

The moderating effect of self-efficacy on the relationship between talent management practice and organizational resilience

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Abstract

Purpose – this study examines the moderating effect of self-efficacy (SE) on the relationship between talent management practice (TMP) and organizational resilience (OR) in electronic and electrical manufacturing organizations in Batam City.

Design/methodology/approach – Data was collected by distributing questionnaires using Google Form. The sampling technique used was purposive sampling with a total sample size of 370. Testing was carried out using the PLS-SEM data analysis method in SmartPLS to test the relationship and level of significance between variables.

Findings – The results showed that talent attraction (TA) and talent development (TD) did not significantly affect OR. Meanwhile, succession planning (SP) and talent retention (TR) have a significant positive effect. The moderating role of SE does not significantly affect the relationship between the four dimensions of TMP on OR.

Research limitations/implications – This research only focuses on TMP in four dimensions, and on the manufacturing industry, especially in the electronics and electrical fields. Future researchers can conduct research by discussing more deeply on different dimensions and industries.

Practical implications – The results provide insights and benefits for organizations to invest in effective TMP, encourage employee SE, and build a culture that supports resilience to realize OR.

Originality/value – Previous research shows that OR is rarely studied in relation to TMP or SE, especially in the manufacturing industry. Given this gap, this study examines the relationship between the three.

Keywords: Talent Management Practice, Self-Efficacy, Unstable Environment, Organizational Resilience

Introduction

An organization will always face situations and conditions that cannot be predicted (Kim, 2021). One of the significant challenges that organizations are experiencing is the rapid transition to digital technologies (Yu et al., 2022). With the increasing pace of technology adoption, changing regulations, and the growing complexity of employee roles, organizations must adapt quickly and efficiently. The future of businesses is becoming more uncertain, and organizations must be able to survive and thrive in the VUCA environment of Volatility, Uncertainty, Complexity, and Ambiguity (Yu et al., 2022). This related to constant shifts and instability that businesses must navigate in today's ever-changing technological landscape (Yu et al., 2022).

The existence of unstable environmental conditions requires organizations to adopt various strategies to ensure organizational survival (Yu et al., 2022). One of the key strategies is to build resilience within the organization. Resilience is organization's ability to survive and recover from challenges or shocks it faces (Yu et al., 2022). Not only does resilience help organizations manage disruptions, but it also enables them to predict and improve long-term organizational well-being (Yu et al., 2022). By improving organizational resilience (OR), businesses can turn challenging situations, such as IT transitions and evolving regulatory environments, into opportunities for growth and innovation.

To face this challenge, organizations must have qualified and superior human resources (Setyawan, 2021). Building OR can start from individuals in the organization itself, so talent management practice (TMP) is needed (Ugboego et al., 2022). TMP are needed in developing human resources as organizational survival (Bouteraa & Bouaziz, 2023). For an organization to continue to function effectively in unstable environmental conditions, it is necessary to rely on the best employee talents with the ability to overcome shocks together.

TMP are not only beneficial to the organization but can also provide benefits to employees (Yu et al., 2022). Organizations benefit in terms of increased productivity and capabilities, employee commitment, and reduced employee turnover. The employees benefit in terms of career development, high motivation and commitment, and sustainable job satisfaction. Thus, an effective TMP can strengthen OR.

In exploring the relationship between TMP and OR, this study found an important role for self-efficacy (SE). In an organization, employees must take action to achieve the desired goals (Yu et al., 2022). Wongsuwan & Na-Nan, (2022) stated that employees with positive SE will have confidence in their work success and potential. So, according to Yu et al., (2022), SE has an important role because it can explain why TMP can affect OR.

But there is OR seeming to be rarely researched in relation to TMP (Bouteraa & Bouaziz, 2023). Seeing the research gap, this study was conducted to analyze the effect of TMP on OR. Another fact is that many previous studies only explain TMP on OR, adding no mediating or moderating variables. So, this study adds the moderating variable of SE to explain the effect of TMP and OR on the manufacturing industry in Batam City, specifically in the electronic and electrical fields.

Batam City is known as an industrial center, especially in the manufacturing sector, which is the main pillar of the economy. This is obtained from Badan Pusat Statistik Provinsi Kep. Riau, (2022) in its book entitled Directory of Large and Medium Industrial Companies in Riau Islands Province which notes that there are 548 organizations in Batam City manufactured until 2022. So, this research was conducted in the manufacturing industry because many previous studies have discussed OR in the hospitality industry, so this study discusses from a different perspective, which is manufacturing industry.

This research follows the research of (Bouteraa & Bouaziz, 2023; Ugboego et al., 2022; Yu et al., 2022), which examine four dimension of TMP, including talent attraction (TA), talent development (TD), succession planning (SP), and talent retention (TR). So, this study examines how TMP including four dimensions can affect OR, with SE as moderation.

Literature Review and Hypothesis

Dynamic Capability Theory

Dynamic capability theory act as a form of framework purposed for understanding how organizations able to maintain such a competitive edge in a rapidly changing environment (Yu et al., 2022). Dynamic capabilities link to a organization's ability to integrate, build, and reconstruct internal and external resources in adapting to shift occuring in the business landscape. In sustainable entrepreneurship, dynamic capabilities are important for making sure businesses pursue economic profit and take responsibility for their social and environmental impact (Yu et al., 2022).

Organizational resilience, in which reflects the organizations' capability to adapt, survive, and recover from crisis, shocks, or disruptions, required the organizations' ability in integrating,

building, and reconfigure important resources to respond effectively on those changes (Yu et al., 2022). On the other words, dynamic capabilities play a critical role in shaping organizational resilience by enabling organizations to proactively adapt to changing conditions. This agility is essential for maintaining resilience, as it lets organizations recover more rapidly from disruptions and maintain long-term sustainability.

