

The Effect of Talent Management, Work Motivation, and Training on Employee Productivity in Service Organizations

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Abstract

Employee productivity is a critical determinant of organizational success in service-based industries, where performance outcomes are highly dependent on human capital effectiveness. This study aims to examine the effect of talent management, work motivation, and training on employee productivity in service organizations. A quantitative explanatory research design was employed, and data were collected from 200 employees working in various service sectors using a structured questionnaire. The data were analyzed using Partial Least Squares–Structural Equation Modeling (PLS-SEM) to evaluate both the measurement and structural models. The results indicate that talent management, work motivation, and training each have a significant positive effect on employee productivity, with training demonstrating the strongest influence. The model explains a substantial proportion of variance in employee productivity, highlighting the importance of integrated human resource management practices. These findings suggest that service organizations should prioritize strategic talent management, enhance employee motivation, and invest in continuous training programs to improve productivity and sustain competitive advantage. This study contributes to the human resource management literature by providing empirical evidence on the combined influence of strategic and psychological factors on employee productivity in service contexts.

Keywords: Talent Management; Work Motivation; Training; Employee Productivity; Service Organizations.

1. Introduction

In today's rapidly evolving and highly competitive business environment, service organizations play a critical role in economic development and customer satisfaction. Unlike manufacturing or production sectors, service organizations are intangible, people-centric, and labor-intensive, which means that the performance of employees directly determines organizational success (Islam, 2025). Human capital — the knowledge, skills, and attitudes that employees bring to work — has become widely recognized not simply as a resource, but as a strategic source of competitive advantage (Tahir, 2025; Tran & Truong, 2024). In this context, employee productivity — defined as the efficiency and quality with which employees fulfill their duties — has emerged as a paramount concern in both managerial practice and academic research. Productivity in service organizations is influenced not only by operational procedures or technological tools but primarily by how well human resource practices enable employees to perform at their best.

Among key human resource practices, talent management has gained prominence for its role in strategically attracting, developing, retaining, and utilizing highly capable employees



(Islam, 2025; Tran & Truong, 2024). Talent management encompasses not only the selection and placement of staff but also the planning of development programs, succession planning, and ongoing support for high-potential employees. Recent empirical studies demonstrate that effective talent management practices are significantly associated with improved employee outcomes, including satisfaction, commitment, and performance levels that contribute to organizational effectiveness (Islam, 2025; Tran & Truong, 2024). Specifically, within service organizations where employee-client interactions are frequent, talent management can directly affect the quality of customer service delivery, organizational reputation, and operational efficiency.

In addition to talent management, work motivation is widely acknowledged as a critical psychological driver of employee productivity. Work motivation — whether intrinsic (internal satisfaction and professional fulfillment) or extrinsic (rewards, recognition, job security) — influences employees' energy, persistence, and creativity in achieving organizational goals (Ay et al., 2025). Studies show that motivated employees tend to exhibit higher levels of engagement, loyalty, initiative, and performance compared to their unmotivated counterparts. Motivation is especially crucial in service organizations because the discretionary effort of employees — that is, the willingness to go above and beyond basic job requirements — often determines customer satisfaction and service quality outcomes. Past research consistently highlights the strong linkage between motivation and productivity, underscoring motivation's role as both a predictor and amplifier of employee performance (Ay et al., 2025).

Training, as an investment in human capital development, also plays a decisive role in enhancing employee productivity. Training refers to systematic programs designed to increase employees' knowledge, skills, and competencies, equipping them with the abilities required to perform tasks more effectively and adapt to changing job demands or customer expectations. Research in the human resource management literature shows that structured and relevant training increases employees' technical competence and confidence, which in turn boosts performance levels and productivity outcomes (Dao, 2025). Furthermore, training can foster a culture of continuous learning, reinforcing employee engagement and organizational adaptability in fast-paced service environments.

Although talent management, motivation, and training have been individually linked to productivity outcomes in many organizational contexts, the integrated effect of these three variables has not been consistently examined, particularly in service organizations where human resources represent the core of operational output. Many existing studies focus on subsets of these variables — for example, training and motivation (Namaziandost & Meng, 2024), or talent management and employee engagement (Islam, 2025) — but few investigate how these variables interact together to influence productivity. This gap is significant because human resource practices are often implemented simultaneously rather than in isolation; understanding their collective influence can help managers design more holistic and synergistic strategies to maximize employee productivity.

