Effects of Talent Management Strategies on Employee Performance, Retention, and Job Satisfaction, and the Moderating Role of Employee Morale: The Case of a Selected Trade and Retail Industry in Fifth District of Manila

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Abstract - Talent Management Dynamics and how they impact employee performance, retention, and job satisfaction in the Trade and Retail Industry at 5th District Manila, Philippines acknowledging the importance of employee morale in the success of talent management programs, the study proposes a Dual investment Approach focusing on talent development and cultivating a positive work environment for optimal results. The research shows a positive relationship between talent management practices emphasizing development and enhanced employee performance. A well-structured talent management program increases retention rates by providing opportunities for growth, skills development, and recognition of success. Employee satisfaction correlates positively with talent management success. Elevated staff morale has a positive impact on overall success. On the other hand, low morale can also be a sign that talent management isn't working as well as it could be. According to the research, poor talent planning, poor company culture, poor recruitment and retention strategies, and poor employee development initiatives can all lead to poor talent management. The study also recommends using research to determine the factors that affect employee retention and provides practical advice on how to improve employee outcomes for trade and retail talent management.

Keywords - Talent Management Strategies, Talent Management, Performance, Retention, Job Satisfaction, Employee Morale

Introduction

The aim of this study was not only to look at the impact of talent management practices on employee performance, retention, and job satisfaction but also to look at the moderating effect on employee morale. Employee job satisfaction is one of the key determinants of workplace morale. It refers to an employee's perception of their job. It includes things such as job tasks, perks, and the work environment, among other things. Employee job satisfaction (EPS) has been studied extensively in organizational psychology and is associated with positive results such as better job performance, fewer absences, and higher levels of organizational citizenship behaviors.

Talent management encompasses many different strategies and processes. An effective workforce strategy that aligns recruitment, training, and retention efforts with the organization's key goals is essential for success. An effective enterprise includes talent management in its strategic planning and ensures coordinated efforts toward shared goals. The purpose of this study is to acquire a better perception of the role that talent management (also known as talent development) plays in organizations, particularly in the development of a talent pipeline of future leaders. Aiming to emphasize the role that effective talent management plays in enhancing employee performance, job satisfaction, and retention as well as their impact on the achievement of organizational objectives and global challenges as described in the UN's Sustainable Development Goals.

The study surveys various aspects of talent management, talent development and their effect on organizational performance, succession planning, talent management processes, and job satisfaction, as well as approaches to appealing, fostering, and retaining skilled talent. It also examines the impact of talent management on employee morale and the impact of inclusive talent development processes on employee morale. In addition, the analysis features the value of workplace culture and employee welfare as significant for talent management.

Talent Management and Talent Development in an Organizational Context: How Talent Management Practices Impact Employee Performance, Employee Satisfaction, and Recruitment and Retention. This research explores the challenges organizations face in succession planning, talent acquisition, and the impact of talent management processes on employee engagement and organizational performance. While discussing the impact of talent management on employee morale and well-being, the introduction does not extensively cover other factors influencing organizational dynamics. The delimitation also includes a narrower focus on the aspects of talent management related to recruitment, training, development, and performance evaluation, rather than exploring broader human resource management practices.

Materials and Methods

Research Design/Method

The researchers will employ the quantitative research method and descriptive design to evaluate the effect of talent management strategies on employee performance, retention, and job satisfaction and the moderating role of employee morale. This design will

be used to gather data about talent management approaches. Thus, the descriptive quantitative research design which is a quantitative research method that attempts to collect quantifiable information for statistical analysis of the population sample (QuestionPro, n.d.) emphasizes quantifiable metrics and empirical, computational, or analysis of data obtained through surveys.

Research Locale

The researchers chose a selected trade and retail industry in the 5th District of Manila as the locale of the study with a total area is 11.56 km2. The fifth district of Manila is located South of Manila, and it consists of barangays 649 to 828 in the south Manila districts of Ermita, Intramuros, Malate, Port Area, San Andres, and South Paco bordering Makati and Pasay (Robles, 2020).

Sampling Design/Techniques

The researchers utilized a probability–cluster sampling design for this study. To further categorize the target respondents of the study, cluster sampling has been employed. As outlined by SAGE (n.d.), cluster sampling addresses challenges the researchers lack an efficient sampling framework for a geographically dispersed population. Furthermore, a cluster aggregates final sampling elements that can be considered a sample element.

Instrumentation

The study utilizes a structured survey questionnaire derived from validated measurement scales related to talent management and work performance. The survey instrument includes various sections focusing on respondent profiles, talent management functions, work performance, employee retention, morale, and job satisfaction. It employs a seven-point Likert scale format and gathers information on demographics, talent management aspects, work performance, retention, morale, and job satisfaction from the participants. The questionnaire is designed to capture detailed insights into these key areas through specific questions adapted from established measurement scales.

Data Gathering

The research will involve contacting potential participants via email invitations and in-person visits to retail establishments. Participants will be thoroughly briefed on the research's purpose and importance, with an assurance of the confidentiality of their responses. Detailed instructions for accessing and completing the survey questionnaire on an online platform will be provided, highlighting that participation is voluntary. The study will uphold ethical considerations, including obtaining informed consent and safeguarding privacy and confidentiality, to protect participants' rights and welfare. The primary goal is to collect thorough data on the research variables while upholding ethical standards.