Talent Management Practice (TMP)

Talent is an important asset that must be maintained and managed well (Nelson, 2021). TMP is the organization's ability to attract, hire, develop, and keep qualified and talented employees according to the current and future needs of the organization (Tamunomiebi & Worgu, 2020). According to Setyawan (2021), TMP can enable organizations to keep changing. Meanwhile, Ugboego (2022) said that TMP is not a process, but a systematic approach to managing employees with relevant skills and specialized knowledge needed to solve problems in the organization. Thus, talented employees become a valuable asset that can contribute to the success of the organization. The dimensions of TMP are important parts which enable organizations in acquiring, developing, and keeping such motivated and skilled workforce. The parts including TA, TD, SP, and TR, working together to ensure that the right people are positioned in the right roles and continuously strive to grow consistently within the organization (Bouteraa & Bouaziz, 2023).

In this context, TA is the first step of TMP, which highly focused on attracting top talent to the organization (Yu et al., 2022). The goal of TA is creating skilled individuals and related to ensure the candidates alignment to organization's long-term vision and values (Johnson et al., 2021). TD focuses on expanding and developing the knowledge, skills, and potential of talents through their careers (Zhao, 2020). It is strongly about building this learning culture in which the talents receive continuous development opportunities (Datti & Kuppusamy, 2022). In this context, the TD strategies purposed to enhance the talents' capabilities as well as preparing them for future responsibilities and roles.

SP turn out as an essential part of TMP which highly focused on organization preparation for future leadership needs (Alaba, 2020). The process involves the development and identification internal candidates who holds the potential to step into such key roles as they tend become vacant due to promotions, retirements, or unexpected departures. It is aimed to ensure the leadership continuity and critical rolez, to reduce the impact of employee turnover (Y. Chen, 2023). TR is a part of TMP purposed to keep top talent committed and engaged to the organization. It include strategies of offering competitive benefits and compensations, create this positive work environment, and to ensure work-life balance able to significantly reduce turnover rate and fostering higher job satisfaction (Ahmed et al., 2022).

Self-Efficacy (SE)

SE is one of the factors in a person's success that is dynamic and can change. SE is defined as a person's belief in their own abilities that can affect how they think, behave, and respond to a challenge (Zaman et al., 2021). SE can be increased through encouragement, motivation, self-evaluation from others and emotional and physiological conditions (Yu et al., 2022). SE will also continue to develop along with the increasing abilities and experience of employees (Arifin et al., 2021).

The existence of SE can affect employee performance because SE can increase a person's self-confidence and mental resilience, so someone can avoid the risk of stress or depression in the workplace (Arifin et al., 2021). According to Perera & Premadasa (2023), this can increase employee resilience which improves the organization in terms of OR. High SE lets employees use new methods to solve unconventional problems in an organization (Zaman et al., 2021). So SE must be encouraged and developed in employees, especially new employees.

Organizational Resilience (OR)

OR is an idea associated with crisis management, threats, natural disasters, adaptation to disruption and uncertainty, change and instability (Bouteraa & Bouaziz, 2023). But Edeah et al., (2021) in

Ugboego et al., (2022) revealed that OR is determined as the condition in which the organization returns to its original state after experiencing disruption. From this OR can function as anticipation, avoidance, adaptation, and even dampening shocks. OR can also help organizations to create a competitive advantage (Bouteraa & Bouaziz, 2023).

A current issue in OR is the increasing challenge of adapting to rapid and unforeseen disruptions, such as economic shifts, supply chain crises, and global pandemics. So, OR is considered important for organizations because it can ensure continuity, sustainability, and success. However, the resilience of an organization can be generated by employees who not only can recover from a crisis, but also develop capacity within themselves (Kim, 2021). When employees' capabilities and resilience are developed, it can develop organizational capacity as well. So employees including their skills, abilities, and behaviors are the most important part of OR.

In OR there are three dimensions developed by Bouteraa & Bouaziz, (2023). First, agility is the organization's ability to move more agilely in facing or expecting changes that occur when environmental conditions are unstable (Theodore et al., 2022). Second, integrity is the ability of the extent to which employees can become one unit and help each other, be responsible, honest, and disciplined. Finally, robustness is the organization's ability to survive and recover from unfavorable conditions (Edeah et al., 2021). For an organization to be said to have robustness, the organization must have qualities such as an adaptable culture, speed in taking advantage of opportunities, and fortitude in facing difficulties (Promise-Elechi & Onuoha, 2023).

Hypothesis Development

The role of TA on OR

TA is one of the main important roles that must be carried out by the human resources division in an organization. Ugboego et al., (2022) found that TA improves OR. In the face of a crisis, organizations need to attract people who meet the requirements, qualifications, and experience appropriate to the environment in which they will be placed (Nelson & Gunawan, 2023). Meanwhile, according to Bagheri et al., (2020) argue that TA can build strength so it can survive in times of crisis likely to occur. Attracting talented people, organizations can gain competitive advantage and organizational efficiency (Khan & Bakar, 2020). But if there is a lack of talent, it can cause major obstacles to the growth and development of the organization. It can be concluded that TA indicating the preparation of strategies in attracting the best employees with the competence, commitment, and contribution that matches the needs of the organization.

Implementing TA on shaping organizational resilience can be seen on research by Chen, (2023), underlining the implementation of TA in Tesla. TA strategy purposed by the CEO, Elon Musk, is highly known as the personally in recruiting top designers, engineers, as well as scientist to join the organization. Tesla's ability to attract employee with a passion for sustainability and innovation has been important in propelling the organization forward, letting it scale quickly and become a leader in the electric vehicle industry, which is resistance in every economic situation, also in industry disruptions or crisis (Chakraborty, 2024). As argued in the description above, the first hypothesis can be formulated:

H₁: TA has a positive role on OR.

