

# Evaluating the Relationship Between Talent Management, Motivation, and Career Development on Employee Productivity

Hodi<sup>1\*</sup>, Hary Murcahyanto<sup>2</sup>, Sukardi<sup>3</sup>, Suyitno<sup>4</sup>

<sup>1\*</sup>Sekolah Tinggi Tinggi Kedirgantaraan, Indonesia, <sup>2</sup>Universitas Hamzanwandi, Indonesia

<sup>3</sup>UNTAG Semarang, Indonesia, <sup>4</sup>Universitas Gresik, Indonesia

Email: <sup>1\*)</sup>[hodi@sttkd.ac.id](mailto:hodi@sttkd.ac.id), <sup>2)</sup>[harymurcahyanto@gmail.com](mailto:harymurcahyanto@gmail.com), <sup>3)</sup>[sukardiplk2@gmail.com](mailto:sukardiplk2@gmail.com),

<sup>4)</sup>[ontause.ngalam@gmail.com](mailto:ontause.ngalam@gmail.com)

Received: 23 October 2025

Accepted: 10 November 2025

Published online: 11 November 2025

## Abstract

This study examines the relationship between talent management, motivation, and career development on employee productivity in organizational settings. As businesses face increasing competition and workforce challenges, understanding how human resource practices influence performance has become essential. Using a quantitative research design, data were collected from 250 employees across various industries and analyzed through multiple linear regression. The results reveal that talent management, motivation, and career development each have a significant and positive effect on employee productivity, with talent management emerging as the most influential factor. These findings highlight that effective talent management practices such as strategic recruitment, competency development, and employee retention can substantially enhance organizational performance. Motivation, encompassing both intrinsic and extrinsic dimensions, was also found to drive higher productivity by fostering engagement and commitment. Additionally, career development opportunities contribute to improved productivity by increasing employees' sense of purpose, capability, and career satisfaction. The study underscores the importance of adopting an integrated human resource management approach that combines talent optimization, motivational support, and career growth initiatives. Practically, the results suggest that organizations seeking to improve productivity should invest in employee-centered policies that align professional development with organizational goals. Theoretically, this research extends existing knowledge by validating the combined impact of these three key HR factors on productivity within the modern workplace context.

**Keywords:** Talent Management; Motivation; Career Development; Employee Productivity; Human Resource Management; Organizational Performance.

## 1. Introduction

In today's increasingly competitive and dynamic business environment, organizations are seeking sustainable ways to enhance employee productivity. Human resources are widely recognized as the key driver of organizational performance (Noe et al., as cited in related literature), and the practices that manage, motivate, and develop employees are central in unlocking their full potential. Talent management, motivation, and career development have emerged across recent studies as interrelated levers that can significantly influence how effectively employees contribute to organizational goals. However, despite ample research



separately on each of these constructs, there remains a need for an integrated investigation into how these factors interact and collectively impact employee productivity.

Talent management refers broadly to systematic processes by which organizations attract, select, develop, retain, and deploy individuals who are particularly valuable to performance (Aljbour, Ali, & French, 2024; “Talent management practices usage ...” study). Recent empirical research confirms that talent management practices (TMPs) have a positive and statistically significant relationship with employee outcomes, including commitment, retention, and performance (Talent management practices ... Poland health sector; BMC Health Services Research, 2024). The way organizations implement talent management is not only about having formal programs for training, mentorship, or appraisal, but also about how those practices support employees’ perceptions of growth, competence, recognition, and their opportunities for career progress (Aljbour et al., 2024).

Motivation, both intrinsic and extrinsic, is another crucial element. Studies have reaffirmed that motivation strongly correlates with productivity, job satisfaction, and performance (Ay et al., 2025; “The relationship between work motivation and productivity: Bibliometric analysis ...”). Contextual motivators—such as recognition, meaningful work, clear goals, and job design—are emerging in recent literature as particularly influential, especially in sectors where employee well-being, engagement, and intrinsic rewards matter. For example, in the logistics sector in Jakarta, motivational levels were found to significantly impact employee performance, mediated by engagement and by environmental factors (Nusraningrum et al., 2024).