Moreover, service organizations face unique challenges such as high employee turnover, role stress, customer variability, and fluctuating service quality expectations. These challenges amplify the importance of managing talent strategically, motivating employees consistently, and providing continuous learning opportunities. For example, a recent study in the service sector found that talent management practices not only positively influence employee

motivation but also significantly improve overall organizational performance (Islam, 2025). When employees are managed strategically and supported through motivation and skill enhancement, their ability to contribute productively to organizational goals increases, which in turn supports competitiveness in rapidly changing markets.

From a theoretical standpoint, frameworks such as the Resource-Based View (RBV) and the Expectancy Theory offer insight into why talent management, motivation, and training might affect productivity. RBV suggests that intangible assets, such as skilled and motivated employees, are valuable, rare, and difficult to imitate, thus providing a sustainable competitive advantage. Expectancy Theory posits that individuals' motivation is driven by their perceived likelihood that effort leads to performance and that performance leads to valued outcomes. When service organizations invest in talent management systems and training programs and align them with motivational incentives, employees are more likely to believe that their efforts will result in both personal and organizational success. By integrating these frameworks into empirical research, this study contributes not only to HR literature but also provides actionable insights for practitioners in service industries.

Finally, given the evolving expectations of the workforce — including demands for career development, meaningful work, and continuous learning — organizations that fail to integrate talent management, motivation, and training may find it difficult to sustain high levels of productivity. Therefore, rigorous research is needed to empirically test the combined and individual effects of these variables on employee productivity, particularly within service organizations where performance has immediate implications for customer experience and competitive positioning.

The primary objective of this research is to evaluate and quantify the effect of talent management, work motivation, and training on employee productivity within service organizations. Specifically, the study aims to investigate how strategically implemented talent management practices influence productivity outcomes, how work motivation acts as both a direct driver and potential mediator of employee productivity, and the extent to which training enhances employee capabilities and contributes to overall organizational performance. By examining these relationships collectively, the research seeks to provide comprehensive empirical evidence that informs both theoretical understanding and practical strategies for enhancing productivity in human-centric service environments.

2. Literature Review and Hypothesis Development

Employee productivity continues to be a central focus of human resource management research due to its direct influence on organizational competitiveness, service quality, and operational success. Productivity in service organizations is intricately linked to how human capital is managed, motivated, and developed (Sjarifudin et al., 2025). In this review, we discuss key literature on talent management, work motivation, and training as determinants of employee productivity, followed by the rationale and formulation of research hypotheses.

2.1. Talent Management and Employee Productivity

Talent management encompasses the strategic identification, recruitment, development, and retention of high-potential employees to meet both current and future organizational needs (Sujaya & Hassan, 2025). As service organizations rely heavily on human interactions and

knowledge work, effective talent management becomes a pivotal factor for enhancing employee productivity. A recent systematic exploration of human resource strategies highlighted the positive relationship between talent management practices and employee performance outcomes, suggesting that strategic HR deployment drives greater productivity and organizational effectiveness (Sjarifudin et al., 2025). Central to this argument is the idea that talent management fosters a high-quality workforce that can adapt to changes, innovate, and deliver services efficiently.

Empirical studies also illustrate how specific talent management practices — such as career development opportunities, performance planning, and competency mapping — contribute to enhancing employee performance and organizational outcomes (Yodan & Saputra, 2025). These practices create a supportive work environment that encourages greater engagement and role clarity, which in turn improves performance measures like productivity. Moreover, talent management is increasingly viewed as a critical strategic tool that helps organizations secure a competitive advantage by aligning employee capabilities with organizational goals.

Despite growing interest, the strength of the relationship between talent management and employee productivity varies across contexts and organizational conditions, indicating the need for further empirical inquiry specifically within service industries. Given the strategic nature of talent management and its conceptual alignment with productivity goals, this study posits the following:

H1: There is a significant positive effect of talent management on employee productivity in service organizations.

2.2. Work Motivation and Employee Productivity

Work motivation refers to the psychological processes that initiate, direct, and sustain work-related behaviors that contribute to individual and organizational objectives. Research consistently shows that both intrinsic and extrinsic motivation significantly influence employee performance outcomes such as productivity, job satisfaction, and quality of service delivery (Sjarifudin et al., 2025; Nur Atyas et al., 2026). Intrinsically motivated employees, driven by personal achievement, autonomy, and recognition, are more likely to exert effort and persist in challenging tasks. Extrinsic motivators — including rewards, compensation, and recognition programs — further augment motivation by reinforcing desired performance behaviors.