The role of TD on OR

Attracting talented employees in an organization is difficult, but employee skills are also a strong predictor of OR (Ugboego et al., 2022). Promise-Elechi & Onuoha, (2023) stated that everyone in an organization has hidden talents and potential that can be developed into a competitive advantage. A person is said to be talented if they can consistently show their initiative, dedication, and ability to meet organizational goals (Elechi & Onuoha, 2023). According to Bouteraa & Bouaziz, (2023), TD improves OR. TD can be done with training and skill development, challenging tasks, providing opportunities to explore new skills, career development, and increased support through coaching and mentoring (Bouteraa & Bouaziz, 2023). Thus, TD offers several benefits to employees and provides value to the organization.

The case example of TD implementation can be seen at Starbucks, which offers such a wide range of opportunities for skill enhancement, including leadership development programs, barista training, and support for further organization through its partnership with Arizona State University (Datti & Kuppusamy, 2022). Through these initiatives, Starbucks not only improves the skill sets of its employees but also enhances employee satisfaction and loyalty. By focusing on TD, Starbucks has created a culture where employees are empowered to grow and contribute to the organization's success, leading to improved customer service and higher sales, which are both act as an indicator of OR (Y. Chen, 2023). Thus, the second hypothesis can be asserted:

H₂: TD has a positive role on OR.

The role of SP on OR

SP is a useful strategy for long-term processes. According to Bouteraa & Bouaziz, (2023), SP involves planning or anticipatory strategies that organizations carry out for the future position of talent. This strategy is carried out by promoting and encouraging the continuous development of employees, starting from the development of employee potential, talents and abilities (Bouaziz & Smaoui Hachicha, 2018). That way, employees can be better prepared to take on heavier responsibilities so they can help the organization achieve its business goals (Alaba, 2020). Organizations with a clear SP strategy are better equipped to navigate economic downturns, leadership transitions, and other unpredictable events because they have prepared capable individuals to step into leadership positions (Chen et al., 2021).

One of the most notable examples of successful SP is PepsiCo. PepsiCo's commitment to future leaders have made sure the company has consistently had strong executives ready to step into critical roles as the need arises (Knapik, 2024). They have implemented leadership development programs aimed at mid-level managers, equipping them with the skills needed to move up into more senior roles. This proactive approach has resulted in a strong talent pool, reduced turnover, and continued growth, highlighting the positive impact of SP on organizational results (Knapik, 2024). From this, the third hypothesis can be explained:

H₃: SP has a positive role on OR.

The role of TR on OR

Keeping employees is a challenge for most organizations. This can occur due to unstable environmental conditions, which can cause insecurity and uncertainty for employees. Some organizations can collapse due to not having the ability to keep their valuable employees (Tamunomiebi & Worgu, 2020). Thus, building OR depends on the level of TR. TR can be controlled through performance-based pay, motivation, appreciation or reward, career development, positive work environment and others (Al Aina & Atan, 2020). The way, TR can help to avoid excessive turnover in an organization because talent is a rare resource that cannot be replicated. TR is useful for encouraging talented employees to stay for a long time in an organization, especially in times of crisis to maintain OR (Bouteraa & Bouaziz, 2023).

As shown by TR applied by Google.Inc, perhaps the organization offered such comprehensive range of benefits and programs designed to keep its employees engaged and motivated. Google's retention strategies include competitive compensation, performance-based incentives, and a work culture that promotes creativity and collaboration (Faugoo, 2024). Google's positive work environment, characterized by flexible work hours, a strong commitment to diversity, and an emphasis on work-life balance, contributes to a high level of job satisfaction (Abimbola, 2020). By retaining top talent, Google can continue achieving strong organizational results, reinforcing the connection between TR and OR. Hence, the fourth hypothesis can be described:

H₄: TR has a positive role on OR.

The moderating role of SE on the relationship between TA and OR

SE is key in analyzing the relationship between TMP and OR (Yu et al., 2022). Premadasa & Perera, (2023) stated that if someone has high SE, they usually have a more creative, initiative, and

persistent attitude in the face of difficulties. So, SE plays an important role in helping organizations attract talented people. Organizations that focus on SE in the TA process can attract more resilient and adaptive talent. By doing so, organizations can build stronger and more resilient teams, which can increase OR (Yu et al., 2022).

Related to the TA applied by Apple, the organization seek for individuals who able to show creativity, confidence, as well as ability to think out of the box. Apple seeks candidates who not only have skills but also exhibit a high level of self-belief in its ability to contribute to the company's high standards of innovation (Fernandez et al., 2022). This positively influences organizational results, as employees with high SE are more likely to engage in creative problem-solving and persistent efforts to overcome challenges. From this, the fifth hypothesis can be stated:

H₅: SE has a positive role as a moderator of the relationship between TA and OR.

The moderating role of SE on the relationship between TD and OR

By developing talent, organizations cannot survive in the face of crisis, but can also grow and develop to become stronger (Ugboego et al., 2022). But SE is a person's self-confidence with an important role. According to Yu et al., (2022), organizations can increase employee confidence by providing training and learning. That way, employees will have confidence in doing their jobs competently. So SE can help improve employee competencies, starting from the ability to warn early, flexibility during the crisis, and the ability to learn and grow after the crisis (Premadasa & Perera, 2023).