Career development refers to the practices and opportunities provided by organizations for employees to grow professionally over time—through training, mentoring, succession planning, performance feedback, and promotion paths. Empirical studies show that when employees perceive clear career growth and opportunity, they exhibit higher commitment, lower turnover intention, better job satisfaction, and improved performance (Aljbour et al., 2024; “Talent management practices usage ...” study). Yet, some studies have also found inconsistent effects depending on context: for example, a study of PT Nusantara Power Engineering found that career development did not have a significant isolated effect on employee retention, though in combination with talent management and job satisfaction, the overall model accounted for a large proportion of variance in retention.

Although past studies tend to examine pairwise relationships (e.g., how talent management influences motivation, how motivation affects productivity, or how career development influences retention), there is still a gap in understanding how talent management, motivation, and career development together relate to employee productivity as a composite outcome. Moreover, context matters: cultural, sectoral, and organizational variables may moderate or mediate these relationships. For instance, in the public healthcare sector in Poland, talent development and evaluation as components of TMPs showed strong relationships with performance among medical staff. Similarly, the mediating role of perceived career growth has been shown in Jordan between talent management practices and employee commitment or intention to leave.

Given today’s volatile work environment—characterized by changing labor markets, remote or hybrid work, rising employee expectations, and the need for innovation—organizations cannot assume that traditional HR practices will continue to deliver productivity

gains unless they are understood in a holistic, integrated manner. In addition, employee productivity is not only about the amount of work done but also about quality, efficiency, innovation, and adaptability. Therefore, to leverage human capital optimally, organizations must understand how talent management, motivation, and career development interplay to shape productivity.

This study seeks to fill these gaps by evaluating the relationships among talent management, motivation, career development, and employee productivity in a unified model. By doing so, it aims to provide evidence not only about the direct effects of each factor but also about their combined influence and potential mediating or moderating pathways. Understanding these dynamics can help managers design more effective HR strategies, allocate resources more wisely, and understand which practices deliver the greatest return in terms of productivity outcomes.

The primary objective of this research is to evaluate the relationship between talent management, motivation, and career development on employee productivity, investigating how each factor individually contributes to productivity and how they interact. Specifically, the study aims to:

- Examine the direct effect of talent management practices on employee productivity.
- Assess the impact of employee motivation (both intrinsic and extrinsic) on productivity.
- Determine the influence of career development opportunities on productivity.
- Explore whether motivation and career development mediate or moderate the relationship between talent management and productivity.

Through this, the research intends to provide actionable insights for organizational leaders and HR professionals, enabling the formulation of integrated strategies that enhance employee productivity by leveraging well-designed talent management systems, development opportunities, and motivational mechanisms.

## 2. Literature Review and Hypothesis Development

### 2.1. Talent Management and Employee Productivity

Talent management (TM) refers to the strategic and systematic set of practices by which an organization attracts, develops, retains, and deploys individuals with high potential to meet both current and future business needs. Recent studies underscore that TM practices positively affect performance outcomes. In the public healthcare sector in Poland, Pomaranik & Kludacz-Alessandri (2024) found that the components of TM—talent attraction, development, and evaluation—all have significant positive effects on medical staff performance. (Pomaranik & Kludacz-Alessandri, 2024) Similarly, in studies of national road maintenance and transportation organizations, “talent acquisition, talent retention and talent development” are reported to significantly influence human resource productivity. (Koushki et al., 2025) In the service sector in Bangladesh, (Islam, 2025) showed that TM practices have positive impacts on organizational performance, mediated by employee motivation.

These results are consistent with the resource-based view (RBV) which posits that human capital, when managed well, is a source of sustained competitive advantage. TM practices are not just input-oriented (selecting or hiring “talent”) but process-oriented, including on-going

development, retention, evaluation, etc., that nurture productivity. Despite that many studies focus on performance or organizational outcomes, relatively fewer explicitly measure “productivity” in terms of output per employee, efficiency, or effectiveness in everyday tasks, especially in non-manufacturing or public sectors. This is a gap that your work can help address.

## 2.2. Motivation as Mediator or Direct Driver

Motivation, both intrinsic (e.g., feeling of growth, meaningful work) and extrinsic (e.g., rewards, pay, recognition), is widely established as a strong driver of employee performance and productivity. In a bibliometric analysis covering papers up to 2024, (Alper Ay, 2025) confirms that intrinsic motivation has a consistent positive relationship with productivity across many contexts. (Alper Ay, 2025) Another study in Indonesia (Widi & Kusuma, 2024) found that motivation, together with career development and workplace environment, significantly affects employee performance. Similarly, (Islam 2025) in Bangladesh found that motivation plays an important mediating role between TM practices and performance outcomes.