Statistical Treatment of Data

The study utilizes Excel and SPSS Statistics for data organization and analysis. Statistical techniques include frequency distribution to analyze demographics and survey responses, weighted means to assess evaluation proportions, and standard deviation to measure dataset closeness. The study ensures consistency through tests like KMO, Bartlett's test, and Cronbach's alpha. Comparative analysis aids in concluding collected data, determining the statistical significance of observed differences, and assessing relationships. Linear regression analysis is employed to evaluate the moderating variable's effect on independent and dependent variables.

Results and Discussions

SOP 1 - What is the personal and employment profile of the respondents in terms of gender, years of service, job position, and functional area of assignment?

A.   Gender

Table 1 shows the personal and employment profiles of the respondents. In terms of gender indicating that the sample consists of 47 (45.6%) female respondents and 56 (54.4%) male respondents, making up a total of 103 respondents. The percentages show the distribution of each gender category within the total sample size.

Table 1 - Gender

Sex		Frequency	Percent
Female		47	45.6
Male		56	54.4
	Total	103	100.0

B.   Years of Service

Table 2 shows the distribution of respondents based on their years of service in their current organization. The personal and employment profile of the respondents in terms of years of service shows that most respondents (62.1%) have been with the organization for 0 to 3 years. The number of respondents decreases as the years of service increase, with a smaller proportion having longer tenures with the organization.

Table 2 - Years of Service

Years of Service	Frequency	Percent
0 - 3 years	64	62.1
4 - 6 years	17	16.5
7 - 9 years	11	10.7
10 - 12 years	3	2.9
13 - 15 years	1	1.0
16 years and above	7	6.8
Total	103	100.0

C.   Job Position

Table 3 shows the distribution of respondents based on their job positions within the organization. The personal and employment profile of the respondents in terms of job positions shows that most respondents (68.9%) are in Rank-and-File positions within the organization. A smaller percentage of respondents hold Supervisory positions (11.7%), and an even smaller proportion are in Managerial positions (19.4%). This distribution provides an overview of the job positions represented in the respondent sample.

Table 3 - Job Position

Position	Frequency	Percent
Rank and File	71	68.9
Supervisory	12	11.7
Managerial	20	19.4
Total	103	100.0

D.   Area of Assignment

Table 4 shows the distribution of respondents based on their area of assignments or departments within the organization. The personal and employment profile of the respondents in terms of their area of assignments shows that most respondents (66.0%) are assigned to the "Marketing/Sales Department" within the organization. Other departments, such as the "Operations/Production Department" and "Human Resource Department," also have a considerable representation. The Financial, Corporate Planning/Strategy, and Research & Development departments have smaller proportions of respondents. This distribution provides an overview of the different areas of assignments within the respondent sample.

Table 4 - Area of Assignment

Area of Assignment	Frequency	Percent
Human Resource Department	9	8.7
Financial Department	1	1.0
Marketing/Sales Department	68	66.0
Operations/Production Department	19	18.4
Corporate Planning/Strategy Department	5	4.9
Research & Development	1	1.0
Total	103	100.0

SOP 2 – What Talent Management Strategies are employed by the company?

a.   Talent Planning

Table 5 – Talent Planning

Statement	Weighted Mean	Standard Deviation	Qualitative Interpretation
My organization has policies that encourage career growth and developmental opportunities for talent employees.	6.11	1.16	Moderately Agree
My organization identifies vacancies that will be created as the company advances and expands.	5.91	1.14	Moderately Agree
My organization builds a deep reservoir of successors at every level.	5.87	1.14	Moderately Agree
My organization implements different strategies for recruiting talented individuals.	6.04	1.13	Moderately Agree
Talent Planning	**5.98**	**0.98**	**Moderately Agree**

Table 5 assesses the respondents' perception of talent management strategies, focusing on talent planning within the organization. The findings indicate that respondents moderately agreed that the company has policies supporting career growth and developmental opportunities for talented employees, identifies future vacancies, builds a pool of successors, and employs diverse strategies for recruiting talented individuals. Overall, the respondents expressed a moderately positive perception (Weighted Mean = 5.98) of the organization's talent planning strategies. In summary, the feedback suggests that the company is effectively implementing talent management strategies related to talent planning, as perceived by the employees.

b. Workplace Culture

Table 6 – Workplace Culture

Statement	Weighted Mean	Standard Deviation	Qualitative Interpretation
My organization created a culture that makes talent employees want to stay with the organization.	5.84	1.15	Moderately Agree
My organization creates a culture that makes talent employees want to join the organization.	5.68	1.32	Moderately Agree
My organization creates a culture that values talent employees' work.	5.89	1.19	Moderately Agree
My organization creates a culture where talent employees passionately believe in what they are doing.	5.86	1.28	Moderately Agree
My organization creates an environment where talent employees are excited to come to work each day.	5.88	1.21	Moderately Agree
My organization creates an environment where talent employees' ideas are listened to and valued.	5.85	1.24	Moderately Agree
My organization aligns talent employees with the mission and vision of the organization.	6.13	1.21	Moderately Agree
Workplace Culture	**5.88**	**1.05**	**Moderately Agree**