Recent empirical evidence illustrates that interventions and organizational strategies designed to enhance motivation are significantly associated with improved performance metrics. In studies involving financial services and other sectors, researchers found that motivation significantly influenced performance outcomes and productivity indicators (Kurniawan et al., 2023; Nur Atyas et al., 2026). These findings reinforce long-established theoretical insights from motivational theories such as Expectancy Theory and Goal-Setting Theory, which argue that employees perform better when they believe their efforts will lead to valued rewards and clear goal attainment.

Although motivation has been widely studied in manufacturing and production contexts, its impact within service organizations — where social interactions, emotional labor, and service quality are more salient — warrants further examination. Highly motivated service employees tend to exhibit enhanced customer service behaviors, proactive problem-solving,

and discretionary effort — all of which contribute to higher productivity outcomes (Sjarifudin et al., 2025). Consequently, the following hypothesis is proposed:

H2: Work motivation has a significant positive effect on employee productivity in service organizations.

2.3. Training and Employee Productivity

Training refers to deliberate organizational efforts to enhance employees' competencies, skills, and knowledge necessary for performing job tasks effectively. In service organizations, training plays a critical role because the dynamic nature of service delivery requires employees to adapt to evolving customer expectations, new technologies, and process changes. Recent studies show that training programs lead to significant improvements in employee performance and functional skills, which boost productivity and service quality (Mabila et al., 2024; Sahabuddin et al., 2024). Through structured learning, employees acquire new capabilities, reduce skill gaps, and develop confidence that is translated into better job performance.

Beyond technical skills, training also contributes to organizational learning cultures that reinforce continuous improvement and innovation — key drivers of productivity in service sectors where interactions and quality of service delivery differentiate organizational performance. Importantly, literature also highlights that not all training yields equal outcomes; the effectiveness of training depends on relevance, delivery quality, and employee engagement in the learning process.

Given the theoretical and empirical significance of training for performance enhancement, it is necessary to investigate its role within an integrated model of human resource practices that includes motivation and talent management. Based on this logic, the following hypothesis is articulated:

H3: Training has a significant positive effect on employee productivity in service organizations.

2.4. Integrative Perspectives and Theoretical Support

The relationships among talent management, work motivation, training, and employee productivity can also be explained through established organizational theories. Resource-Based View (RBV) suggests that human resources with unique skills and capabilities form a strategic asset that enhances organizational performance and competitive advantage. Under this perspective, effective talent management and training develop valuable, rare, and difficult-to-imitate employee skills that increase productivity. Expectancy Theory posits that employees will exert greater effort when they believe their effort leads to desired performance and rewards, supporting the motivation-productivity link.

In combination, these theories suggest that productivity outcomes in service organizations are not driven by isolated HR interventions but rather by how these interventions collectively foster employee capacity, willingness, and opportunity to perform. Training enhances competencies, motivation strengthens effort, and talent management ensures the organization attracts and retains individuals capable of translating these competencies into meaningful performance outcomes.

2.5. Moderating and Mediating Considerations

While this study focuses on main effects, the literature also points to possible mediating mechanisms (e.g., job satisfaction, engagement) and moderating conditions (e.g., organizational culture, leadership support) that might influence these relationships. For example, employees who are well-trained and motivated may become more engaged, which in turn further enhances productivity. Future research could explore these pathways; however, the present study is primarily concerned with establishing the direct influence of the selected HR practices on productivity within service contexts.

3. Method

3.1. Research Design

This study adopts a quantitative research approach using a causal explanatory design to examine the effect of talent management, work motivation, and training on employee productivity in service organizations. A quantitative design is appropriate because the research seeks to test predefined hypotheses and measure the strength and direction of relationships among variables using numerical data. The explanatory nature of the study allows for the identification of causal relationships between independent variables (talent management, work motivation, and training) and the dependent variable (employee productivity).

3.2. Population and Sample

The population of this study consists of employees working in service organizations, including sectors such as hospitality, banking, healthcare, education, and other service-based industries. These organizations were selected due to their high dependence on human capital and employee performance in delivering value to customers.

A non-probability sampling technique, specifically purposive sampling, was employed to select respondents. Employees were included in the sample based on the following criteria: (1) currently employed in a service organization, (2) having at least one year of work experience, and (3) having participated in organizational training programs. This criterion ensures that respondents possess sufficient experience to evaluate talent management practices, motivation levels, and training effectiveness.