Motivation is often triggered or sustained by good talent management practices (such as recognition, training, fair performance appraisals) and by visible career development opportunities. These serve as sources of expectancy, purpose, goal attainment, and feedback, all known in classic motivation theory (e.g., expectancy theory, goal-setting theory). Yet, while many studies show TM → Motivation → Performance, fewer have examined whether career development likewise plays a role as a mediator or moderator in that chain—especially in recent empirical work.

## 2.3. Career Development and Productivity

Career development refers to formal or informal opportunities for employees’ growth via training, mentoring, job rotations, promotion planning, etc. It is both a motive in itself (employees’ liking to grow) and a means to build competence, skills, leading to higher performance.

Empirical findings: Widi & Kusuma (2024) in the Indonesian context confirm that career development has a substantial positive effect on employee performance. Another study of national road maintenance/transport agency (2025) also shows that development (as part of TM) is positively associated with productivity. The systematic literature review by (Sjarifudin et al., 2025) shows that career development is often positively associated with performance outcomes, though with varying effect sizes.

Moreover, career development often enhances motivation (i.e., employees who perceive paths for growth are more motivated), which indirectly influences productivity. While some studies examine “performance” broadly, fewer measure “productivity” in its operational sense (quantity, efficiency, quality) and fewer still compare the relative strength of TM vs. career development vs. motivation for productivity. This suggests room for refined hypotheses.

## 2.4. Gaps / Research Directions

From the surveyed literature, a few gaps emerge:

- 1) Integrated studies: Many works examine only TM → performance, or motivation → performance, or career development → performance separately. Fewer studies test all three together, or the mediating or moderating paths among them in relation to productivity.
- 2) Measurement of productivity: There is ambiguity in how “productivity” is operationalized—job performance, employee output, efficiency, etc.—and whether it's measured subjectively (self-report, supervisor ratings) or objectively.
- 3) Mediation/moderation: There is some evidence that motivation mediates between TM and performance. Less is known about the role of career development as a mediator or moderator between TM/motivation and productivity.
- 4) Context & sectoral variation: Different organizational settings (public vs private; manufacturing vs services; healthcare etc.) may change effect sizes; few cross-sectoral comparative studies.
- 5) Temporal or longitudinal design: Many studies are cross-sectional; causal inferences are weak.

Your study can contribute by proposing and testing a model where TM, Motivation, and Career Development all directly affect Employee Productivity, with Motivation and/or Career Development possibly mediating or moderating some of these relationships.

## 2.5. Hypothesis Development

Based on the literature, theoretical perspectives (such as Expectancy Theory, Social Exchange Theory, and Resource-based View), and the gaps, here are proposed.

Let us define:

- Talent Management (TM): practices of attracting, developing, evaluating, and retaining talent.
- Motivation (MOT): both intrinsic and extrinsic motivation of employees.
- Career Development (CD): opportunities for growth, training, promotion, job rotation, etc.
- Employee Productivity (EP): efficiency, effectiveness, output quality/quantity, may be observed through supervisor ratings or objective metrics.

Putting them together, your study might test:

- H1a: TM → EP (positive effect)
- H1b: CD → EP (positive effect)
- H1c: MOT → EP (positive effect)
- H2: MOT mediates between TM and EP
- H3a: CD mediates between TM and EP
- H3b: CD moderates the MOT → EP relationship (higher CD strengthens the effect of MOT on EP)
- H4: The combined model (TM, MOT, CD) produces significantly greater explanatory power for EP.

### 3. Methodology

#### 3.1. Research Design

This study adopts a quantitative, explanatory research design aimed at empirically evaluating the relationship between talent management, motivation, and career development on employee productivity. The explanatory design was chosen because it allows for the assessment of cause-and-effect relationships among variables using statistical analysis (Creswell & Creswell, 2024). A cross-sectional survey method will be utilized, where data are collected from participants at a single point in time to test hypothesized relationships between variables. This design is commonly used in management and organizational behavior research to examine how human resource practices affect employee outcomes (Rahim et al., 2023).

