

A Causal Model of Talent Management on Organizational Performance: An Empirical Study of SF Listed Logistics Enterprises in China

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Abstract

Objectives: The objectives of this study are: 1) To determine the factors of talent management that significantly impact the organizational performance of SF listed logistics companies. 2) To determine how the organizational commitment variable as a mediator impacts the organizational performance of SF listed logistics companies. 3) To develop a model of talent management for the organizational performance of SF logistics enterprises in China.

Research Method: The quantitative method and in-depth interview method of purposeful sampling technique were used in this study.

Samples: This study takes SF Express as an example, which is the largest company in China in terms of business scale, number of employees, and business scope.

Instrument: Questionnaires were distributed to 420 SF Express employees, 406 valid questionnaires were received, and in-depth interviews were conducted with 21 managers.

Analysis: The conclusion of this study comes from the data analysis and statistics of SPSS and AMOS software.

Results: This study studies the relationship between talent management and organizational performance of SF Express-listed logistics companies. The results show that there is a significant correlation between talent management, organizational commitment, and organizational performance, and organizational commitment plays an intermediary role in these relationships.

Keywords: Talent Management; Organizational Commitment; Organizational Performance; Listed Logistics enterprise

Introduction

Although the global epidemic is over, economic downturns and uncertainties remain. Logistics enterprises have more robust serviceability and efficiency and the technical conditions for intelligent logistics and intelligent development(Yator & Abuga, 2023). It can be said that intelligent logistics has become a new keyword in the logistics industry.

In such an industry background, the transformation and upgrading of logistics intelligence require practitioners not only to be familiar with the specific operation of logistics but also to have a deep understanding of management, economy, law, information systems, and other related knowledge(Alparslan & Saner, 2020). It requires a wide range of knowledge, strong strategic judgment ability, and grasp ability, as well as a strong ability to innovate and change. The ability to change and innovate is also the talent ability of enterprises in the final analysis, and the competition among enterprises is also the talent competition among enterprises(Torlak et al., 2018). How to identify talents and make them have the ability to

promote enterprise change and innovation, and to promote the sustainable development of strategy is particularly important.

Frequent job-hopping of talents is common in logistics companies, and losing talent has become a significant problem for logistics companies (Dhaka, 2022). The turnover rate of most Chinese logistics companies is above 15%, and some logistics companies have a turnover rate of more than 30%, which is 4.5% higher than the average level of employees in all industries in the country (Haiyan & Shuwei, 2022). Logistics enterprises are labour-intensive enterprises, although a lot of new labour forces are added every year, they fail to meet the requirements of logistics enterprises in terms of cultural literacy, skill level, and so on, and the contradiction of talent shortage in logistics enterprises has not been solved (Nankervis, 2013). After the end of the COVID-19 epidemic, China's economy has still not recovered, costs are still rising, and China's advantage in the original competitive market with low labour costs has weakened.

However, the positive impact of TM on enterprise performance has been proved. According to the characteristics of different industries, research on relevant factors and intermediary variables implemented in specific industries tends to focus on innovative industries, such as Internet enterprises (Yangchun, 2014). However, there are few researches on the correlation degree and mechanism of the three based on organizational commitment, and there are also few in-depth studies on the combination of organizational commitment and enterprise performance in the logistics industry. Based on this research gap, the researcher intends to explore the relationship between TM and organizational performance with the consideration of organizational commitment and also few in-depth studies.

How logistics companies can retain talents and enable employees to invest and effectively enhance organizational performance has become a problem that companies must understand and solve. Logistics enterprises are necessary to accurately satisfy the needs of employees and adopt diversified and fair talent management methods based on actual situations to enhance employees' recognition of the enterprise, thereby improving team performance and company benefits.

SF's unique position, diversified services, and distinctive talent management practices make it an ideal subject for research in the logistics industry. These factors provide valuable insights and experiences for other enterprises to emulate and positively contribute to enhancing the overall effectiveness of talent management practices within the industry. Therefore, this research aims to fill the gap in empirical evidence by examining the relationship between talent management and organizational performance in the SF-listed logistics company.

Research Objectives

- 1) To determine the factors of talent management that significantly impact the organizational performance of SF listed logistics companies.
- 2) To determine how the organizational commitment variable as a mediator impacts the organizational performance of SF listed logistics companies.
- 3) To develop a model of talent management for the organizational performance of SF logistics enterprises in China.