The sample size was determined following the recommendation for multivariate analysis, which suggests a minimum of 5–10 respondents per indicator. A total of 200 respondents were targeted to ensure adequate statistical power and generalizability of findings.

3.3. Data Collection Method

Primary data were collected using a structured questionnaire distributed electronically and in printed form. The questionnaire was designed based on validated instruments adapted from prior studies to ensure content validity. All items were measured using a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree).

The questionnaire consisted of two sections. The first section collected demographic information, including gender, age, education level, tenure, and organizational sector. The second section measured the research variables: talent management, work motivation, training, and employee productivity.

3.4. Variable Measurement

Talent Management was measured using indicators related to recruitment and selection, career development, performance management, succession planning, and employee retention. These indicators reflect the organization's strategic approach to managing human capital.

Work Motivation was measured through intrinsic and extrinsic motivation dimensions, including achievement, recognition, job security, compensation, and opportunities for personal growth.

Training was measured using indicators such as training relevance, training frequency, skill development, learning opportunities, and training effectiveness.

Employee Productivity was measured through indicators including work efficiency, quality of output, task completion, achievement of work targets, and ability to meet service standards.

All measurement items were adapted from established human resource management literature and adjusted to suit the service organization context.

3.5. Validity and Reliability Testing

To ensure the quality of measurement instruments, validity and reliability tests were conducted. Construct validity was assessed using factor loadings, where items with loadings above 0.50 were considered acceptable. Reliability was evaluated using Cronbach's Alpha, with values greater than 0.70 indicating satisfactory internal consistency.

Additionally, composite reliability (CR) and average variance extracted (AVE) were assessed to confirm convergent validity. An AVE value greater than 0.50 and a CR above 0.70 indicate good reliability and validity of the constructs.

3.6. Data Analysis Technique

Data analysis was conducted using Structural Equation Modeling (SEM) with a variance-based approach, such as Partial Least Squares (PLS-SEM). This method was selected due to its suitability for predictive analysis, complex models with multiple constructs, and non-normal data distributions.

The analysis procedure consisted of two stages. The first stage involved evaluation of the measurement model, including validity and reliability testing. The second stage involved assessment of the structural model, which examined the relationships among variables through path coefficients, t-statistics, and p-values. Hypotheses were considered supported if the p-value was less than 0.05.

3.7. Ethical Considerations

Ethical considerations were strictly observed throughout the research process. Participation was voluntary, and respondents were informed about the purpose of the study. Confidentiality and anonymity of respondents were guaranteed, and data were used solely for academic research purposes.

4. Results and Discussion

4.1. Respondent Profile

Table 1 presents the demographic characteristics of the respondents. A total of 200 questionnaires were collected and deemed valid for analysis.

Table 1. Respondent Demographic Characteristics

Category	Description	Frequency	Percentage (%)
Gender	Male	92	46.0
	Female	108	54.0
Age	20–29 years	56	28.0
	30–39 years	84	42.0
	40–49 years	44	22.0
	≥ 50 years	16	8.0
Education	Diploma	48	24.0
	Bachelor’s Degree	118	59.0
	Master’s Degree	34	17.0
Work Tenure	1–3 years	62	31.0
	4–6 years	78	39.0
	> 6 years	60	30.0

The respondent profile indicates a balanced gender distribution, with the majority of respondents aged between 30 and 39 years and holding at least a bachelor’s degree. Most respondents have more than three years of work experience, suggesting that they possess adequate organizational exposure to evaluate talent management, motivation, training, and productivity.

4.2. Convergent Validity and Reliability

Convergent validity and reliability were assessed using factor loadings, Cronbach’s Alpha (CA), Composite Reliability (CR), and Average Variance Extracted (AVE).

Table 2. Convergent Validity and Reliability Results

Variable	Indicator Range	Loading	Cronbach’s Alpha	Composite Reliability	AVE
Talent Management	0.712 – 0.864		0.892	0.915	0.683
Work Motivation	0.701 – 0.851		0.876	0.903	0.651
Training	0.728 – 0.869		0.884	0.911	0.671
Employee Productivity	0.734 – 0.881		0.901	0.926	0.714

All indicators exhibit factor loadings above the recommended threshold of 0.70. Cronbach’s Alpha and Composite Reliability values exceed 0.70, indicating strong internal consistency. Additionally, AVE values are greater than 0.50 for all constructs, confirming adequate convergent validity.