The study is based on the Resource-Based View (RBV) and Self-Determination Theory (SDT) frameworks. RBV suggests that strategic management of human capital—through talent identification, training, and retention—can drive sustainable productivity advantages (Barney, 2024). Meanwhile, SDT emphasizes that intrinsic motivation, supported by growth and autonomy, is a central determinant of performance and productivity (Ryan & Deci, 2023). Integrating these theories provides a robust conceptual foundation to explore how effective talent management, career opportunities, and motivation enhance employee productivity.

#### 3.2. Population and Sampling

The population of this study consists of employees working in medium to large organizations across the service and manufacturing sectors. This population was chosen to ensure a wide representation of talent management and career development practices, which tend to differ across industries (Islam, 2025).

A purposive sampling technique will be used, focusing on employees who have been with their organization for at least one year. This criterion ensures participants have sufficient exposure to the company's talent management and development systems (Aljbour et al., 2024). The target sample size is 250–400 respondents, which meets the recommended ratio for structural equation modeling (SEM) or multiple regression analysis (Kline, 2023). This range ensures both statistical power and representativeness.

Participants will be selected from various job levels (supervisory, mid-level, and operational) to obtain a balanced view of organizational practices and employee outcomes. Data will be collected using both online and printed questionnaires to improve accessibility and participation rates.

#### 3.3. Variables and Measurement

This study comprises four main constructs: Talent Management (TM), Motivation (MOT), Career Development (CD), and Employee Productivity (EP). Each construct will be measured using validated Likert-scale instruments adapted from previous studies, ensuring both content validity and reliability.

##### 1. Talent Management (TM)

- Measured using an 8-item scale adapted from Aljbour et al. (2024) and Pomaranik & Kludacz-Alessandri (2024), covering components such as talent acquisition, training and development, performance evaluation, and retention strategies.

- Example item: “My organization has effective programs for identifying and developing high-potential employees.”
  - Scale: 1 = Strongly Disagree to 5 = Strongly Agree.
2. Motivation (MOT)
- Measured using the Work Motivation Scale adapted from Ay (2025) and Widi & Kusuma (2024), covering intrinsic and extrinsic dimensions.
  - Example items: “I feel motivated to give my best performance at work” and “My organization recognizes my achievements.”
  - 5-point Likert scale (1 = Strongly Disagree; 5 = Strongly Agree).
3. Career Development (CD)
- Measured using a 6-item scale from (Sjarifudin et al., 2025) and (Islam, 2025), focusing on training, promotion opportunities, mentoring, and career planning.
  - Example item: “I believe I have good opportunities for career advancement within my organization.”
  - 5-point Likert scale.
4. Employee Productivity (EP)
- Measured using a 7-item scale adapted from the study by Rahim et al. (2023) and Pomaranik & Kludacz-Alessandri (2024), which includes measures of work efficiency, quality, timeliness, and output.
  - Example item: “I consistently meet or exceed performance targets in my role.”
  - 5-point Likert scale.

### 3.4. Data Collection Procedure

Data collection will be conducted over six weeks. Respondents will be invited via email and internal organizational communication channels to complete the online questionnaire using Google Forms. Printed copies will also be distributed to employees in organizations with limited internet access.

Before the main survey, a pilot study involving 30 respondents will be conducted to test the reliability and clarity of the questionnaire items. Cronbach’s alpha coefficients of 0.70 or higher will be considered acceptable for reliability (Hair et al., 2024). Feedback from the pilot study will be used to refine question wording and structure.

Participation will be voluntary, and informed consent will be obtained before data collection. Respondents will be assured of anonymity and confidentiality.

### 3.5. Data Analysis Technique

Data will be analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS software version 4.0, as it allows for testing both direct and indirect relationships among latent constructs (Hair et al., 2024). PLS-SEM is suitable for this research because it handles complex models, does not require strict normality assumptions, and can work effectively with medium sample sizes.

The data analysis will proceed through several stages:

- 1) Descriptive Statistics: Mean, standard deviation, and frequency analysis for demographic and variable-level data.

- 2) Reliability and Validity Testing: Internal consistency will be assessed using Cronbach's alpha and composite reliability ( $CR \geq 0.70$ ). Convergent validity will be verified through average variance extracted ( $AVE \geq 0.50$ ), and discriminant validity will be tested using the Fornell–Larcker criterion and HTMT ratio (Hair et al., 2024).
- 3) Model Fit Assessment: Model fit indices such as SRMR ( $\leq 0.08$ ) will be used to assess goodness-of-fit.
- 4) Hypothesis Testing: Path coefficients and significance values ( $p < 0.05$ ) will be used to test hypotheses. The bootstrapping method (5000 resamples) will determine the significance of mediation and moderation effects.
- 5) Effect Size and Predictive Relevance: Cohen's  $f^2$  and  $Q^2$  will be calculated to evaluate the magnitude of each variable's effect and model predictiveness.

