	342	4,56	Very Good
HR responsiveness to declining performance	75	277	3,69	Good
Job descriptions and performance requirements to prevent boredom	75	277	3,69	Good

Other indicators such as training provision, rewards for high performance, and communication of organizational goals also fall into good and very good categories. These results indicate that although Talent Management is generally perceived as good, there are weaknesses in performance handling and clarity of roles. A lack of responsiveness from HR in addressing declining performance may lead to prolonged underperformance, which can ultimately affect overall organizational achievement. Employees in such situations may be more likely to receive strict reprimands from supervisors, creating discomfort and increasing their intention to leave the company. In addition, unbalanced task distribution and monotonous workloads may prompt employees to seek new challenges and career opportunities elsewhere.

b. Career Development

Career Development is also perceived in the good category. With total mean is 3,91. The following represent the indicators with the highest and lowest scores.

Table 6. Descriptive Analysis of Career Development

Dimension & Indicator	N	TS	Mean	Criteria
The alignment between personal and organizational values	75	323	4,31	Very Good
Clarity of short-term and long-term career paths	75	259	3,45	Good

Indicators related to training, job information, and career opportunities are rated positively. This indicates that although development programs exist, employees still experience limited clarity regarding their future career trajectories. A lack of clarity in career pathways may create uncertainty among employees regarding whether to remain with the organization or seek better opportunities elsewhere. Clear timelines and transparent criteria for promotion and advancement are essential for retaining employees within the company.

c. Turnover Intention

Turnover Intention is generally in the moderate category. With total mean is 2,92. The following represent the indicators with the highest and lowest scores. Because turnover intention is conceptualized as a negative construct, lower scores indicate more favorable criteria. This can be observed in the table below.

Table 7. Descriptive Analysis of Turnover Intention

Dimension & Indicator	N	TS	Mean	Criteria
Seeking additional income or side business	75	183	2,44	Very High
Feeling uncomfortable at work	75	277	3,69	Low

Indicators such as thinking of leaving, considering better opportunities, and seeking job information show moderate levels. These findings indicate that employees are not actively planning to resign, but there are clear signals of potential turnover, particularly when career development and promotion are perceived as

limited. Seeking additional income is not inherently inappropriate; however, it may affect employees' focus and overall job performance. Therefore, organizations should provide competitive compensation and benefits, at minimum aligned with prevailing market standards, to reduce the need for employees to pursue supplementary income sources.

4.3. Validity and Reliability

In this study, validity testing was conducted using the Pearson Product Moment technique on 30 respondents. Masri Singarimbun and Sofian Effendi (2017) state that a minimum of 30 respondents is required for pilot testing a questionnaire. A sample size of at least 30 participants allows the distribution of scores to more closely approximate a normal curve. Validity was determined by comparing the calculated *r* value with the table *r* value, where the table *r* value for 30 respondents was 0.361. If the calculated *r* value exceeded the table *r* value, the question item was declared valid. Reliability testing aims to measure the internal consistency of an instrument, namely the extent to which the measuring tool provides stable and reliable results. Reliability testing was conducted using Cronbach's Alpha values. According to Ghozali (2016), Cronbach's Alpha is a statistical measure used to assess the internal consistency or reliability of an instrument (such as a questionnaire or test), indicating how well the items within the instrument are correlated with one another. A value of ≥ 0.70 indicates stronger reliability, and a value close to 1 indicates excellent reliability. All questionnaire items for Talent Management, Career Development, and Turnover Intention are valid, as the calculated *r* values exceed the table *r* value (0.361). Reliability testing shows Cronbach's Alpha values of talent Management: 0.945, career Development: 0.947, Turnover Intention: 0.868. All values exceed the required threshold, indicating that the instruments are reliable.

4.4. Classical Assumptions

a. Normality Test

The normality test was conducted using the Kolmogorov–Smirnov method to determine whether the data are normally distributed. Normality is a requirement for parametric testing. The results show that all variables are normally distributed ($p > 0.05$). The following are the results of the data processing.