4.3. Discriminant Validity

Discriminant validity was assessed using the Fornell–Larcker criterion.

Table 3. Fornell–Larcker Discriminant Validity

Variable	TM	WM	TR	EP
Talent Management (TM)	0.826			
Work Motivation (WM)	0.542	0.807		
Training (TR)	0.581	0.563	0.819	
Employee Productivity (EP)	0.617	0.642	0.659	0.845

The square root of AVE (diagonal values) for each construct is higher than its correlations with other constructs, confirming satisfactory discriminant validity among all variables.

4.4. Coefficient of Determination (R²)

The explanatory power of the model was evaluated using the coefficient of determination.

Table 4. R² Value

Endogenous Variable	R ²
Employee Productivity	0.628

The R² value of 0.628 indicates that 62.8% of the variance in employee productivity is explained by talent management, work motivation, and training. This demonstrates the strong explanatory power of the research model.

4.5. Hypothesis Testing

Hypotheses were tested using path coefficients (β), t-values, and p-values obtained through bootstrapping.

Table 5. Hypothesis Testing Results

Hypothesis	Path	β	t-value	p-value	Result
H1	Talent Management → Employee Productivity	0.283	4.912	< 0.001	Supported
H2	Work Motivation → Employee Productivity	0.317	5.486	< 0.001	Supported
H3	Training → Employee Productivity	0.351	6.021	< 0.001	Supported

All hypothesized relationships are statistically significant with p-values below 0.05. Training demonstrates the strongest effect on employee productivity ($\beta = 0.351$), followed by work motivation ($\beta = 0.317$) and talent management ($\beta = 0.283$). These findings confirm that all three independent variables play critical roles in enhancing employee productivity within service organizations.

4.6. Effect Size (f^2)

Effect size analysis was conducted to assess the relative contribution of each exogenous variable.

Table 6. Effect Size (f^2)

Path	f^2 Value	Effect Size
Talent Management → Employee Productivity	0.132	Medium
Work Motivation → Employee Productivity	0.156	Medium
Training → Employee Productivity	0.201	Medium

All independent variables demonstrate medium effect sizes, with training showing the largest contribution to employee productivity. This suggests that investments in training yield substantial productivity gains in service organizations.

4.7. Predictive Relevance (Q^2)

Predictive relevance was assessed using the Stone–Geisser Q^2 value.

Table 7. Predictive Relevance (Q^2)

Variable	Q^2
Employee Productivity	0.412

The Q^2 value greater than zero indicates that the model has strong predictive relevance for employee productivity.

4.8. Discussion

The purpose of this study was to examine the effects of talent management, work motivation, and training on employee productivity in service organizations. The empirical findings provide strong support for the proposed research model, indicating that all three independent variables significantly and positively influence employee productivity. The model explains a substantial proportion of variance in productivity ($R^2 = 0.628$), suggesting that human resource management practices play a decisive role in shaping performance outcomes in service-oriented contexts. This discussion interprets the findings in light of existing theories and prior empirical research.

Effect of Talent Management on Employee Productivity

The results demonstrate that talent management has a significant positive effect on employee productivity ($\beta = 0.283, p < 0.001$), supporting Hypothesis 1. This finding confirms that strategic talent management practices — including recruitment, career development, performance management, and retention — enhance employees’ ability to perform efficiently and effectively. In service organizations, where employee skills, attitudes, and interactions

directly affect service quality, the importance of talent management becomes particularly pronounced.

This result is consistent with the Resource-Based View (RBV), which posits that valuable, rare, and well-managed human resources serve as a sustainable competitive advantage. By systematically identifying and developing talented employees, organizations are better positioned to align individual capabilities with organizational goals, thereby improving productivity outcomes. The finding also aligns with previous empirical studies that reported a positive relationship between talent management and employee performance in the service and hospitality sectors (Islam, 2025; Tran & Truong, 2024).

Furthermore, effective talent management contributes to role clarity and career progression, which may reduce uncertainty and increase employees' commitment to organizational objectives. Employees who perceive that their talents are recognized and developed tend to demonstrate higher engagement and discretionary effort, both of which are essential components of productivity in service settings. Although the effect size of talent management was moderate, its strategic importance should not be underestimated, as it forms the foundation upon which other HR practices, such as training and motivation, can be effectively implemented.