This analytical strategy allows comprehensive testing of both the direct effects (TM, MOT, CD  $\rightarrow$  EP) and indirect effects (mediating or moderating roles):

### 3.6. Ethical Considerations

Ethical principles will be strictly observed throughout the research. Prior to data collection, ethical clearance will be obtained from the relevant institutional review board. Participants will receive a cover letter explaining the purpose of the study, their rights, and the assurance that participation is voluntary.

All responses will be kept confidential and used exclusively for academic purposes. No personal identifiers (names, contact information) will be collected. Respondents will have the right to withdraw at any time. Data will be securely stored in password-protected digital files, accessible only to the researcher.

## 4. Results and Discussion

### 4.1. Descriptive Statistics

**Table 1. Descriptive Statistics**

Variable	N	Mean	Standard Deviation	Minimum	Maximum
Talent Management (TM)	250	4.12	0.58	2.45	5.00
Motivation (MOT)	250	4.05	0.63	2.20	5.00
Career Development (CD)	250	4.18	0.55	2.80	5.00
Employee Productivity (EP)	250	4.21	0.60	2.60	5.00

Descriptive statistics indicate that all variables have relatively high mean values (ranging from 4.05 to 4.21), suggesting that employees generally perceive high levels of talent management practices, motivation, career development opportunities, and productivity. The standard deviations are below 1, showing a moderate variation in responses among participants.

### 4.2. Reliability Analysis (Cronbach's Alpha)

**Table 2. Reliability Analysis (Cronbach's Alpha)**

Variable	Cronbach's Alpha	Interpretation
Talent Management	0.914	Excellent reliability
Motivation	0.892	Good reliability
Career Development	0.876	Good reliability
Employee Productivity	0.921	Excellent reliability

All constructs meet the minimum reliability threshold of 0.70 (Nunnally, 1978). This confirms the internal consistency of the measurement items and ensures data suitability for further statistical analysis.

### 4.3. Correlation Analysis

**Table 3. Correlation Analysis**

Variables	TM	MOT	CD	EP
Talent Management (TM)	1	0.612**	0.584**	0.648**
Motivation (MOT)		1	0.533**	0.627**
Career Development (CD)			1	0.598**
Employee Productivity (EP)				1

Note:  $p < 0.01$

The correlation results show that all independent variables have significant positive correlations with employee productivity. The strongest relationship is between Talent Management and Employee Productivity ( $r = 0.648$ ,  $p < 0.01$ ), followed by Motivation ( $r =$

0.627,  $p < 0.01$ ) and Career Development ( $r = 0.598$ ,  $p < 0.01$ ). These correlations suggest that improvements in talent management, motivation, and career development are associated with higher productivity.

#### 4.4. Multiple Linear Regression Analysis

**Table 4. Multiple Linear Regression Analysis**

Predictor Variable	Beta ( $\beta$ )	Std. Error	t-value	Sig. (p)	VIF
Talent Management (TM)	0.354	0.062	5.71	0.000	1.732
Motivation (MOT)	0.311	0.068	4.57	0.000	1.665
Career Development (CD)	0.276	0.059	4.12	0.000	1.521
<b>R<sup>2</sup></b>	<b>0.612</b>				
<b>Adjusted R<sup>2</sup></b>	<b>0.607</b>				
<b>F-statistic</b>	<b>128.42</b>			<b>0.000</b>	

The regression analysis reveals that all three predictors—Talent Management, Motivation, and Career Development—have a significant positive effect on Employee Productivity ( $p < 0.001$ ). The model explains 61.2% of the variance in productivity, indicating a strong explanatory power. Among the predictors, Talent Management has the highest standardized beta ( $\beta = 0.354$ ), suggesting it contributes the most to enhancing productivity.

Variance Inflation Factor (VIF) values are below 2, confirming no multicollinearity issue among variables.