Literature Review

1. The Impact of Talent Management on Organizational Commitment

The intricate relationship between talent management and organizational commitment has emerged as a focal point in contemporary human resource management research. A growing body of literature illustrates that effective talent management strategies foster employee loyalty and significantly enhance organizational performance and commitment.

There is a significant link between high-value, high-commitment employees and superior HR outcomes (Afeshat, 2019). It is essential to align organizational goals with employee aspirations (Collings & Mellahi, 2019). Their findings indicate that organizations benefiting from committed employees experience enhanced overall effectiveness, reinforcing the argument that effective talent management is crucial for achieving strategic goals. Aligning employee objectives with organizational objectives enhances motivation and amplifies employees' contributions to the organization.

Moreover, research by Arasanmi and Krishna (2019) highlights the vital roles of talent retention and development in fostering levels of employee commitment (Arasanmi & Krishna, 2019). Their studies reaffirm that organizations prioritizing talent retention and development strategies are more likely to build a committed workforce, which is essential for long-term sustainability and success. Malkawi (2017) synthesizes these insights by framing talent management as a strategic approach to position skilled individuals in roles that maximize their talents and organizational needs (Malkawi, 2017). This strategy aims to cultivate and enhance employee skills and provide adequate compensation, increasing employee loyalty and commitment while minimizing turnover rates.

There is a strong correlation between organizational commitment and performance levels, assuming that commitment should not depend solely on having qualified personnel; Instead, it should focus on fostering a culture of commitment to improve employee stability (Mishra & Kumar, 2019). Finally, Masud and Daud (2019) delve into the affective dimensions of organizational commitment, defining affective commitment as a deep affective connection between employees and their organization (Masud & Daud, 2019). Their research further affirms that this affective attachment is integral to understanding and enhancing organizational performance.

In conclusion, there is a significant positive correlation between the literature's collective support for talent management and organizational commitment variables. Effective recognition, alignment of goals, strategic talent retention, and development are essential components contributing to a committed workforce. Therefore, Organizations must implement comprehensive talent management strategies focusing on recruiting high-quality talent and emphasizing employee engagement and loyalty.

2. The Impact of Organizational Commitment on Organizational Performance

Employees who remain in the organization bring valuable experience, skills, loyalty, and the right attitude, all of which contribute to improving organizational performance (Georges, 2020). By surveying 463 white-collar organizations in Canada and the U.S., Georges robustly demonstrates that employees' involvement and contributions make exiting the organization more challenging, fostering outstanding commitment and organizational performance. Dost et al. (2017) quantitatively analyzed organizational commitment and established a solid link to performance, reporting a coefficient value of 0.713 ($t=12.107$, $p<0.05$) (Dost et al., 2017). Adnan et al. (2018) explored this relationship through a

case study at Kansai, revealing that different forms of organizational commitment—affffective, continuance, and normative—have varying impacts on performance, with standardized coefficients indicating significant positive relationships ($\beta = 0.169, p < 0.05$; $\beta = 0.185, p < 0.05$; $\beta = 0.608, p < 0.05$) (Adnan et al., 2018). Their study solidifies that organizational commitment significantly predicts overall organizational performance, indicating that enhanced commitment directly correlates with improved outcomes.

There is a positive correlation between organizational commitment and organizational performance (Sumlin et al., 2021). The research advocates for employers to actively strengthen organizational commitment to boost performance, reinforcing that commitment can catalyze desired performance outcomes. Further empirical studies by Ling et al. (2019) involving over 300 employees from a power enterprise reaffirm that organizational commitment significantly correlates with organizational performance (Ling et al., 2019). Notably, they posit that organizational commitment is an intermediary factor influencing performance, indicating the complex mechanisms through which commitment affects organizational efficacy. Siwen et al. (2023) elaborate that different dimensions of organizational commitment affect organizational performance in distinct ways, emphasizing the nuanced relationship between these variables. Their research highlights a robust correlation that suggests organizations must cultivate commitment across various dimensions to optimize performance (Siwen et al., 2023). Additionally, studies by Sumlin et al. (2021) in Sri Lankan leasing companies further confirm that organizational commitment significantly impacts performance (Sumlin et al., 2021). A strong correlation exists between affective, normative, and continuance commitments and organizational performance (Andrew, 2017). Their findings illustrate that continuance commitment, in particular, plays a crucial role in influencing performance. They highlight that organizations must understand the varying influences of commitment types to harness their full potential. Organizations must focus on enhancing all forms of commitment to achieve improved performance.