The research performed by Yu et al., (2022) offers an example of how TD and SE interact to enhance organizational outcomes. Toyota offers extensive training programs designed to enhance employees' competencies and confidence in their roles (Benkarim & Imbeau, 2022). These programs emphasize both technical skills and personal growth, which helps employees feel more confident in their ability to handle challenges, particularly during times of crisis. Hence, during economic downturns or natural disasters, Toyota employees are often tasked with rapidly adjusting production schedules and responding to supply chain disruptions (Furuta & Shook, 2021). So the sixth hypothesis can be formulated:

H₆: SE has a positive role as a moderator of the relationship between TD and OR.

The moderating role of SE on the relationship between SP and OR

If an organization has a good SP, it can ensure business continuity and increase flexibility in facing unexpected challenges (Bouteraa & Bouaziz, 2023). SP is also a powerful tool to improve employee SE as it provides a clear vision of their future. By providing opportunities for growth and taking on greater responsibilities, employees will be more confident in their abilities and have a sense of active involvement in the organization (Arifin et al., 2021). These employees will have high morale and produce maximum performance to meet organizational goals and help in dealing with difficulties (Zaman et al., 2021). So, high SE is a valuable asset as it can have a positive influence that leads to an increase in OR.

Research conducted by Yu et al., (2022), mentioned that amazon focus on building self-efficacy throughout the learning process. Employees who might lack confidence in their technical skills are given the tools and support to build both competence and confidence (Arifin et al., 2021). Employees cannot apply new skills in their roles but are also more likely to take on new challenges, work through problems proactively, and adapt quickly when facing challenges. Hence, the seventh hypothesis can be asserted:

H₇: SE has a positive role as a moderator of the relationship between SP and OR.

The moderating role of SE on the relationship between TR and OR

In the opinion of Ugboego et al., (2022), organizations can create OR by keeping talented employees. Organizations can also encourage TR through increasing SE. If employees' SE is higher, they will be better equipped to cope with stress and difficulties at work (Premadasa & Perera, 2023). This can improve TR, which follows the statement (Yu et al., 2022) which explains

that SE has an important role in TR and ultimately contributes to OR. By increasing SE, organizations can create a positive and sustainable work environment.

This SE improvement not only improves performance but also increases employee satisfaction and engagement, which significantly contributes to TR (Jain & Verma, 2022). In times of rapid growth or economic uncertainty, employees with a strong belief in their abilities and in the organization’s mission are more likely to remain loyal and continue delivering excellent resilience to different conditions of industry (Edeah et al., 2021). From this, the eighth hypothesis can be developed:

H₈: SE has a positive role as a moderator of the relationship between TR and OR.

Figure 1 visually represents the research model. The model incorporates insights from Bouteraa & Bouaziz, (2023), Ugboego et al., (2022), Yu et al., (2022), and Bouaziz & Smaoui Hachicha, (2018). The independent variables of the model include TMP (TA, TD, SP, and TR). Meanwhile, the dependent variable is OR and SE acts as a moderating variable.

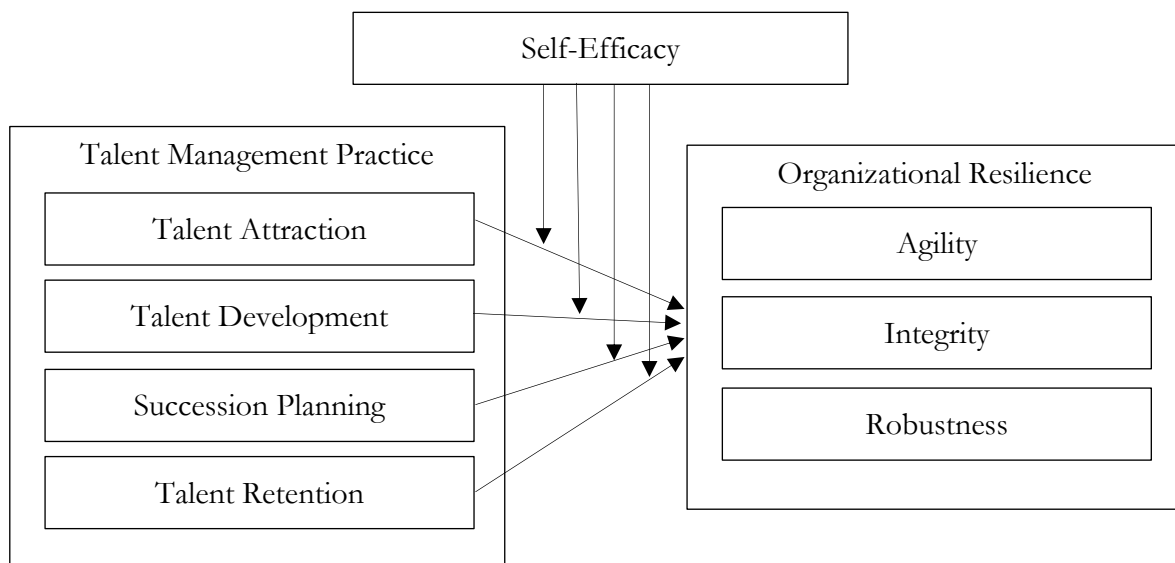


Figure 1. Research Model

Research Methods

This research uses a quantitative method and primary data by distributing questionnaires through the Google Form platform. The questionnaire includes general questions, such as gender, age, latest education, and others that aim to find out the identity of the respondent. There are several questions related to the variables in this study in measuring respondents' opinions using a five-point Likert scale. These questions can be seen in Table 1 below.