Table 8. Normality Test Result

One-Sample Kolmogorov-Smirnov Test			
		<i>Talent Management</i>	<i>Career Development</i>
N		75	75
Normal Parameters ^{a,b}	Mean	.0000000	.0000000
	Std. Deviation	4.19301804	4.19886017
Most Extreme Differences	Absolute	.093	.097
	Positive	.063	.058
	Negative	-.094	-.097
Test Statistic		.094	.097
Asymp. Sig. (2-tailed)		.097 ^c	.078 ^{c,d}

The results show that all variables have significance values greater than 0.05, with talent management at 0.097 and career development at 0.078. Therefore, the data are normally distributed and meet the requirements for parametric analysis. Based on these results, H0 is rejected and H1 is accepted, indicating that all data are normally distributed. If the data are normally distributed, they meet the assumptions required for parametric statistical analysis. Under this condition, the researcher can apply parametric tests, such as the t-test, ANOVA, Pearson correlation, and linear regression. Normal distribution strengthens the statistical robustness of the analysis and allows for more accurate parameter estimation.

b. Multicollinearity Test

Table 9. Multicollinearity Test Result

Coefficients ^a			
Model		Collinearity Statistics	
		Tolerance	VIF
1	<i>Talent Management</i>	.299	3.344
	<i>Career Development</i>	.299	3,344
a. Dependent Variable: <i>Turnover Intention</i>			

The results of the multicollinearity test in Table 9 show that both the talent management and career development variables have a tolerance value of 0.299 and a VIF of 3.344. These values meet the criteria (tolerance > 0.01 and VIF < 10), indicating that no multicollinearity exists.

Therefore, the multiple linear regression model is appropriate for analyzing the effect of talent management and career development on turnover intention. These findings confirm the absence of multicollinearity among the independent variables. Therefore, the regression coefficients can be interpreted reliably, and the model is considered statistically appropriate.

c. Heteroscedasticity Test

Table 10. Heteroscedasticity Test

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.468	2.458		.597	.552
	<i>Talent Management</i>	-.025	.078	-.068	-.316	.753
	<i>Career Development</i>	.049	.073	.145	.675	.502
a. Dependent Variable: Abs_RES						

The heteroscedasticity test results in Table 10 show that the talent management variable has significance values of 0.753 and 0.502, both greater than 0.05. This indicates that the independent variables do not exhibit heteroscedasticity. Therefore, the regression model meets the required assumptions and is suitable for analyzing the effect of talent management and career development on turnover intention. This finding confirms that the regression model satisfies the classical assumption of homoscedasticity, and therefore, the estimated coefficients are reliable.

4.5. Correlation Test

Correlation analysis using the Pearson Product Moment method shows that both independent variables are significantly related to turnover intention. The correlation coefficient was calculated using the SPSS program, as follows.

Table 11. Correlation Test Result

Correlations				
		TM	CD	TI
TI	Pearson Correlation	.680**	.669**	1
	Sig. (2-tailed)	.000	.000	
	N	75	75	75
**. Correlation is significant at the 0.01 level (2-tailed).				

The talent management variable has a significance value of 0.000 (< 0.05) with a correlation coefficient of 0.680, indicating a strong relationship. Similarly, career development has a significance value of 0.000 (< 0.05) with a correlation coefficient of 0.669, also reflecting a strong relationship. These results confirm that both talent management and career development are strongly correlated with turnover intention.

4.6. Hypthesis Testing

a. Partial Effects (t-test)

Table 12. t-test Results

Coefficients ^a						
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	7.562	1.217		6,215	.000
	<i>Talent Management</i>	.101	.039	.402	2,625	.011
	<i>Career Development</i>	.079	.036	.333	2,177	.033
a. Dependent Variable: <i>Turnover Intention</i>						

The t-test results in Table 8 indicate that talent management has a significance value of 0.011 (< 0.05), leading to the rejection of H0 and confirming that talent management partially affects turnover intention. Likewise, career development shows a significance value of 0.033 (< 0.05), also resulting in the rejection of H0. This demonstrates that career development partially influences turnover intention.

b. Multiple Linear Regression

Table 13. Multiple Linear Regression Test Result

Coefficients ^a						
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	7.562	1.217		6,215	.000
	<i>Talent Management</i>	.101	.039	.402	2,625	.011
	<i>Career Development</i>	.079	.036	.333	2,177	.033
a. Dependent Variable: <i>Turnover Intention</i>						

Based on the SPSS analysis results in Table 4.14, the multiple linear regression equation is as follows:

$$Y = 7.562 + 0.101 X_1 + 0.079 X_2 + e$$

The constant value of 7.562 indicates that when talent management and career development are held constant, the level of employee turnover intention is 7.562. The talent management variable has a regression coefficient of 0.101 with a significance value of 0.011 (< 0.05), showing a positive and significant effect on turnover intention. This means that an increase in talent management is associated with an increase of 0.101 units in turnover intention, assuming other variables remain constant. Career development has a regression coefficient of 0.079 with a significance value of 0.033 (< 0.05), indicating that it also has a positive and significant effect on turnover intention, with each increase raising turnover intention by 0.079 units. Based on the standardized beta values, talent management ($\beta = 0.402$) has a more dominant influence on turnover intention than career development ($\beta = 0.333$). Therefore, both independent variables partially and significantly affect employee turnover intention.