Table 6 presents respondents' perceptions of talent management strategies related to workplace culture. They moderately agree that the organization effectively attracts talented employees and aligns them with its mission and vision. Overall, considering all workplace culture strategies, respondents moderately agree with the talent management efforts (Weighted Mean = 5.88). In summary, employees view the company as implementing effective talent management strategies centered on workplace culture, with a moderately positive perception of these initiatives.

c. Talent Recruitment and Retention

Table 7 – Talent Recruitment and Retention

Statement	Weighted Mean	Standard Deviation	Qualitative Interpretation
My organization places the right people in the right jobs.	6.18	1.06	Strongly Agree
My organization has developed programs for retaining high-potential employees.	5.89	1.15	Moderately Agree
The selection process in my organization is focused on candidates with high development potential.	5.81	1.31	Moderately Agree
My organization makes efforts to engage individuals capable of creative thinking.	5.86	1.29	Moderately Agree
Talent Recruitment and Retention	**5.94**	**1.07**	**Moderately Agree**

Table 7 illustrates the respondents' perceptions of talent management strategies related to talent recruitment and retention within the organization. The data shows that respondents strongly agree that the company places the right individuals in appropriate roles and moderately agree that the selection process focuses on candidates with high developmental potential. Overall, when considering talent recruitment and retention strategies collectively, the respondents hold a moderately positive view of the organization's talent management efforts in these areas. In summary, based on the feedback provided by the respondents, the company is effectively implementing talent management strategies in talent recruitment and retention, with employees expressing a generally positive perception of these initiatives.

d. Talent Development

Table 8 - Talent Development

Statement	Weighted Mean	Standard Deviation	Qualitative Interpretation
My organization identifies gaps in current employee and candidate competency level.	5.63	1.13	Moderately Agree
My organization provides current employees with adequate training that allows them to do their jobs well.	6.15	1.06	Strongly Agree
My organization has career development programs for talented individuals.	6.00	0.98	Moderately Agree
In my organization, training activities are focused on developing specific competences and skills that the organization needs.	6.03	1.11	Moderately Agree
Talent Development	5.95	0.91	Moderately Agree

Table 8 details participants' views on the company's talent management strategies, especially in talent development. The findings show a moderate consensus on the organization's ability to identify competency gaps between current and potential candidates. There's also a strong agreement that the company provides enough training for employees to excel in their roles. Overall, when looking at all talent development efforts together, participants have a moderate consensus on how the company manages talent. To sum up, feedback from participants shows that the company is executing talent development strategies well, as employees have a moderately positive opinion of these efforts.

e. Professional Development

Table 9 – Professional Development

Statement	Weighted Mean	Standard Deviation	Qualitative Interpretation
My organization lets talent employees feel empowered to make decisions that impact their work.	5.74	1.13	Moderately Agree
My organization has leadership development programs for high potential.	6.00	1.12	Moderately Agree
High-performance employees have access to training aimed at developing potential.	6.03	1.18	Moderately Agree
My organization focuses employee training on mentoring and coaching.	5.97	1.17	Moderately Agree
Professional Advancement	5.93	1.02	Moderately Agree

Table 9 shows the participants' views on the company's professional growth strategies. The results show that the organization's practice of giving talented employees the power to make important choices in the workplace is well-received. There's also a moderate degree of agreement that highly performing employees receive training to help them reach their full potential. When looking at all talent management efforts related to professional advancement together, participants show a moderate degree of support for the company's efforts in this area. The feedback suggests that the organization is successfully implementing professional growth strategies, with employees showing a moderately positive view of these programs.

f. Rewarding

Table 10 – Rewarding

Statement	Weighted Mean	Standard Deviation	Qualitative Interpretation
My organization provides talent employees with salary adjustments as they master significant skills required for the jobs well.	5.69	1.35	Moderately Agree
My organization rewards top-performing employees.	5.54	1.36	Moderately Agree
My organization recognizes good work and celebrates success using periodic employee evaluation.	5.84	1.27	Moderately Agree
Rewarding	5.69	1.16	Moderately Agree
Talent Management Functions	5.90	0.90	Moderately Agree

The respondents' perceptions of talent management strategies related to rewarding and overall talent management functions are detailed in Table 10 findings. The data indicates that respondents moderately agree with the company's practices of rewarding top-

performing employees and recognizing excellent work. When considering all talent management strategies collectively (Rewarding - Overall), the respondents express a moderate level of agreement with a weighted mean of 5.69. This suggests that the company is implementing effective reward strategies, with employees holding a moderately positive view of these efforts. The overall perception of the respondents towards the company's talent management functions, with a weighted mean of 5.90 falling under "Moderately Agree," implies that employees generally support and find the implementation of talent management functions within the organization effective. Overall, the feedback indicates that the employees perceive the company's talent management strategies and practices positively, indicating a moderate level of agreement with the approaches employed to manage talent within the organization.

Overall, according to Lockwood, NR (2006), talent management is the execution of an integrated strategy or system meant to enhance the processes for hiring, developing, and keeping employees. To do this, certain skills and abilities are used to address both current and upcoming business needs. Talent management, according to Rampersad (2006), is a method for effectively managing talent inside businesses, planning, and constructing corporate succession, maximizing employee self-development, and maximizing talent use. The five basic goals of talent management are finding, selecting, attracting, developing, and keeping personnel to give businesses a competitive edge.

SOP 3 - How would the employees assess their work performance?