Table 1. Research Variables Measurement

Variables	Item Questions	Sources
TA	Organizations hires employees who match its vision, mission, and strategic goals. Organizations hire or recruit employees according to their skills, abilities, and experience. Organizations hire or recruit employees for positions that match their skills and interests. Organization's good working conditions and fair wages let it attract the right talent. Organization supports employee training and career development. Work-life balance and social networking facilities in organizations can be motivational factors for employees.	Al Aina & Atan, (2020; Cordero - Au Yeung & Tiongson, (2022)

Variables	Item Questions	Sources
TD	<p>Organization provides training that is beneficial to employees' work.</p> <p>My direct supervisor gives me honest feedback to improve my performance and development.</p> <p>I receive support and guidance from my supervisor.</p> <p>Organizations focus on the development of the next generation of leaders.</p> <p>I have taken part in leadership or management training/programs.</p> <p>My immediate supervisor provides clear and achievable performance goals.</p> <p>I understand how my performance contributes to the success of the organization.</p>	Cordero - Au Yeung & Tionsgson, (2022)
SP	<p>Organization plans for employee growth and advancement.</p> <p>Organizations identify the competencies required by employees for future job performance.</p> <p>Organization provides for off-the-job training.</p> <p>Organization encourages job rotation for its employees.</p> <p>Succession planning supports organizational continuity.</p>	Al Aina & Atan, (2020; Alaba, (2020)
TR	<p>Organization uses an effective leadership style and is careful in dealing with employee issues.</p> <p>Organization has a competitive compensation system compared to other organizations, which is a motivational factor for employees.</p> <p>Organization's internal recruitment policy helps boost employee loyalty and morale.</p> <p>Organization has flexible working hours as a motivational factor for employees.</p> <p>Organization discusses options with employees who wish to leave the organization.</p> <p>Organization encourages employees to stay with the organization for the long term.</p>	Al Aina & Atan, (2020; Cordero - Au Yeung & Tionsgson, (2022)
SE	<p>I achieved the goals I had set for myself.</p> <p>When faced with a difficult task, I am confident that I can complete it.</p> <p>I am confident that I can succeed in whatever endeavor I decide to undertake.</p> <p>I am confident that I can perform many tasks effectively.</p> <p>Compared to others, I can do most tasks well.</p> <p>Under difficult circumstances, I can still give a pretty good performance.</p>	(Premadasa & Perera, 2023)
OR	<p>Organizations can quickly realize that there is a compromising situation.</p> <p>Organizations can achieve balance by adapting to environmental changes.</p> <p>Employees in the organization have a clear picture of their role in a crisis.</p> <p>Organizations track what is happening in their industry to get early warning of emerging issues.</p> <p>Organizations realize how dependent the success of one area is on the success of another.</p>	Al Ameri, (2023; Njunguna et al., (2021)

The intended object of this research is a manufacturing organization. Meanwhile, the population is making organizations in the electronic and electrical fields in Batam City. Thus, the research sample is employees of manufacturing organizations in the electronic and electrical fields in Batam City, precisely in the Batamindo, and Pelita industrial estates.

The sample used is a non-probability sampling, specifically purposive sampling. This sample is taken through the consideration of the researcher, where there are special characteristics in accordance with the research goals so it is expected to help in answering research problems (Hardani et al., 2020). Due to the unknown population size, the sample method in this study uses

the formula $n \times 10$ (Hair et al., 2021). The number of questionnaire questions was 35 and then multiplied by 10 so the sample of this study was 350 respondents. However, to avoid errors or incomplete questionnaire filling, the questionnaire distribution was increased to 370.

Results and Discussion

Respondents Profile

Drawing from the data that has been collected, 401 respondents have filled out the questionnaire. Table 2 shows that the respondents were mostly female with 212 respondents (52.9 percent). The average age of respondents is 18 - 25 years old with 273 respondents (68.1 percent). As for the last education, the highest number of respondents were senior high school graduates with 197 respondents (49.1 percent). Most respondents work as officer/senior officer with 211 respondents (52.6 percent). As for length of service, most respondents worked for 0 - 5 years with 338 respondents (84.3 percent).

Table 2. Respondents Profile

	Characteristic	Amount	Percentage
Gender	Male	189	47.1%
	Female	212	52.9%
Age	18 - 25 Years Old	273	68.1%
	25 - 35 Years Old	116	28.9%
	35 - 45 Years Old	10	2.5%
	> 45 Years Old	2	0.5%
Last education	Senior High School	197	49.1%
	Diploma	44	11.0%
	Bachelor Degree	152	37.9%
	Master Degree	7	1.7%
	Doctor Degree	1	0.2%
Job Title/Position	Officer/Snr Officer	211	52.6%
	Supervisor/Snr Supervisor	69	17.2%
	Engineer/Snr Engineer	84	20.9%
	Manager/Snr Manager	37	9.2%
Length of Work	0 - 5 Years	338	84.3%
	6 - 10 Years	59	14.7%
	11 - 15 Years	2	0.5%
	> 15 Years	2	0.5%

Common Method Bias

The Common Method Bias (CMB) test is conducted to determine whether the data is free from bias. Table 3 shows the results of CMB using Harman's Test through SPSS software, provided that the % of variance value must be less than 50% to conclude that the data is free from bias.

Table 3. Common Method Bias

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	14.196	40.559	40.559	14.196	40.559	40.559
2	1.391	3.974	44.533			
3	1.153	3.295	47.828			
4	.969	2.768	50.597			
5	.925	2.643	53.239			

From the results in Table 3, the data can be said to be free from CMB because the % of variance value is less than 50%, which is 40.559%. That way, further evaluation of the measurement and structural models can be carried out.

Measurement and Structural Model

This research uses the PLS-SEM data analysis method through SmartPLS software. This statistical analysis method is useful for testing the relationship between variables, so it can help the author to know whether or not there is a relationship between these variables (Hair et al., 2019). To evaluate the measurement model, it can be done using validity and reliability indicators. The validity test has two types, which are convergent and discriminant validity.