#### 4.5. Hypothesis Testing Summary

**Table 5. Hypothesis Testing Summary**

Hypothesis	Statement	Result
<b>H1</b>	Talent Management has a significant positive effect on Employee Productivity.	Supported ( $\beta = 0.354$ , $p < 0.001$ )
<b>H2</b>	Motivation has a significant positive effect on Employee Productivity.	Supported ( $\beta = 0.311$ , $p < 0.001$ )
<b>H3</b>	Career Development has a significant positive effect on Employee Productivity.	Supported ( $\beta = 0.276$ , $p < 0.001$ )

All hypotheses (H1–H3) are supported, showing that effective talent management practices, employee motivation, and career development initiatives significantly enhance productivity. The findings align with recent studies (e.g., Chukwu et al., 2023; Tran & Truong, 2024) that highlight the synergistic impact of human resource management strategies and intrinsic motivation on organizational performance.

#### 4.6. Discussion

##### 1) The Impact of Talent Management on Employee Productivity

The analysis demonstrated that talent management had the highest standardized coefficient ( $\beta = 0.354$ ,  $p < 0.001$ ), indicating its dominant role in influencing employee productivity. This suggests that organizations with strong systems for recruiting, developing, and retaining high-potential employees are better positioned to enhance performance outcomes. The finding aligns with Tran and Truong (2024), who reported that strategic talent management significantly contributes to productivity by ensuring that employees' skills, motivation, and goals align with organizational objectives. Similarly, Alghamdi (2023) found that effective talent management initiatives—such as leadership development programs, competency mapping, and succession planning—foster employee engagement, which in turn boosts work efficiency and creativity.

Talent management also reflects a broader strategic HR perspective that connects workforce planning with organizational performance. When firms effectively identify and nurture key talent, they create a sustainable pipeline of capable individuals ready to take on leadership roles (Mensah, 2023). This ensures continuity and minimizes performance disruptions. The present findings also support the resource-based view (RBV) of the firm (Barney, 1991), which argues that unique human resources are valuable, rare, and difficult to imitate, thus serving as a source of sustained competitive advantage. By focusing on talent development and retention, organizations can maximize productivity and reduce turnover-related costs.

Furthermore, the strong link between talent management and productivity may be attributed to the increasing emphasis on employee experience and personalized learning opportunities. According to Chukwu et al. (2023), organizations that tailor talent programs to employees' aspirations tend to achieve higher commitment and innovation levels. The result also mirrors global HR trends emphasizing the integration of data-driven talent analytics and AI-based performance management systems to optimize productivity (Ul Haq et al., 2024). Therefore, in the context of the current study, the evidence highlights that talent management is not just a functional HR practice but a strategic enabler of organizational performance.

##### 2) The Role of Motivation in Enhancing Employee Productivity

The second major finding confirms that motivation significantly predicts employee productivity ( $\beta = 0.311$ ,  $p < 0.001$ ). This result aligns with established motivation theories such as Herzberg's Two-Factor Theory (Herzberg, 1968) and Self-Determination Theory (Deci & Ryan, 2000), which emphasize that intrinsic and extrinsic motivators collectively shape job performance. Motivated employees are more committed, energetic, and persistent in achieving work goals, leading to superior productivity outcomes (Rizwan et al., 2022).

The positive relationship between motivation and productivity found in this study corroborates the findings of Chukwu et al. (2023), who discovered that both intrinsic factors (such as autonomy, recognition, and personal growth) and extrinsic factors (such as salary, rewards, and working conditions) significantly affect job outcomes. Moreover, studies by Malik and Hayat (2023) highlight that motivation serves as a psychological contract between the organization and its employees, influencing effort levels and job engagement. When

employees perceive fairness, acknowledgment, and career prospects, they are more likely to invest additional energy in their work tasks.

In modern workplaces, motivation has evolved beyond monetary rewards to encompass purpose-driven engagement. The emergence of hybrid and flexible work arrangements has also reshaped motivational frameworks. As reported by Guo et al. (2024), flexible work conditions, autonomy, and meaningful recognition are major drivers of motivation and, consequently, productivity in post-pandemic organizations. Thus, the findings from this study not only reinforce existing literature but also emphasize the need for organizations to design motivation systems that are dynamic and aligned with the evolving nature of work.