In conclusion, the literature demonstrates that organizational commitment is critical to organizational performance. The synthesis of findings indicates that fostering a strong culture of recognition, aligning personal and organizational goals, and actively promoting the various dimensions of commitment can significantly enhance organizational performance. By prioritizing organizational commitment, companies will likely strengthen employee satisfaction and loyalty and drive systemic performance improvements that contribute to long-term organizational success.

3. The Impact of Talent Management on Organizational Performance

Extensive academic research has focused on talent management's importance as a critical driver of organizational performance. Various studies have illuminated how effective talent management strategies can help improve organizational performance.

The research involving 198 surveyed companies posits that nurturing interpersonal connections among employees can enhance collaboration and innovation, essential for achieving high-performance outcomes. In a study conducted on information technology (IT) companies in India, talent management directly impacts organizational performance (Yuniati et al., 2021). Their analysis of 206 professionals indicates that effective management of IT professionals fosters organizational growth and enhances profitability. El Dahshan et al. (2018) investigated the effects of talent management on performance within the healthcare sector, focusing on nurses in Egypt (El Dahshan et al., 2018). The findings indicated that a departure

from conventional HRM styles favouring tailored talent management practices significantly impacted performance. Such sector-specific adaptations underscore organizations' need to align their talent management strategies with their operational context.

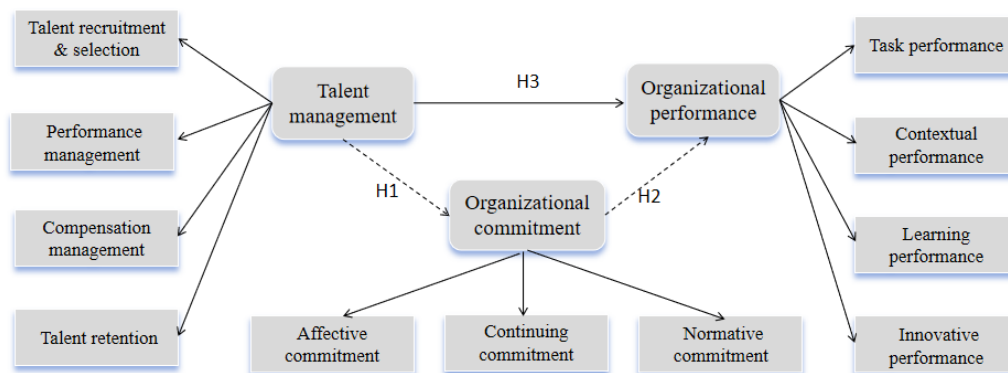
Organizational performance can be improved by strengthening the dimension of talent management (Almohtaseb et al., 2020). Findings revealed a relationship between talent management dimensions and organizational performance. The study advocates for Egyptian companies to enhance their talent management practices to realize improved performance metrics. Similarly, Najm and Manasrah (2017) found that among 183 bank employees in Jordan, effective talent management positively impacted organizational performance (Najm & Manasrah, 2017). Their results suggest that organizations should implement performance metrics to assess and enhance the growth of talented employees. Similarly, Ogbari et al. (2018) found a positive correlation between talent management and organizational performance (Ogbari et al., 2018).

In conclusion, those results indicate a highly positive and significant relationship between talent management and organizational performance. It also extensively examines human resources management and recommends that logistics companies actively adopt talent management strategies to improve performance and strengthen organizational confrontation and creativity.

Hypotheses

In this study, The Analysis Causal Model of Talent Management on Organizational Performance with Organizational Commitment as a Mediator, we studied the relationship between talent management, organizational commitment, and organizational performance. This study had three hypotheses, as shown in Figure 1.

Figure 1: *Research Framework*



H1: Talent management has a significant direct effect on organizational commitment.

H2: Talent management has a significant indirect effect on organizational performance through organizational commitment.

H3: Talent management has a significant direct effect on organizational performance.