As described in table 4, convergent validity test can be assessed through outer loadings with a value > 0.60 and AVE must have a value > 0.5 (Hamid, 2019). Meanwhile, (Hair et al., 2019) stated that the reliability test can be assessed by cronbach's alpha and composite reliability (> 0.7).

Table 4. Outer Loadings, AVE, Cronbach's Alpha, Composite Reliability

Variable	Items	Outer Loadings	AVE	Cronbach's Alpha	Composite Reliability	Conclusions
OR	OR1	0.734	0.511	0.760	0.839	Valid and Reliable
	OR2	0.714				
	OR3	0.683				
	OR4	0.711				
	OR5	0.730				
SE	SE1	0.733	0.534	0.826	0.873	Valid and Reliable
	SE2	0.717				
	SE3	0.727				
	SE4	0.729				
	SE5	0.758				
	SE6	0.722				
SP	SP1	0.783	0.558	0.801	0.863	Valid and Reliable
	SP2	0.790				
	SP3	0.717				
	SP4	0.752				
	SP5	0.689				
TA	TA1	0.765	0.534	0.781	0.851	Valid and Reliable
	TA2	0.750				
	TA3	0.754				
	TA5	0.703				
	TA6	0.678				
TD	TD1	0.665	0.503	0.835	0.876	Valid and Reliable
	TD2	0.723				
	TD3	0.659				
	TD4	0.708				
	TD5	0.695				
	TD6	0.749				
	TD7	0.759				
TR	TR1	0.705	0.530	0.778	0.849	Valid and Reliable
	TR2	0.699				
	TR4	0.771				
	TR5	0.729				
	TR6	0.733				

As shown in table 4, it can be concluded that all variables have met the criteria for convergent validity, both outer loadings and AVE. Outer loadings of each variable per item have exceeded 0.60 and the AVE of each variable is over 0.5. However, two indicators do not meet the convergent validity criteria or are declared invalid, which are TA4 and TR3, so these indicators are not included in further analysis. As for the reliability assessment, the data can be said to be reliable because the cronbach's alpha value and the composite reliability of each variable have passed 0.7.

Three methods can be used to measure discriminant validity, which are cross loading, fornell-larcker, and HTMT. Table 5 shows the discriminant validity test measured using cross

loading, where according to Ghozali, (2021) the cross loading value must show the correlation of each indicator with a value of > 0.7 to be considered valid.

Table 5. Cross Loading

Variable	OR	SE	SP	TA	TD	TR
OR1	0.734	0.460	0.554	0.504	0.557	0.584
OR2	0.714	0.535	0.546	0.586	0.547	0.558
OR3	0.683	0.524	0.527	0.472	0.529	0.526
OR4	0.711	0.492	0.498	0.481	0.506	0.565
OR5	0.730	0.482	0.536	0.557	0.551	0.585
SE1	0.520	0.733	0.598	0.507	0.582	0.448
SE2	0.483	0.717	0.566	0.511	0.552	0.404
SE3	0.521	0.727	0.528	0.496	0.568	0.473
SE4	0.532	0.729	0.564	0.525	0.561	0.516
SE5	0.488	0.758	0.600	0.458	0.538	0.483
SE6	0.510	0.722	0.539	0.419	0.506	0.424
SP1	0.572	0.605	0.783	0.572	0.633	0.536
SP2	0.578	0.612	0.790	0.645	0.674	0.594
SP3	0.564	0.559	0.717	0.493	0.605	0.547
SP4	0.564	0.557	0.752	0.455	0.593	0.552
SP5	0.501	0.556	0.689	0.491	0.542	0.470
TA1	0.531	0.508	0.540	0.765	0.567	0.555
TA2	0.534	0.473	0.492	0.750	0.566	0.503
TA3	0.567	0.482	0.544	0.754	0.589	0.521
TA5	0.511	0.470	0.515	0.703	0.538	0.456
TA6	0.518	0.500	0.512	0.678	0.573	0.509
TD1	0.496	0.537	0.550	0.520	0.665	0.504
TD2	0.608	0.480	0.551	0.557	0.723	0.556
TD3	0.506	0.496	0.574	0.523	0.659	0.469
TD4	0.536	0.565	0.615	0.587	0.708	0.542
TD5	0.497	0.547	0.564	0.503	0.695	0.518
TD6	0.537	0.544	0.587	0.577	0.749	0.536
TD7	0.545	0.584	0.620	0.576	0.759	0.561
TR1	0.567	0.436	0.483	0.504	0.527	0.705
TR2	0.532	0.402	0.508	0.507	0.525	0.699
TR4	0.626	0.483	0.608	0.544	0.581	0.771
TR5	0.543	0.413	0.487	0.440	0.505	0.729
TR6	0.596	0.541	0.540	0.537	0.565	0.733

From the results in table 5, perhaps using cross loading, the value of each variable follows the criteria for discriminant validity so it can be declared valid. This is because the cross loading value has exceeded 0.7. Although there are several indicators that show a correlation value < 0.7, but all indicators have shown a high correlation with each variable.

This study uses r-square and f-square to assess the structural model. According to Hair et al., (2019), an r-square value of 0.75 is said to be strong, 0.50 is moderate, and 0.25 is weak. Meanwhile, according to Sarstedt et al., (2021) f-square must have a value of 0.35 to be said to be strong, 0.15 is moderate, and 0.02 is weak. This can be seen in Tables 6 and 7 which show the r-square and f-square tests.

From the results in Tables 6 and 7, it can be concluded that the r-square value on OR is classified as a strong category because it is over 0.75, which is the r-square value is 0.767, while the adjusted r-square is 0.762. The f-square value of all variables on OR is considered weak because the value is below 0.15 or 0.02.