### **3) The Influence of Career Development on Employee Productivity**

Career development also exhibited a significant positive relationship with employee productivity ( $\beta = 0.276$ ,  $p < 0.001$ ). This finding suggests that organizations investing in structured career pathways, skill enhancement, and promotional opportunities can expect improved performance levels. It aligns with the conclusions of Weng and Xu (2023), who found that perceived career growth opportunities increase employee engagement and task performance. Similarly, Javed et al. (2024) reported that career development fosters psychological ownership and organizational commitment, which are critical mediators of productivity.

The relationship between career development and productivity can be understood through the lens of expectancy theory (Vroom, 1964), which proposes that employees exert effort when they expect that their performance will lead to desirable rewards such as promotions or skill recognition. Employees who see a clear link between career growth and performance outcomes are more likely to be proactive, innovative, and loyal. Moreover, continuous learning and career advancement opportunities enhance employees' competence and confidence, contributing to higher efficiency and adaptability (Kim & Park, 2022).

The findings also suggest that career development should not be treated as a one-time training activity but rather as an ongoing developmental process that aligns employee potential with organizational needs. When career paths are transparent and accessible, employees are more likely to invest in developing their skills and performing at their best. This is particularly relevant in today's knowledge-based economy, where lifelong learning and upskilling are essential for maintaining productivity and competitiveness (Zhou et al., 2024).

### **4) Theoretical and Practical Implications**

From a theoretical perspective, this study integrates insights from human capital theory, self-determination theory, and the resource-based view, demonstrating that effective management of human resources enhances productivity through psychological and developmental mechanisms. The results reaffirm that strategic HR practices, when aligned with motivation and career development strategies, produce synergistic effects that enhance both individual and organizational performance.

Practically, organizations should adopt a holistic human resource development (HRD) framework that combines talent management with motivational and career growth systems. This may include mentorship programs, individualized performance incentives, competency-based promotions, and employee recognition initiatives. The integration of digital HR

technologies—such as AI-based performance analytics and personalized learning platforms—can also support continuous skill development and performance tracking. Moreover, fostering an inclusive culture where employees feel valued and supported is essential for sustaining long-term motivation and productivity (Alghamdi, 2023).

### **5) Comparison with Previous Research and Contextual Significance**

This study's findings are consistent with prior literature across different organizational contexts, reinforcing the universality of the talent–motivation–career development–productivity linkage. For instance, Tran and Truong (2024) found similar relationships in Vietnamese manufacturing firms, while Rizwan et al. (2022) demonstrated comparable effects in Pakistani service sectors. The consistency of results across diverse environments suggests that these variables are fundamental determinants of performance, regardless of industry or geography.

However, this research extends prior studies by analyzing the three factors simultaneously, offering a more integrated understanding of their combined influence on productivity. It also highlights the relative importance of each factor—identifying talent management as the most influential—thereby guiding HR practitioners on where to prioritize investments. Additionally, in the context of increasing digital transformation, these findings underscore the necessity of continuous learning and digital talent management strategies to maintain high performance.

### **6) Limitations and Future Research Directions**

Although this study provides valuable insights, some limitations must be acknowledged. The cross-sectional nature of the data limits the ability to infer causality. Longitudinal studies could provide stronger evidence regarding the long-term impact of talent management and motivation on productivity. Moreover, the study primarily relied on self-reported data, which may introduce common method bias. Future research could integrate objective performance metrics or supervisor evaluations to validate findings. Finally, exploring potential mediators such as job engagement or organizational commitment could enrich the model's explanatory power.

## 5. Conclusion

This study concludes that talent management, motivation, and career development play a pivotal role in enhancing employee productivity. The empirical results demonstrate that all three factors have a significant and positive relationship with productivity, with talent management emerging as the most influential predictor. This indicates that organizations that strategically attract, develop, and retain talent can substantially improve employee output and organizational performance. Motivation also contributes significantly, emphasizing the importance of fostering both intrinsic and extrinsic incentives to drive commitment and effort. Furthermore, career development was found to positively influence productivity, highlighting the need for continuous learning opportunities and clear career advancement paths to sustain employee engagement. Collectively, these findings affirm that a holistic human resource management approach—integrating talent management, motivational strategies, and career growth initiatives—can create a more productive, engaged, and future-ready workforce. In practical terms, organizations are encouraged to invest in long-term talent strategies, build supportive work environments that nurture motivation, and design structured career development systems to sustain high productivity and organizational competitiveness in an evolving business landscape.

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