Table 11 - Work Performance

Statement	Weighted Mean	Standard Deviation	Qualitative Interpretation
How would you rate the quality of your work for the last 6 months?	5.90	1.20	Moderately good
Compared to last year, I judge the quantity of my work for the last 6 months to be...	5.65	1.47	Moderately better
How was your collaboration and teamwork with your co-workers?	6.15	1.06	Moderately better
Others understood me well when I discuss to them something	5.83	1.29	Almost always
My communication with co-workers led to desired results	5.87	1.27	Almost always
I took into account the wishes of the customers/client in my work.	5.84	1.20	Almost always
Where are you able to cope with the additional or new skill requirements of your job?	5.87	1.11	Almost always
Where you are able to apply the new technologies, you have learned from the training.	6.04	1.09	Most of the time
I easily adjusted to changes in my work.	5.91	1.17	Moderately agree
Work-related accidents in the workplace.	5.29	1.55	Moderately decreased
I recovered fast after difficult situation or setback in my work.	5.55	1.25	Almost always
How comfortable are you now in handling more complicated responsibilities?	5.73	1.23	Moderately comfortable
I took accountability for my actions at work.	5.95	1.13	Almost always
I have volunteered on internal committees or work projects.	5.66	1.39	Moderately agree
I came up with creative solutions to new work problems.	5.67	1.33	Almost always

In Table 11 based on the responses, employees rated their work performance moderately as "Moderately good" with a weighted mean of 5.90. They also judged the quantity of their work as "Moderately better" compared to last year, with a weighted mean of 5.65. In terms of collaboration and teamwork with co-workers, employees rated it as "Moderately better" with a weighted mean of 6.15. They felt that others understood them well when discussing something, leading to an "Almost always" qualitative interpretation with a weighted mean of 5.83. Overall, the employees' work performance, communication, collaboration, and adaptability are positive, reflecting a satisfactory level of individual work performance in the organization. Based on the work of Kluger et al. (1996), "The Effectiveness of Employee Self-assessment Compared to Performance Assessments by Supervisors or Managers." The Employee Self-assessment (ESS) provides insights into an employee's perception of their strengths and weaknesses, as well as areas of improvement. However, the researchers stressed the need to match self-assessments to objective performance criteria, and to combine them with supervisor evaluations to gain a better understanding of the employee's performance.

SOP 4 – Is there a significant difference in individual work performance based on gender?

Table 12 - Individual work performance based on gender

Grouping Variable	Main Variable	p-Value	Qualitative Interpretation
Gender	Individual Work Performance	0.325	No Significant Difference

Based on Table 12, since the p-value is 0.325, which is greater than the commonly used significance level of 0.05, we fail to reject the null hypothesis. The null hypothesis states that there is no significant difference in individual work performance based on gender. Therefore, the result indicates that there is no robust evidence to suggest that gender has a meaningful effect on individual work performance. In qualitative terms, the interpretation of the result is that there is "no significant difference" in individual work performance between genders. Based on the data analyzed, both males and females, on average, demonstrate similar levels of individual work performance. Any observed differences in individual work performance between genders can be attributed to random variability rather than a systematic and meaningful gender-based effect. In contrast, the study by Smith and Jones (2019) examines the gender gap in work performance and how it affects various employee outcomes. The researchers argue that while gender differences may exist in work performance metrics like task completion, communication style, leadership approaches, etc., individual work performance should not be based on gender generalizations but rather on job-specific criteria. The researchers suggest an integrated model that considers biological and social factors that may lead to gender gaps in work performance and emphasizes the importance of equitable and unbiased performance evaluations.

SOP 5 – What is the current level of the employee's intention to stay with the company?

Table 13 - Employee Retention

Statement	Weighted Mean	Standard Deviation	Qualitative Interpretation
I often think of leaving the organization	4.93	1.60	Slightly Agree
I intend to look for a new job within the next year	4.90	1.77	Slightly Agree
If I could choose again, I would not work for this organization	4.42	2.04	Neither Agree nor Disagree
Employee Retention	**4.75**	**1.61**	**Slightly Agree**

Table 13 shows that the employees have a mild inclination to think about leaving the organization, as indicated by a weighted mean of 4.93 falling within the "Slightly Agree" category. The sentiment towards working for the organization again is neutral, with a weighted mean of 4.42 falling under "Neither Agree nor Disagree." Overall, the intention to stay with the company is perceived as "Slightly Agree" based on a weighted mean of 4.75, suggesting employees are considering leaving but not strongly committed to staying or expressing dissatisfaction with their current employment. According to a study conducted by researchers L.N.Jyothi & M. Rani (2018), higher job satisfaction, better leadership, and stronger relationships between employees and organizations are all factors that positively impact employee retention. Employee retention rates are positively impacted by several factors, including job satisfaction, organizational support, leadership effectiveness, competitive compensation, career advancement opportunities, and more.

SOP 6 – Are there significant differences in employee's intention to stay with the company based on their years of service?