This study also uses SRMR to further assess the suitability of the research model. The SRMR value must be < 0.1 to say that the resulting model fits the data (Hair et al., 2019). The following test results can be seen in Table 8.

Table 6. R-Square Indicators

	R-Square	R-Square Adjusted	Conclusions
Organizational Resilience	0.767	0.762	Strong

Table 7. F-Square Indicators

Hypothesis	Relationships	Original Sample	Conclusions
1	TA → OR	0.007	Weak
2	TD → OR	0.014	Weak
3	SP → OR	0.026	Weak
4	TR → OR	0.142	Weak
5	TA*SE → OR	0.010	Weak
6	TD*SE → OR	0.006	Weak
7	SP*SE → OR	0.000	Weak
8	TR*SE → OR	0.023	Weak

Table 8. SRMR

	Original Sample	Sample Mean	95%	99%
Saturated Model	0.053	0.046	0.052	0.055
Estimated Model	0.053	0.052	0.063	0.070

Drawing from the data in Table 8, perhaps the SRMR value follows the criteria with a sample mean value of 0.046 and 0.052 (below 0.1) so this proves that there is a satisfactory model fit.

Hypothesis Testing

In evaluating the structural model, this study uses path coefficients to answer the research hypothesis. As described in Table 9, the estimates column indicates the positive or negative direction and how much influence between variables. Meanwhile, the t-statistics and p-values columns are useful for showing the effect of significance between variables, where the t-statistics value must be > 1.96 and p-values < 0.05 to be said to have a significant effect (Hair et al., 2021).

Table 9. Path Coefficients and Bootstrapping Result

Hypotheses	Relationships	Estimates	Standard Deviation	T-Statistics	P-Values	Conclusions
1	TA → OR	0.090	0.061	1.256	0.210	Not Significant
2	TD → OR	0.129	0.070	1.892	0.059	Not Significant
3	SP → OR	0.158	0.064	2.687	0.007	Significant
4	TR → OR	0.338	0.053	6.240	0.000	Significant
5	TA*SE → OR	0.009	0.077	0.627	0.531	Not Significant
6	TD*SE → OR	0.031	0.090	0.745	0.456	Not Significant
7	SP*SE → OR	-0.035	0.086	0.013	0.990	Not Significant
8	TR*SE → OR	-0.076	0.080	1.132	0.258	Not Significant

As stated in Table 9, the first hypothesis can be concluded that TA does not significantly affect OR. This is because the t-statistics value is 1.256 and the p-values are 0.210. It can be concluded that by attracting talented people, it cannot guarantee the organization in terms of resilience. This is because TA is not the only factor that can determine the creation of OR. However, this result differs from previous studies conducted by Bouteraa & Bouaziz, (2023), Ugboego et al., (2022), Johnson et al., (2021), and Njunguna et al., (2021) which showed a significant influence between the two variables. The study states that by selecting and attracting suitable candidates, it can build harmonious working conditions because talented people will respect each other's competencies. If the organization places employees in the wrong position, then this can harm the organization and weaken its position (Njunguna et al., 2021). So TA can drive the long-term goals of an organization to create OR.

Table 9 shows that the second hypothesis, TD has an insignificant effect on OR. The significance level shows t-statistics < 1.96 and p-values > 0.05 , which are 1.892 and 0.059. It is concluded that by developing employee skills in an organization, it cannot ensure the creation of OR. This is because TD may not always be able to prepare employees in the face of various changes and challenges that may be faced by the organization. However, Resesarch conducted by Promise-Elechi & Onuoha, (2023), Ateke & Nwulu, (2018), and Ugboego et al., (2022) support the significant influence between the two variables. From this it is said that to maintain OR in times of crisis, organizations will use the capabilities of their talented employees. If the organization is more involved in TD, the level of OR will also be higher. This is also supported by research from Bouaziz & Smaoui Hachicha, (2018) which explains that by strengthening employees in the organization, it can also strengthen the organization to face future problems.

The test results in Table 9, the third hypothesis illustrate that there is a positive significant effect between SP on OR. The t-statistics value is 2.687, while the p-values are 0.007, thus indicating that the test results follow the category. It can be concluded that by encouraging SP, it can help organizations to be better prepared to face challenges or crises that will occur. The results are in line with research conducted by Bouteraa & Bouaziz, (2023) and Yu et al., (2022) which reveal sthat there is a significant influence between the two variables, especially in the agility dimension. The existence of SP strategies can directly affect organizational agility, while SP does not have an effect in terms of integrity and robustness (Bouteraa & Bouaziz, 2023). Faced with VUCA environments, organizations need long-term plans that can turn crises into opportunities for growth and development (Yu et al., 2022). So, SP is one of the effective ways to ensure the survival of an organization in times of crisis.

From the results in Table 9, the fourth hypothesis can be explained that TR has a significant and positive effect on OR. The results that have been tested produce a t-statistics value of 6.240 and p-values of 0, which has met the criteria of more than 1.96 and less than 0.05. From this it can be explained that by providing compensation, appreciation and support, both from supevisors and colleagues, the organization can prevent employees who want to leave the organization. So, organizations with the ability to keep their valuable employees can encourage OR especially in the face of an unstable environment. The results follow research conducted by Ugboego et al., (2022), Edeah et al., (2021), and Liang & Cao, (2021). Edeah et al., (2021) stated that TR can be measured by salary and support from supervisors, which can increase OR capacity.