Research Methodology

Quantitative data were collected by designing questionnaires and distributing them in SF Holding Co., LTD. We also interviewed managers at different levels of SF Logistics Company, obtained qualitative data through in-depth interviews and observation, and analyzed, interpreted, and expanded the research results obtained from the questionnaire survey.

Population

SF Holding Co., LTD., established in 1993, has 162,823 employees. It is the largest integrated express logistics enterprise in China, the fourth largest express delivery company in the world, and the company with the largest number of employees among China's listed logistics companies. It has established branches in every province (<https://www.sf-express.com/chn/sc>). It mainly provides express delivery, logistics, warehousing, supply chain management, and other services and has a comprehensive service network covering the country; its national service outlets and distribution network enable it to achieve a wide range of service coverage in a relatively short time.

Sf Express has many common problems in talent management and organizational performance that exist in other logistics enterprises. Therefore, choosing SF Express as the research object is representative to a certain extent. This company was chosen as the research object because of its sufficient sample size and representativeness.

Sample

Yamane table (Lamola & Yamane, 1967) with 95% confidence level, error not more than 5%, $n = n/(1 + Ne^2)$, $e = 0.05$ was used to determine confidence level and sampling error. According to the formula, the minimum sample size of the final survey participants is 396.55, which equals 397. Scholars believe the sample size should be 10-20 times the number of items tested, but not more than 500 samples (Anderson & Gerbing, 1988; Bentler & Yuan, 1999). There are 55 measurement items in this study. According to the opinions of scholars, the sample size is 550 and no more than 500. Therefore, combining the sample calculation formula and the sample size requirements of structural equation modelling, the sample size is finally determined to be 420. According to the number of employees and companies in each region, 420 questionnaires were distributed, and 406 were valid, with an effective rate of 96.7%.

Measurement

Measure the dimensions of three variables. Talent management (Independent variable) includes the four sub-elements of talent recruitment and selection, performance management, Compensation management, and talent retention. Organizational commitment (intermediate variable) consists of three sub-elements: affective dedication, affirmative commitment, and continuance commitment. Organizational performance (Dependent variable) includes four sub-elements: task performance, contextual performance, learning performance, and innovation performance.

First, use a questionnaire. The questionnaire of this study is designed based on references and consists of 55 questions, with 5 items in each dimension. The questionnaire was used to measure the variables in this study. The Likert scale is characterized by the use of a 5-level rating scale, from the most agreed (5 points) to the least agreed (1 point).

Second, Semi-structured in-depth interview form (SSI) is adopted. (Chih-Pei & Chang, 2017) Mentioned that for qualitative research, primarily phenomenological or theory generation research, The recommended sample size is usually between 20-30. This suggestion has been widely cited and applied in practice. Therefore, this interview listened to the expert opinions of 21 senior employees, including the company's management staff and those who have worked in the management department for more than 10 years. They were assigned to each region, 3 people in each company, a total of 21 people.

Results and Findings

1. Measurement Model Evaluation Result

This study used SPSS 27.0 and AMOS 23.0 to conduct reliability testing, validity testing, and confirmatory factor analysis on 406 valid questionnaires. The first step is to test the reliability and validity of the questionnaire data. The second step is to perform structural equation modelling when the reliability and validity tests are qualified.

It is generally considered that Cronbach's coefficient value is greater than 0.7 and that the data's reliability is good. Cronbach's alpha reliability coefficient of 55 items was 0.928, indicating that the data in this study had good reliability overall. This means that the data of the present study have better reliability overall.

All Composite reliability (CR) values were above 0.8, and all extracted mean values (AVE) were used to assess the convergent validity of each construct. The AVE values for each construct exceeded 0.5. This indicates that the data from this analysis have good convergent (convergent) validity. It can be seen from Table 1.