c. Simultaneous Effects (F-test and Adjust R²)

Table 14. Simultaneous Test Result

No	Variable	F	Sig	R square
1	<i>Talent Management</i>	35,438	0.000	0.482
2	<i>Career Development</i>			

The simultaneous F-test results in Table 4.15 show a significance value of 0.000 (< 0.05) and an F value of 35.438, which is greater than the F-table value of 3.12. This indicates that talent management and career development simultaneously have a significant effect on turnover intention. Therefore, H₀ is rejected and H₁ is accepted. The coefficient of determination (Adjusted R²) is 0.482, meaning that 48,2% of the variation in turnover intention can be explained by talent management and career development, while the remaining 51,8% is influenced by other factors outside this study.

4.7. Discussion

This study examines the effect of Talent Management and Career Development on employee Turnover Intention. The results of multiple linear regression show that both variables simultaneously have a significant effect on Turnover Intention, with a coefficient of determination (R²) of 0.496. This indicates that 48.2% of the variation in Turnover Intention is explained by Talent Management and Career Development, while the remaining 51.8% is influenced by other factors outside the model. Several prior studies, such as Collings & Mellahi (2009) and Baruch (2004), have discussed how Talent Management and Career Development can influence employee mobility and turnover intention, emphasizing employability, career readiness, and psychological contracts. By situating the current findings within this existing body of literature, the results could be better integrated with established HR theories, providing a stronger theoretical grounding.

Partially, both Talent Management and Career Development also have significant effects on Turnover Intention. The direction of these effects is positive, which should not be interpreted as a direct detrimental causal relationship. Given the quantitative and perceptual nature of this study, the findings reflect employees' perceptions and the contextual dynamics within the organization. Descriptive analysis shows that Talent Management at PT X is in the good category (mean = 4.03). The strongest dimensions relate to recruitment assessment, training facilitation, and recognition of high-performing employees. The weakest dimensions concern HR responsiveness to declining performance and the clarity of job descriptions, indicating areas requiring improvement. Career Development is also rated good (mean = 3.91), with the highest score on person-organization value alignment and the lowest on career path clarity, suggesting uncertainty regarding long-term career direction.

Turnover Intention is categorized as moderate (mean = 2.92). Employees generally feel comfortable working at the company, but show moderate tendencies toward leaving, particularly through seeking side income or alternative opportunities, which may signal early stages of turnover intention. Talent Management has a significant positive effect on Turnover Intention (t = 2.625; p = 0.011). This finding does not imply that Talent Management causes employees to leave, but rather reflects that high-potential employees—who are often the focus of talent programs—tend to have higher career mobility and awareness of external opportunities. Other research conducted by Ofori Appiah, S., & Boateng, R. K. (2024) also found that Talent Management has a significant positive effect on Turnover Intention. Furthermore, several talent management indicators in this study are related to performance management and achievement-based evaluation. The literature suggests that performance management practices may be perceived differently by employees, depending on the implementation context and individual experiences (Gallardo-Gallardo et al., 2020). Therefore, the positive relationship observed in this study is more appropriately interpreted as reflecting the

dynamics of employee perceptions toward talent management practices, rather than as evidence that talent management directly increases turnover intention.

Similarly, Career Development has a significant positive effect on Turnover Intention ($t = 2.177$; $p = 0.033$). Career development enhances employability and career readiness, which may increase employees' openness to external opportunities if internal paths are unclear. In modern career literature, careers are viewed not as linear trajectories within a single organization but as dynamic processes involving cross-organizational mobility (Baruch, 2004). From this perspective, career development enhances individuals' competencies and readiness to manage their career paths. Increased employability is associated with greater awareness of alternative opportunities, which may influence turnover intention (Van der Heijde & Van der Heijden, 2006; Fugate et al., 2004). Recent studies also suggest that career development contextually affects turnover intention, particularly by enhancing mobility readiness when individuals possess strong career orientations and access to external opportunities (De Vos et al., 2020; Forrier et al., 2021). Thus, the positive relationship observed in this study likely reflects heightened career awareness and preparedness rather than a mere desire to leave the organization.

Simultaneously, both variables show a strong relationship with Turnover Intention ($R = 0.704$). These results indicate that Talent Management and Career Development are interrelated HR practices that significantly shape employee attitudes and intentions, although they are not the sole determinants. Other factors such as job satisfaction, compensation, and work environment also play important roles. Vaiman et al. (2012) note that talent management and career development practices, if not supported by adequate retention strategies, can increase employees' bargaining power in the labor market. Consistent with this, the present study suggests that career and competency development is associated with greater employee readiness to consider alternative opportunities. However, given the cross-sectional design, these findings should be interpreted as associative rather than causal, reflecting respondents' perceptions at the time of the study. PT. X has recognized this, implementing an expanded talent management and career development program for employees at grade 4 and above since 2023. This program has yielded positive results, with company data showing an increase in the number of employees promoted during the 2019-2024 period, as illustrated in the following table and graph.