It can be seen through the test results in Table 9, the fifth hypothesis shows that there is no significant effect of SE as moderating the relationship between TA on OR. This is shown by the t-statistics value of 0.627 and p-values of 0.531, which does not follow the criteria. This insignificant result is in line with research conducted by Premadasa & Perera, (2023) which reveals that the moderating role of SE does not impact the relationship between strategic human resource management (SHRM) and OR. If the organization attracts talents with high SE, it will not necessarily affect the relationship between TA and OR. Meanwhile, research conducted by Yu et al., (2022) supports the role of SE as a mediation between SHRM and OR. This is because high SE can encourage SHRM practices to be implemented better to increase the level of resilience in an organization.

Based on the results in Table 9, the sixth hypothesis can be stated that SE as moderation between TD and OR has an insignificant effect. The t-statistics value shows less than 1.96, which is 0.745 and the p-values are over 0.05, which is 0.456. From this high SE is not always a factor that can increase the influence between TD on OR. The results are supported by research conducted by (Premadasa & Perera, 2023). But this result contradicts the research of Arifin et al., (2021a) and Yu et al., (2022). Arifin et al., (2021a) support the role of SE on employee performance. If employees' SE is stronger, the better their performance. This proves that TD can affect SE. The level of employee SE will be higher, if the organization contributes to TD, so they will show their ability to solve challenges or problems.

The test results in Table 9, which is the seventh hypothesis, illustrate that in the relationship between SP and OR, the role of SE as moderation does not have a significant effect. It can be seen that the t-statistics value is 0.013 and the p-values are 0.990 which indicates this does not follow

the category. The existence of SP cannot affect OR or SE. This result follows previous research conducted by Premadasa & Perera, (2023) which supports the absence of a significant effect. However, this result differs from research from Bouteraa & Bouaziz, (2023) which shows that SP can affect OR. Meanwhile, according to Arifin et al., (2021), SP can increase employee confidence. That way, employees will work optimally and help the organization to face unexpected challenges.

According to the results that have been tested in Table 9, the eighth hypothesis, it can be concluded that SE which acts as moderation does not have a significant effect between TR and OR. The results of the t-statistics value are 1.132 and p-values of 0.258, so the hypothesis does not fit the criteria. The insignificant effect of this moderating variable is supported by research (Premadasa & Perera, 2023). Increasing employee SE in an organization can be said to be less effective so it cannot increase TR and OR. Research conducted by Kumar Pradhan et al., (2021) and Yu et al., (2022) supports that SE can encourage employees to be rational in times of crisis, so it can help employees stay in the organization and create OR.

Theoretical Implication and Managerial Implication

There are several contributions made from this research. At the theoretical level, this study focuses on investigating the influence between TMP, SE, and OR, which is still rarely researched especially in organizations manufactured industry. That way, this research offers insights that address this literature. Although the results that some variables do not have a significant effect, most previous studies state these variables have a significant positive effect. So this research contributes to overcoming employee or organizational concerns caused by unexpected environmental changes. This is shown by the opinion of Bouaziz & Hachicha (2018) which states organizations that implement an effective TMP can better face and recover from challenges or crises (Bouaziz & Smaoui Hachicha, 2018). This research also shows that employee SE plays an important role in the relationship between TMP and OR. By increasing employee SE, it can affect TMP so employees can more take initiative, solve problems independently, and adapt to change, which can contribute to OR.

At the managerial level, this research provides valuable insights into the factors that can influence OR. Organizations are advised to invest in effective TMP, encourage employee SE, and build a culture that supports resilience. Managers should focus on creating comprehensive talent management processes that specifically focus on building employee self-efficacy. This can be achieved through targeted training programs, mentorship, and a culture that encourages initiative and problem-solving. By fostering these competencies, organizations in Batam can better position themselves to adapt to market shifts, improve OR, and maintain a competitive advantage in a rapidly changing environment.

Conclusion and Future Direction

This research was conducted to study the relationship between TMP and SE on OR in manufacturing organizations in the electronic and electrical fields in Batam City. In light of the results and discussion that has been done above, several points of conclusion can be given. First, TMP measured by TA and TD show no significant influence on OR. It means that TA is not the only factor that can create OR in electronic and electrical manufacturing organizations in Batam City. Developing employees' skills also cannot guarantee the creation of OR. Second, SP and TR have a significant positive relationship to OR. This indicates that effective SP can make employees better prepared to deal with problems in the organization. But the higher the level of TR in an organization, the higher the level of OR. Finally, the moderating effect of SE on the relationship between TA, TD, SP, and TR on OR has an insignificant effect. This means that high SE in employees does not necessarily increase the influence of the four dimensions of TMP on OR.

This study has several limitations. First, this study only focuses TMP in four dimensions, which are TA, TD, SP, and TR. For future research, researchers may also investigate other dimensions of TMP or contextual factors, such as organizational culture, leadership style, or technological integration, which could offer valuable insights into how these elements influence

organizational resilience and overall performance. Second, despite the theoretical premise, some hypotheses, such as the moderating role of SE showed insignificant effects. This reduces the practical impact and may show gaps in the conceptual framework or in the conduct of the study. The variables under study may not be correlated with each other given the geographical limitations of this study, which focused on electronic and electrical manufacturing organizations in Batam City. This raises whether these variables do not have a meaningful relationship, or the selected industry may not present the right conditions for the expected correlation to emerge.

So, it is suggested that future research should be extended beyond one geographical location and industry, not only the electronic and electrical manufacturing industry in Batam City, but also the banking industry, construction, and others. Future research can also implement longitudinal studies to capture the dynamic nature of TMP, SE, and OR. Because organizations face constant changes, such as technological shifts, regulatory changes, and market conditions, capturing the dynamic nature of these relationships over a longer period will let researchers observe how resilience develops and is maintained.

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