Table 1: *Measurement Model Evaluation Result*

Variable	Factor	Cronbach's Alpha	AVE	CR
Talent management	Talent recruitment and selection	0.885	0.607	0.885
	Performance management	0.837	0.509	0.838
	Compensation management	0.873	0.583	0.874
	Talent retention	0.885	0.606	0.885
Organizational commitment	Affective commitment	0.896	0.634	0.897
	Normative commitment	0.892	0.624	0.893
	Continuance commitment	0.880	0.595	0.880
Organizational performance	Task performance	0.856	0.545	0.856
	Contextual performance	0.856	0.544	0.856
	Learning performance	0.877	0.592	0.879
	Innovation performance	0.871	0.576	0.871

Hypothesis Testing

Table 2 shows the role of organizational commitment as a mediating variable. The analysis results show that management significantly positively affects Organizational Performance (the estimated value is 0.381, $p=0.001$). At the same time, Talent Management can also indirectly promote Organizational Performance by increasing employees' Organizational Commitment (the estimated value of the indirect effect is 0.038, $p=0.007$). The overall effect (direct+indirect) is also significant (estimate of 0.419, $p=0.001$), and the indirect effect as a proportion of the total effect is 0.09 ($p=0.008$).

Table 2: *Result of Mediation Analysis*

Path	Estimate	Lower	Upper	P
Direct	0.381	0.263	0.532	0.001
Indirect	0.038	0.011	0.09	0.007
Total	0.419	0.297	0.574	0.001
Effect	0.09	0.025	0.214	0.008

Table 2, Figure 2 summarizes the results of the best-fit model and explains the relationship between independent, mediating, and dependent variables. Therefore, this study's H1, H2, and H3 are accepted.

H1: Talent management has a significant direct effect on organizational commitment. (Accepted)

The path value of Talent management → Organizational commitment is 0.259, and every 1 increase in the talent management variable increases the organizational commitment variable by 0.27. The regression weight is estimated at 0.27, with a standard deviation of about 0.075. The regression weight is estimated at 3.595 (CR) with a standard error greater than 0. The regression weight of talent management has a strong predictive effect on organizational commitment ($p < 0.001$) (double tail). Talent Management usually includes aspects such as recruitment, training, and career development that affect an employee's Organizational Commitment. Organizational commitment factors, such as company culture, leadership style, employee welfare, etc., are diverse. Although talent management significantly impacts organizational commitment, it is only a part. Other factors also have a significant impact on organizational commitment. Among them, Talent retention has the highest load in Talent management (1). The high load indicates that "talent retention" is the most critical dimension in measuring the latent variable of "talent management." It is reasonable that it has the highest load in "talent management."

H2: Talent management has a significant indirect effect on organizational performance through organizational commitment. (Accepted)

The path value of Organizational commitment → organizational performance is 0.188, and the regression weight estimate is S.E. It is 0.051. The regression weight is estimated at 2.745 (C.R.) with a standard error greater than 0, $p < 0.001$. Theoretically, employees with higher commitment are more likely to work hard and thus improve Organizational Performance. However, organizational performance is a complex concept affected by many factors, such as market conditions, management practices, resource allocation, etc. Organizational commitment is only one aspect that affects performance. Secondly, the organization's commitment may not be fulfilled, and its influence on employees is limited; that is, the influence of organizational commitment on organizational performance exists, but it is relatively weak. Normative commitment has the highest load in Organizational commitment (1.09). Compared with other types of commitment (such as affective commitment or continuous commitment), this sense of obligation has a more substantial explanatory power for organizational commitment.

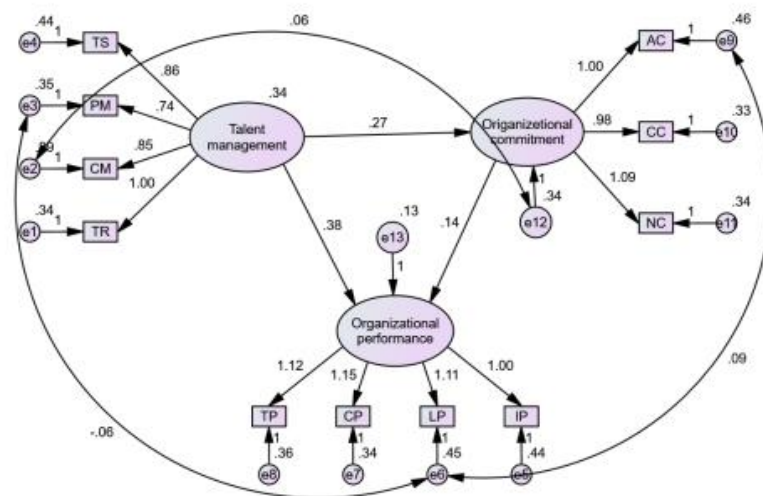
H3: Talent management has a significant direct effect on organizational performance.
(Accepted)