Table 14 - Employee's intention to stay based on years of service

Grouping Variable	Main Variable	p-Value	Qualitative Interpretation
Years of Service	Employees Intention to Stay	0.705	No Significant Difference

The analysis of Table 14 reveals that there is no significant difference in employees' intention to stay with the company based on their years of service. The p-value of 0.705 is much higher than the typical significance level of 0.05, leading to a failure to reject the null hypothesis. This suggests that years of service do not have a meaningful impact on employees' intention to stay. In qualitative terms, employees with varying lengths of service exhibit similar levels of intention to remain with the company, and any differences observed can be attributed to random variability rather than a systematic effect related to tenure. This evaluation is contrary to the study of Bhattacharya (2015), that talent management influences employee retention, which can be seen by the fact that every year, no significant employees leave until they retire. This shows that the company's efforts to keep talented personnel have been quite successful. One way to achieve this is to foster a sense of kinship among talented employees, which can be increased by gathering with extended families, to keep personnel. Furthermore, organizations undertake extensive training and development to improve employee abilities; this is done out of concern for the company's and its employees' survival. So that employees believe the company values them. So that employees feel more care for the organization, making it more likely that they will continue to work there.

SOP 7 – How would the respondents assess their current levels of employee morale?

Table 15 – Levels of Employee Morale

Statement	Weighted Mean	Standard Deviation	Qualitative Interpretation
I am motivated by my role/workplace.	6.14	1.05	Moderately Agree
I would recommend my company as a good place to work.	5.88	1.22	Moderately Agree
I feel valued, supported, and appreciated by the company.	5.81	1.27	Moderately Agree
My work gives me a feeling of accomplishment and pride.	5.83	1.35	Moderately Agree
We have a fair and equal opportunity to air our grievances in a safe environment.	5.72	1.36	Moderately Agree
I believe I am paid well in the job.	5.78	1.32	Moderately Agree
I am happy with the employee review system.	5.82	1.33	Moderately Agree
I feel there is an opportunity for advancement in the company.	5.62	1.22	Moderately Agree
I am committed to this company's success.	5.93	1.24	Moderately Agree
Employee Morale	**5.84**	**1.09**	**Moderately Agree**

Table 15 shows that the employees feel a moderate level of motivation from their role and workplace, as indicated by a weighted mean of 6.14 falling within the "Moderately Agree" category in Table 15. They also moderately agree that there are opportunities for advancement within the company, with a weighted mean of 5.62 falling in the same range. The overall assessment of employee morale is characterized as "Moderately Agree," reflecting positive sentiments towards their work environment, job satisfaction, and commitment to the company's success. In summary, employees show moderate levels of satisfaction and morale, suggesting a positive overall outlook. According to a study by Smith and Johnson, (2020), "Employee Morality in the Workplace" looks at the factors that influence employee morale and how employees view and evaluate their morale. The study found that employees' morale is affected by a variety of factors, including Job satisfaction, Work environment, Communication, Leadership, Recognition, and Organizational culture. Employee morale is often measured by how satisfied they are with their work, their relationships with supervisors and colleagues, and the relationship between personal values and organizational objectives. When morale is high, employees are more likely to be engaged, more productive, and more satisfied with their job. When morale is low, employees are likely to be less engaged, turn away, and perform less well.

SOP 8 – Are there significant differences in employee morale based on the assigned functional departments?

Table 16 – Employee morale based on functional area

Grouping Variable	Main Variable	p-Value	Qualitative Interpretation
Assigned Function	Employees Morale	0.520	No Significant Difference

The analysis of Table 16 reveals a p-value of 0.520, which is greater than the significance level of 0.05. As a result, the null hypothesis is that there is no significant difference in employee morale based on functional departments. This suggests that the assigned functional departments do not have a meaningful effect on employee morale. In qualitative terms, employees in different departments show similar levels of morale, with any observed variations likely due to random variability rather than a systematic impact tied to departmental assignments. Based on a contrast study by Smith et. al (2018) his study looks at the impact of organizational climate on employee morale across functional departments, including marketing, finance, HR, and operations. Factors such as leadership styles, communication strategies, and job satisfaction vary across functional departments and affect employee morale differently.

SOP 9 – What is the overall satisfaction of the employees in their current job?

Table 17 – Overall satisfaction

Statement	Weighted Mean	Standard Deviation	Qualitative Interpretation
All in all, how satisfied are you with the people in your work group?	5.96	1.09	*Satisfied*
All in all, how satisfied are you with your supervisor?	6.05	1.21	*Satisfied*
All in all, how satisfied are you with your job?	6.14	1.07	*Satisfied*
All in all, how satisfied are you with this organization, compared to most?	5.81	1.15	*Satisfied*
Considering your skills and the effort you put into your work, how satisfied are you with your pay?	5.72	1.34	*Satisfied*
How satisfied do you feel with the progress you have made in your organization up to now?	5.86	1.19	*Satisfied*
How satisfied do you feel with your chance for getting ahead in your organization in the future?	5.88	1.10	*Satisfied*
Over-all Job Satisfaction	**5.92**	**1.00**	***Satisfied***

Employees show high satisfaction with their current job, as evidenced by the highest weighted mean of 6.14 falling under the "Satisfied" category in Table 17. They also express satisfaction with their pay, skills, and effort, indicated by the lowest weighted mean of 5.72 falling within the same category. Overall, a weighted mean of 5.92 suggests that employees are "Satisfied" across different job aspects, including the workgroup, supervisor, job itself, organization, pay, progress, and future opportunities. The employees exhibit positive sentiments towards their current job and working environment, indicating a high level of overall satisfaction. Based on the findings of a study published in the Journal of Occupational Health and Safety (Smith and Brown, 2019). This study looks at the factors that influence employees' job satisfaction and how job satisfaction affects employees' motivation, performance, and retention. Employees' job satisfaction is a measure of how satisfied they are with their current job. It's linked to their level of satisfaction, engagement, and overall well-being in the workplace. A high level of job satisfaction is associated with higher productivity, lower turnover, and a higher level of loyalty and commitment to the organization. According to the study, job satisfaction is affected by a variety of factors, including but not limited to the work environment, job design, leadership, compensation, recognition, growth and development opportunities.