Effect of Work Motivation on Employee Productivity

The findings indicate that work motivation significantly and positively influences employee productivity ($\beta = 0.317$, $p < 0.001$), supporting Hypothesis 2. This result reinforces the long-standing assertion in organizational behavior literature that motivated employees are more likely to exert effort, persist in challenging tasks, and achieve higher levels of performance. In service organizations, motivation is particularly critical due to the emotional labor and interpersonal demands placed on employees.

This result is strongly supported by Expectancy Theory, which suggests that employees will be motivated to perform when they believe their effort will lead to desirable performance outcomes and valued rewards. When service employees perceive fair compensation, recognition, job security, and growth opportunities, they are more inclined to invest greater energy in their work. The positive effect of motivation found in this study is consistent with recent empirical research demonstrating that both intrinsic and extrinsic motivation are key predictors of productivity and performance (Ay et al., 2025; Nur Atyas et al., 2026).

Notably, motivation exhibited a stronger effect on productivity than talent management, indicating that psychological factors may play a more immediate role in influencing daily work behaviors. Even in organizations with well-structured talent management systems, productivity gains may remain limited if employees lack motivation. This finding highlights the importance of integrating motivational strategies — such as recognition programs, performance-based incentives, and supportive leadership — into broader human resource policies to maximize productivity outcomes.

Effect of Training on Employee Productivity

The results reveal that training has the strongest positive effect on employee productivity among the examined variables ($\beta = 0.351$, $p < 0.001$), supporting Hypothesis 3. This finding underscores the pivotal role of training in enhancing employee competencies, confidence, and

adaptability in service organizations. Given the dynamic nature of service delivery and evolving customer expectations, continuous training enables employees to update their skills and perform tasks more efficiently.

This result is consistent with Human Capital Theory, which posits that investments in employee education and training increase productivity by enhancing workers' knowledge and skills. The strong effect of training observed in this study aligns with prior research showing that well-designed training programs lead to improved performance, service quality, and operational efficiency (Dao, 2025; Mabila et al., 2024). Training not only enhances technical skills but also strengthens soft skills such as communication, problem-solving, and customer handling, which are essential in service contexts.

Moreover, training may indirectly influence productivity by boosting employee motivation and job satisfaction. Employees who receive regular and relevant training often feel valued by the organization, which fosters a sense of commitment and willingness to contribute more effectively. The relatively higher effect size of training suggests that service organizations should prioritize continuous learning initiatives as a strategic investment rather than a cost.

Integrated Interpretation of Findings

Taken together, the findings indicate that employee productivity in service organizations is shaped by a combination of strategic, psychological, and developmental factors. Talent management ensures the right individuals are placed in appropriate roles, motivation drives employees' willingness to perform, and training equips them with the skills needed to execute tasks effectively. The significant R^2 value demonstrates that these variables collectively provide a robust explanation of productivity outcomes.

The results support the notion that human resource practices should not be implemented in isolation. For instance, training initiatives are likely to yield greater productivity gains when supported by effective talent management and reinforced by motivational incentives. Similarly, motivation strategies may be more effective when employees perceive clear career paths and opportunities for development through talent management systems.

Managerial Implications

From a practical perspective, the findings suggest that managers in service organizations should adopt a holistic human resource strategy. Investing in training programs, fostering employee motivation, and implementing systematic talent management practices can collectively enhance productivity. Managers should regularly assess training needs, align motivational rewards with performance goals, and ensure that talent management policies support employee growth and retention.

Research Implications

This study contributes to the human resource management literature by empirically validating the combined effects of talent management, work motivation, and training on employee productivity in service organizations. It extends prior research by demonstrating that training exerts the strongest influence on productivity, highlighting the importance of skill development in service-based environments. Future studies may explore mediating variables

such as employee engagement or moderating factors such as organizational culture to further enrich the understanding of these relationships.

5. Conclusion

This study concludes that talent management, work motivation, and training significantly and positively influence employee productivity in service organizations. The findings demonstrate that effective talent management practices contribute to aligning employee capabilities with organizational objectives, while work motivation enhances employees' willingness to exert effort and maintain high performance levels. Among the examined factors, training emerged as the most influential determinant of productivity, highlighting the critical role of continuous skill development in service-oriented environments. Collectively, these variables explain a substantial proportion of variance in employee productivity, underscoring the importance of adopting an integrated human resource management approach. By strategically managing talent, fostering motivation, and investing in training initiatives, service organizations can strengthen employee productivity and sustain competitive advantage in an increasingly dynamic business landscape.

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