The path value of Talent management → organizational performance is 0.495, and the regression weight estimate's standard error (S.E.) is about 0.065. The right of return was estimated at 5.826 (C.R.) with a standard error greater than zero, $p < 0.001$. The path coefficient of talent management directly affecting organizational performance is relatively high. In reality, the management system that employees can experience and the efficient talent management strategy can directly improve employees' working ability, efficiency, and innovation ability, significantly affecting the organization's overall performance. Talent management is one of your organization's most critical competitive advantages today and directly and powerfully impacts overall performance. Contextual performance has the highest contextual performance load in Organizational performance (1.15). In contrast, the high contextual performance load means that this "above duty" behaviour has the most muscular explanatory power to the overall organizational performance in the model.

Table 3: *Structural Model Assessment*

Path			Estimate	S.E.	C.R.	P	Std.Esti
Talent management	→	Organizational commitment	0.27	0.075	3.595	***	0.259
Organizational commitment	→	Organizational performance	0.139	0.051	2.745	0.006	0.188
Talent management	→	Organizational performance	0.381	0.065	5.826	***	0.495

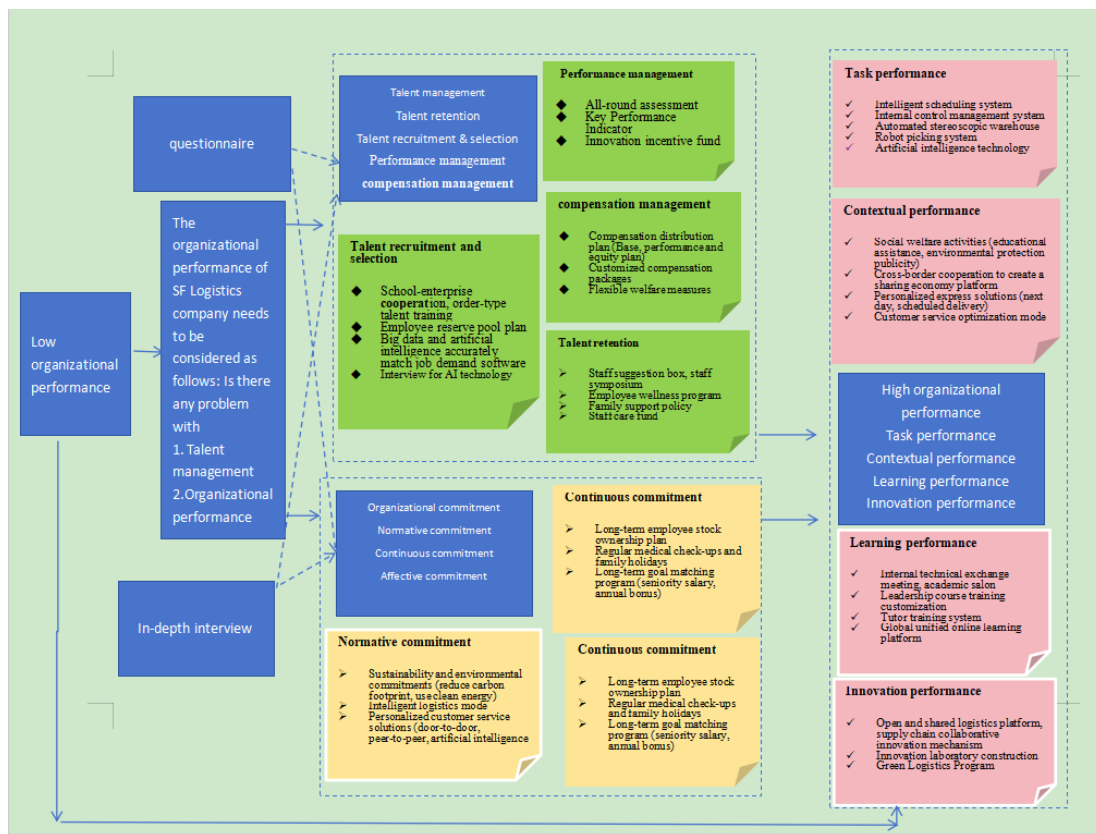
Figure 2: The Modified Structural Equation Model