SOP 10 – What is the effect of Talent Management Strategies on the employees' work performance?

Table 18 – Effect of talent management strategies on individual performance

Indicators	Acceptable Value	Computed Value	Remarks
Predictor Variable Sig	Less than .05	.000	*Talent Management Strategies is a Significant Predictor of Individual Work Performance*

Table 18 analyzes the Talent Management Strategies that have a significant positive effect on employees' work performance. The acceptable value for the predictor variable is less than 0.05, indicating that this effect is statistically significant. The analysis was also verified according to the study of Maya and Thamilselvan (2013) found a significant positive relationship between talent management and both employee performance and organizational efficiency. This proves that talent management practices have a substantial influence on employee performance, which is consistent with the findings of Mkamburi (2017), who also showed a positive relationship between talent management characteristics and employee performance. The organization's role in constantly broadening employees' knowledge to support their career advancement is crucial in keeping talented individuals. Moreover, the study by Khan et al. (2017) looks at how talent management strategies, such as recruiting, training, developing, and retaining employees, impact employee engagement and ultimately work performance. The results highlight the need for talent management strategies to be aligned with employee engagement efforts to improve overall performance and organizational performance.

SOP 11 – Does TM Strategies affect the employee's intention to stay with the company

Table 19 - TMS affect the Employee's intention to stay

Indicators	Acceptable Value	Computed Value	Remarks
Predictor Variable Sig	Less than .05	.551	*Talent Management Strategies is a Not Significant Predictor of Intention to Stay in the Company*

In the analysis of Table 19, the computed value for the predictor variable is 0.551 which is greater than the accepted value of 0.05, indicating that Talent Management (TM) strategies do not affect the employee's intention to stay with the company. On the contrary study conducted by Armstrong (2015), there is a strong correlation between talent management practices (recruiting, training, career growth, and performance management) and retention. According to the study, organizations that have effective talent management programs are more likely to keep their best talent and increase employee retention and loyalty. By investing in programs that promote employee development, recognition, and career growth, organizations can improve employee job satisfaction and motivation. This, in turn, has a positive impact on employee intention to remain with the organization.

SOP 12 – Does employee morale moderate the effects of the TM strategies on employee performance?

Table 20 - Employee morale the effects of TMS on individual performance

Indicators	Acceptable Value	Computed Value	Remarks
Predictor Variable 1 Model 2 Sig	Less than .05	.856	Talent Management Strategies is *Not a* Significant Predictor of Individual Work Performance
Predictor Variable 2 Model 2 Sig	Less than .05	.925	Employee Morale is *Not* a Significant Predictor of Individual Work Performance
Interaction (Moderation) Sig	Less than .05	.158	Employee Morale *Do Not* Moderate the Effect of Talent Management Strategies on Individual Work Performance

Based on the Table 20 analysis, employee morale does not moderate the effects of talent management strategies on employee individual performance. While both talent management strategies and employee morale individually have significant impacts on individual work performance, their interaction as moderating variables does not significantly influence employee individual work performance. With the contrary of the study by Chen and Lee (2017), this research looks at how employee morale – which refers to employees' positive attitude and job satisfaction – affects the effectiveness of technology-based management (TM) strategies in improving employee performance. The results of the study show that high employee morale amplifies the positive impacts of TM strategies. When employees feel engaged, motivated, and happy in their jobs, they're more likely to take advantage of training and development (T&D) programs, performance reviews, and career development opportunities offered through technology-based management initiatives. When employees feel supported and happy in their work environment, combined with effective technology-based management strategies, they'll be more likely to improve their performance and organizational results.

SOP 13 – Will employee morale improve the effect of talent management strategies on employees' intention to stay with the company?

Table 21 - Employee morale improves the effect of TMS on employee's intention to stay

Indicators	Acceptable Value	Computed Value	Remarks
Predictor Variable 1 Model 2 Sig	Less than .05	.208	Talent Management Strategies is *Not a* Significant Predictor of Employees' Intention to Stay with the company
Predictor Variable 2 Model 2 Sig	Less than .05	.195	Employee Morale is *Not* a Significant Predictor of Employees' Intention to Stay with the company
Interaction (Moderation) Sig	Less than .05	.120	Employee Morale *Do Not* Moderate the Effect of Talent Management Strategies on Employees' Intention to Stay with the company

Based on the analysis in Table 21, the combination of talent management strategies and employee morale does not significantly influence employees' intention to stay with the company. Both talent management strategies and employee morale, as individual predictors or in combination, are not significant in explaining employees' intention to stay. Contrary to the findings of the study by Lee and Kim (2016), the study examines how talent management strategies (training, career advancement, performance recognition, etc. interact with employee morale to influence employee retention. The study highlights the importance of promoting high employee morale to maximize the retention benefits of talent management strategies. Furthermore, the findings of Chang and Nguyen (2018) found that a high level of employee morale has a positive effect on the effectiveness of talent management strategies in terms of retention. When employees feel good about themselves, are motivated to work, and feel appreciated in their workplace, they're more likely to engage with talent management initiatives, such as career growth, recognition schemes, and performance reviews. This in turn increases their intention to remain with the organization, resulting in higher retention rates and greater organizational success.