Table 15. Employee Promotion Data for teh 2019-2024 Period

Promotion	2019	2020	2021	2022	2023	2024	Total
Staff to Managerial	1	1	3	2	2	5	14
Promotion in Managerial Level		4		5	8	4	21
Promotion in Staff Level			1	6	17	19	43
Total	1	5	4	13	27	28	78

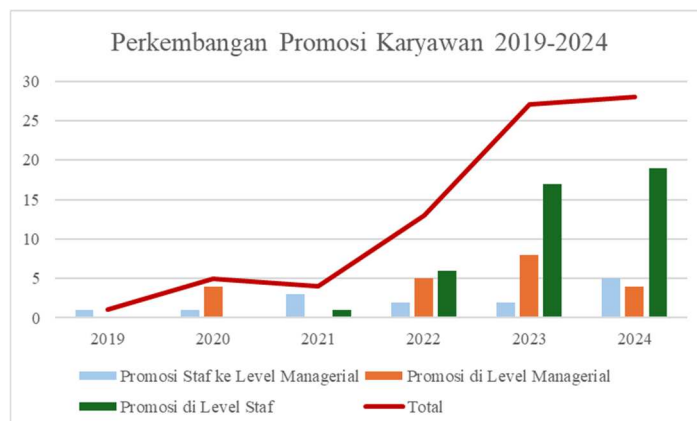


Figure 4. Employee Promotion

The implementation of this program also contributed to a decrease in voluntary attrition at PT. X during the 2023-2024 period, compared to the previous 2019-2022 period, as illustrated in Figure 1.1. Voluntary Attrition 2015-2024.



Figure 5. Voluntary Attrition

Theoretically, this study demonstrates that the relationship between HR practices and Turnover Intention is contextual and non-linear. Turnover Intention does not always reflect dissatisfaction but may also represent employees' readiness to manage their careers. Practically, organizations need to balance Talent Management and Career Development with effective retention strategies. However, the findings should be interpreted cautiously due to the cross-sectional design and reliance on perceptual data. Further research using longitudinal designs or additional variables is recommended to obtain a more comprehensive understanding. Overall, the results of this study indicate that talent management and career development have a significant positive effect on turnover intention. These findings do not directly contradict human resource management theory, but need to be understood within the framework of modern careers and the methodological limitations of the study. Therefore, the results of this study are expected to form the basis for further research using a longitudinal design or incorporating mediating variables to obtain a more comprehensive understanding.

V. Conclusion

The findings of this study indicate that the implementation of Talent Management and Career Development at PT X is generally in the good category, although several aspects still require improvement, particularly HR responsiveness to declining performance, clarity of job descriptions and performance requirements, and clarity of short- and long-term career paths. Turnover Intention shows indications of employees' tendencies to seek alternative income or other job opportunities. The partial test results reveal that both Talent Management and Career Development have significant and positive effects on Turnover Intention. These positive relationships should not be interpreted as direct causal effects that increase turnover, but rather as reflections of employees' perceptions, increased career awareness, and readiness in managing their career options. Specifically:

1. Descriptive analysis shows that while Talent Management and Career Development are implemented effectively overall, some indicators scored lowest, especially performance handling by HR, job description clarity, performance requirements, and short- and long-term career path clarity.
2. Partial testing indicates that Talent Management significantly and positively affects Turnover Intention. This positive relationship reflects employees' perceptions of talent management dynamics rather than a direct increase in turnover intention.

3. Partial testing also shows that Career Development significantly and positively affects Turnover Intention. The positive relationship reflects increased career awareness and preparedness, rather than solely the intention to leave the organization.
4. Simultaneous testing (F-test) shows that Talent Management and Career Development together significantly influence Turnover Intention, with $F = 35.438 > F \text{ critical } (3.12)$ at $\alpha = 0.05$, a strong correlation coefficient $R = 0.704$, and a coefficient of determination $R^2 = 0.482$, indicating that 48.2% of Turnover Intention variation is explained by these two variables.
5. Overall, the study demonstrates that Talent Management and Career Development significantly affect Turnover Intention, with a positive direction. These findings are consistent with modern HRM theory when viewed within the context of contemporary career frameworks and the methodological limitations of the study.

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