In-depth interview

The qualitative analysis of the interview is a further analysis of the factors influencing organizational performance based on quantitative analysis. An in-depth interview was used to understand the respondents' views on the factors affecting the organizational efficiency of listed logistics enterprises in China. Select a listed logistics company in China, SF Express, and assign 3 people to each region, a total of 21 people. They are experienced and therefore able to provide insights into organizational performance issues of listed logistics companies and provide a comprehensive analysis. After the survey gained insight into the specific practices under each variable, 80% of respondents agreed with the conclusions of the quantitative analysis, as shown in Figure 3 below

Figure3 A model of the Influence of Talent Management on Organizational Performance in SF-listed Logistics Enterprises



As can be seen from Figure 3, if it is found that the logistics company has a low level of organizational performance and the reason is related to other factors, this model cannot be used. It is necessary to reconsider the influencing factors and choose another model (which is not within the scope of this study). Suppose it is indeed related to talent management and organizational commitment. In that case, it is necessary to conduct questionnaire surveys and in-depth interviews with employees and take corresponding practical measures to improve the organizational performance of logistics enterprises. On this basis, the corresponding model is proposed.

1. Talent Management:1)**Talent retention:** Family support policy, Staff care fund; Employee wellness program; Staff suggestion box, Staff symposium.2)**Talent recruitment and selection:** School-enterprise cooperation, order-type talent training; Big data and artificial intelligence accurately match job demand software; Interview for AI technology; Employee reserve pool plan.3)**Performance management:** Key Performance Appraisal Program; Innovation incentive fund; All-round assessment.4)**Compensation management:** Flexible welfare measures; Customized compensation packages; Compensation distribution plan (Base, performance, and equity plan).

2. Organizational commitment:1)**Normative commitment:** Sustainability and environmental commitments (reduce carbon footprint, use clean energy); Personalized customer service solutions (door-to-door) artificial intelligence.2)**Continual commitment:** Long-term employee stock ownership plan; Regular medical check-ups and family holidays; Long-term goal matching program (seniority salary).3)**Affective commitment:** Cultural wall construction, annual party, festival celebration; Corporate Social Responsibility (CSR); Executive Care activities、volunteer service

3. Organizational performance: 1)**Contextual performance:** Personalized express solutions (next day, scheduled delivery); Cross-border cooperation to create a sharing economy platform; Social welfare activities (educational assistance, environmental protection publicity).2)**Task performance:** Robot picking and Artificial intelligence technology; Intelligent scheduling and Internal control management; Automated stereoscopic warehouse.3)**Learning performance:** Internal technical exchange meeting, academic salon; Leadership course training customization; Tutor training system 4)**Innovation performance:** Open and shared logistics platform, supply chain collaborative innovation mechanism, Innovation laboratory construction; Green Logistics Program (Environmentally friendly new materials and new energy applications).

Conclusion and Discussion

Through structural equation model verification, the analysis results are obtained, and three main questions are answered in this study:

1) What are the factors of talent management significantly effecting the organizational performance of SF logistics enterprises in China?

Talent retention has a significant impact on organizational performance in talent management. SF Express has effective and specific practices for talent retention, such as the Staff suggestion box, staff symposium, employee wellness program, Family support policy, and Staff care fund. These specific practices are essential for improving organizational performance.

2) What are the impacts of organizational commitment as the mediating factor on the organizational performance of SF logistics enterprises in China?

Among organizational commitment, normative commitment significantly impacts organizational performance because it has practical and specific practices in SF Express. For example, Sustainability and environmental commitments (reduce carbon footprint, use clean energy), Intelligent logistics mode, and Personalized customer service solutions (door-to-door, peer-to-peer, artificial intelligence). These specific practices are essential for the improvement of organizational performance.

3) How the model of talent management on the organizational performance of SF logistics enterprises in China should be estimated?

The research results indicate that talent management has a direct impact on organizational commitment and organizational performance. Additionally, it can also affect organizational performance indirectly through organizational commitment. In the four dimensions of talent management, the degree of influence is talent retention, salary management, talent recruitment and selection, and performance management. In addition, the degree of influence of the three sub-dimensions of organizational commitment is normative commitment, continuous commitment, and affective commitment. Finally, the four sub-dimensions of organizational performance are contextual performance, task performance, learning performance, and innovation performance. They have been well reflected in the management of logistics enterprises.

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