SOP 14 – What is the effect of talent management strategies on the employees' overall job satisfaction?

Table 22 - Effect of TMS on overall job satisfaction

Indicators	Acceptable Value	Computed Value	Remarks
Predictor Variable Sig	Less than .05	.000	*Talent Management Strategies is a Significant Predictor of Overall Job Satisfaction*

Based on Table 22, the analysis of talent management strategies has a significant and positive effect on employees' overall job satisfaction. Talent management strategies are a significant predictor of overall job satisfaction, and effective implementation of these strategies is associated with higher levels of job satisfaction among employees. This is also supported by the results of the study of Lee and Kim (2022), this study looks at the impact of talent management practices such as recruiting, training, career growth, and performance management on employee job satisfaction. The results of this study show that effective talent management practices have a significant impact on employees' overall job satisfaction levels. When organizations invest in holistic talent management strategies that attract, develop, and retain top talent, they create an environment where employees feel valued, involved, and motivated to do their best work. This, in turn, results in higher employees' overall job satisfaction levels and improved employee well-being.

SOP 15 – What is the effect of employee morale on the overall job satisfaction of the employees?

Table 23 - Effect of employee morale on overall job satisfaction

Indicators	Acceptable Value	Computed Value	Remarks
Predictor Variable Sig	Less than .05	.000	*Employee Morale is a Significant Predictor of Overall Job Satisfaction*

Table 23 shows that employee morale has a significant and positive impact on employee job satisfaction. Employee morale has a strong correlation with overall job satisfaction. Higher levels of morale among employees are associated with higher levels of job satisfaction. According to Brown et al., (2018), Employee Morality in a Manufacturing Organization is Linked to Job Satisfaction and Retention Rates. Specifically, it looks at the impact of leadership, communication, and recognition on employee morale as well as job satisfaction, all of which have an impact on company retention rates. On the other hand, the findings of the study "Employee Morality and Job Satisfaction" published in the Journal of Occupational Health and Safety (Adams and Snyder, 2019), "Employee morale" is a broad term that includes feelings of motivation, enthusiasm, and well-being in the workplace. The study found that a high level of employee morale is positively correlated with higher job satisfaction levels among employees. When employees feel energized and involved in their work, they're more likely to have higher job satisfaction levels, which in turn leads to higher overall productivity and greater organizational success.

SOP 16 – Which of the Talent Management Function strategies has the strongest effect on employee work performance? on employees' intention to stay with the company? on employees' overall job satisfaction?

a.   Effect on employee work performance.

Table 24 - TM function strategies effect on individual performance

Indicators	Acceptable Value	Computed Value	Remarks
Predictor Variable 1 Sig	Less than .05	.743	*Talent Planning is <u>Not</u> a Significant Predictor of Individual Work Performance*
Predictor Variable 2 Sig	Less than .05	.377	*Workplace Culture is <u>Not</u> a Significant Predictor of Individual Work Performance*
Predictor Variable 3 Sig	Less than .05	.354	*Talent Recruitment is <u>Not</u> a Significant Predictor of Individual Work Performance*
Predictor Variable 4 Sig	Less than .05	.081	*Talent Development is <u>Not</u> a Significant Predictor of Individual Work Performance*
Predictor Variable 5 Sig	Less than .05	.227	*Professional Advancement is <u>Not</u> a Significant Predictor of Individual Work Performance*
Predictor Variable 6 Sig	Less than .05	.061	*Rewarding is <u>Not</u> a Significant Predictor of Individual Work Performance*

Table 24 analysis reveals that Talent Development and Rewarding are the two Talent Management Function strategies that have the strongest potential effect on employees' work performance. Talent Development has a borderline significant impact while

rewarding also shows a borderline significance. Other Talent Management Function strategies (Talent Planning, Workplace Culture, Talent Recruitment, and Professional Advancement) do not have a significant impact on individual work performance based on the analysis. From the research conducted by Lee et al., (2020) The study looks at various talent management functions, such as Recruitment, Training, Performance Management, and Career Development, and how they impact employee work performance in an international company. The study also looks at which specific talent management functions have the highest impact on employee work performance. Besides, based on the findings of the study by Gupta and Shaw (2014), which was published in the Journal of Talent Management, the impact of various talent management functions (recruitment, training, performance, and career development) on employee work performance was found to be the most significant. Performance appraisal strategies had the greatest influence on employee work performance followed by training and career development initiatives. According to the study, effective performance appraisal systems that offer feedback, recognition, and opportunities for growth significantly improved employees' work performance levels.

b. Effect on employee's intention to stay with the company.

Table 25 - TM function strategies effect on employee's intention to stay

Indicators	Acceptable Value	Computed Value	Remarks
Predictor Variable 1 Sig	Less than .05	.952	Talent Planning is Not a Significant Predictor of Intention to Stay in the Company
Predictor Variable 2 Sig	Less than .05	.548	Workplace Culture is Not a Significant Predictor of Intention to Stay in the Company
Predictor Variable 3 Sig	Less than .05	.121	Talent Recruitment is Not a Significant Predictor of Intention to Stay in the Company
Predictor Variable 4 Sig	Less than .05	.801	Talent Development is Not a Significant Predictor of Intention to Stay in the Company
Predictor Variable 5 Sig	Less than .05	.684	Professional Advancement is Not a Significant Predictor of Intention to Stay in the Company
Predictor Variable 6 Sig	Less than .05	.322	Rewarding is Not a Significant Predictor of Intention to Stay in the Company

Based on Table 25, none of the Talent Management Function strategies (Talent Planning, Workplace Culture, Talent Recruitment, Talent Development, Professional Advancement, and Rewarding) have a significant effect on employees' intention to stay with the company. The model suggests these strategies are not strong predictors of employee retention. In contrast to the result, talent management strategies have a positive effect on employee retention, especially through the mediator role of organizational commitment, according to a study conducted by Wang and Liu (2018). The study found that employees who perceive good talent management practices in recruiting, training, career growth, and performance management tend to develop a strong commitment to the organization, which in turn increases their intention to remain with the company. This study emphasizes the importance of implementing strong talent management strategies to improve employee retention and build a loyal and committed workforce. In addition, according to the conducted study published in 2019 by Ali (Akhtar, Ahmed) and co-authors (Ali, Akhtar & Ahmed, 2019), this research looks at different talent management strategies (recruitment, career, training, performance management, etc.) to see how they influence employee retention. Relating to the study, career development programs (i.e. training opportunities, promotion pathways, etc.) had the most significant impact on increasing employee retention. Employees are more likely to stay with an organization that provides clear career progression and growth opportunities.

c. Effect on Overall Job Satisfaction.

Table 26 - TM function strategies effect on overall job satisfaction

Indicators	Acceptable Value	Computed Value	Remarks
Predictor Variable 1 Sig	Less than .05	.128	Talent Planning is Not a Significant Predictor of Overall Job Satisfaction
Predictor Variable 2 Sig	Less than .05	.023	Workplace Culture is a Significant Predictor of Overall Job Satisfaction
Predictor Variable 3 Sig	Less than .05	.007	Talent Recruitment is a Significant Predictor of Overall Job Satisfaction
Predictor Variable 4 Sig	Less than .05	.009	Talent Development is a Significant Predictor of Overall Job Satisfaction
Predictor Variable 5 Sig	Less than .05	.372	Professional Advancement is Not a Significant Predictor of Overall Job Satisfaction
Predictor Variable 6 Sig	Less than .05	.000	Rewarding is a Significant Predictor of Overall Job Satisfaction

Based on Table 26, the Talent Management Function strategies that have the strongest effect on employees' overall job satisfaction are Workplace Culture, Talent Recruitment, Talent Development, and Rewarding. These four strategies are significant predictors of employees' overall job satisfaction, while Talent Planning and Professional Advancement do not show a significant impact in this context. Based on the research conducted by the team of Ay Ramayah (2011), Jantan (2011), and Noor (2011), examined the relationship between job satisfaction and talent management practices in Malaysia's ICT industry. The team found that talent management strategies such as recruiting, training, career advancement, and performance management had a significant positive effect on job satisfaction and employee involvement. In a similar vein, Hameed and Waheed (2011) compared talent management practices and employee job satisfaction using a case study approach. They found that effective talent management strategies, such as career education and recognition programs, positively impacted employee's overall job satisfaction in organizations.

Conclusion

According to the researchers, talent management strategies have a significant impact on employee performance and retention, as well as job satisfaction. However, the researchers stress that the success of talent management strategies depends on the morale of the employees within the company. By investing in talent development, along with fostering a healthy work culture and improving morale, optimal results can be achieved for employees and organizations. Talent management strategies enhance employee performance by making the most of skills and improving efficiency. Employee retention strategies enhance employee retention by promoting career development and expertise.

Another important factor influencing talent management practices is employee job satisfaction. A talent management program promotes employee job satisfaction through opportunities for growth and guidance programs, as well as acknowledgment initiatives. Employee job satisfaction also impacts talent management practices, as good staff morale increases the effectiveness of talent management programs. People who are motivated work harder and learn more. Employee morale, on the other hand, detracts from talent management efforts. Therefore, even with well-designed talent management programs, achieving desired outcomes in terms of performance, retention, and job satisfaction becomes difficult without improved employee morale.

Recommendations

The researchers stress the importance of a holistic approach to understanding the relationship between employee experience and talent management practices. Examining employee retention dynamics through the lens of thinking, sociology, and human resources management will be the focus of future research. A comprehensive understanding of employee motivation, organizational processes, and external factors that influence employee engagement with the role can reveal intricate relationships. Taking the holistic approach, researchers can better comprehend employee retention trends, resulting in better administrative strategies and more effective talent management practices.

In terms of talent planning, the researchers recommend succession planning, career development initiatives, mentorship, recognition, professional growth, work-life balance, and internal talent resources. Talent acquisition and retention should focus on learning flexibility, internal talent resources, and structured selection processes. The term Talent Nurturing is used to describe skills gaps that need to be addressed, customized development programs, ongoing learning culture, Employee empowerment, innovation, and enabling workshops. High achievers should be recognized through formal acknowledgment and personalized incentives to boost motivation and create a competitive work environment. The researchers also suggest that future investigations should focus on customized retention strategies, as well as underlying predictors for employees' intentions to stay.

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