Journal of Management and Business Insight
P-ISSN: 3031-0261 | E-ISSN: 3031-0253
Volume 4, Issue 1, May 2026, Pages 136-152

Amplifying employee performance: Organizational transformation as a moderator of talent and knowledge management effects

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ARTICLE INFO

Article History
Received: 04-10-2026
Revised: 23-10-2026
Accepted: 25-10-2026
Published 31-10-2026

Keywords
Employee Performance;
Knowledge Management;
Moderating Effect;
Organizational Transformation;
Talent Management.

Paper Type
Research Paper

ABSTRACT

Purpose-Organizations undergoing transformation must ensure that their human resources keep pace with change, yet evidence on how talent and knowledge management affect performance is inconsistent. This study analyzes the effect of talent management and knowledge management on employee performance, with organizational transformation as a moderator, at Semen Indonesia Cooperative, a state-owned enterprise-based cooperative.
Design/Methodology/Approach-A quantitative explanatory design was applied to 129 permanent employees of Semen Indonesia Cooperative's three main revenue-generating units, selected through proportional random sampling. Data were analyzed using a structural equation model (partial least squares).
Findings-All four hypotheses are supported. Talent management and knowledge management improve employee performance, and organizational transformation strengthens both relationships.
Research limitations/implications-The cross-sectional, self-reported data come from three units within one organization and a predominantly male sample, limiting generalizability. Practically, Semen Indonesia Cooperative should structure mentoring, link training to application, and integrate system renewal with talent and knowledge programs.
Originality/value-This study positions organizational transformation as a boundary condition of talent and knowledge investments, a role not tested in prior research. It theoretically integrates human capital theory with change-management perspectives and offers evidence from an underexplored state-owned enterprise-based employee cooperative.

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1. Introduction

Organizations today operate in dynamic, uncertain environments where sustained competitiveness depends on the ability to adapt quickly (Teece et al., 1997; Verhoef et al., 2021). In response, organizations must not only innovate in business and technology but also ensure their human resources keep pace with changing dynamics. From a human capital theory (HCT) perspective, human resources are a strategic organizational asset that can create competitive advantage when organizations invest in developing individual competencies, knowledge, and abilities (Schultz, 1961; Becker, 1962; Becker, 1964). The resource-based view (RBV) similarly argues that valuable, rare, and difficult-to-imitate human resources can become a source of sustained competitive advantage (Barney et al., 2021). Employee performance is the outcome

through which such investments materialize (Abdullahi et al., 2022; Qalati et al., 2022). Therefore, organizations need to implement human resource management practices that develop employees' potential while sustainably improving organizational performance.

One organization currently facing such dynamics of change is Semen Indonesia Cooperative (SIC). As a cooperative operating within Semen Indonesia Company, the organization is undergoing a fundamental business transformation. SIC, formerly known as Koperasi Warga Semen Gresik (KWSG), officially rebranded on 27 March 2024 as part of a change in business strategy toward a more professional, adaptive, and market-oriented organization. This transformation included not only a change in corporate identity but also organizational restructuring, the development of business units, the implementation of a more measurable key performance indicator (KPI) system, and changes in work culture that require employees to adapt to an increasingly competitive work environment. Such transformations typically change structures, systems, and culture at the same time, and their success depends on communication, participation, and management commitment (Dempsey, 2021; Verhoef et al., 2021).

These changes pose particular challenges for the organization in maintaining and improving employee performance. On the one hand, the company must achieve increasingly higher business targets; on the other, employees must adapt to changes in systems, organizational structure, and work patterns. This is reflected in SIC's revenue KPI achievement during 2023–2025, as shown in Table 1. Although realized revenue increased each year, achievement remained below the established target: 88.5% in 2023, 89.9% in 2024, and 92.4% in 2025. As a result, the KPI achievement score stayed at 2.00, the “Partly Meet Expectation” category (score ≥ 2 and < 3), for three consecutive years. Because this KPI consolidates the revenue-generating units where permanent employees work, it also provides a general indication of employee performance. Prior reviews indicate that organizational change success depends on how well people are engaged and supported (Dempsey, 2021) and that investment in talent development is associated with organizational performance (Kaliannan et al., 2023), making the human side of SIC's transformation a relevant explanation for the KPI gap.

Suboptimal organizational performance suggests that transformation success depends not only on changes in business strategy but also on effective human resource management. One approach is talent management, a systematic process of identifying, developing, placing, and retaining individuals best positioned to support organizational goals (Abdullahi et al., 2022; Kaliannan et al., 2023). In addition, organizations need to optimize knowledge management to create, document, share, and use employees' knowledge, turning it into an organizational asset that improves work effectiveness and encourages innovation (Santhose & Lawrence, 2023; Harb et al., 2024).

Nevertheless, empirical evidence from SIC shows that both practices have not yet been implemented optimally. The results of a pre-survey conducted by the researcher on 9 April 2026 among 53 permanent employees of three business units (Bangun Tumbuh Persada Company, Global Raya Energi Nusantara Company, and Retail Business) indicate that some employees still perceive the talent development system as not yet effective (the identification and development system scored lowest, 3.35 on a five-point scale, and 28 of 53 respondents rated it as not yet effective and transparent), opportunities for competency development as not yet evenly distributed, and training programs as not yet fully supporting career development needs.

Regarding knowledge management, most respondents also perceived that the knowledge-sharing culture, the availability of information-sharing media, and the implementation of knowledge development activities have still not run optimally (only 18.9% to 47.2% answered “yes” to statements on knowledge sharing, forums, routine knowledge-development activities, documentation systems, access to information, and sharing culture). These conditions show that talent and knowledge management remain challenges that require attention to improve employee performance at SIC. These perceptions align with barriers that recent reviews link to weak talent development and knowledge sharing, such as unequal development opportunities, poor communication, and low trust (Kaliannan et al., 2023; Santhose & Lawrence, 2023).

Given these conditions, a gap exists between normative expectations and empirical realities. Conceptually, organizations that implement talent management and knowledge management effectively are expected to improve individual competence, strengthen organizational learning processes, and achieve optimal employee performance (Abdullahi et al., 2022; Alhammadi & Romle, 2023; Harb et al., 2024). However, empirical evidence shows that implementing both practices still faces various obstacles, so organizational performance has not yet reached the expected target. This gap indicates the need to examine further the factors that shape the relationships among talent management, knowledge management, and employee performance in the context of organizational transformation.

Researchers have widely studied the relationships among talent management, knowledge management, and employee performance across various organizations; however, previous findings remain inconsistent. On the one hand, talent management practices have been found to improve employee performance (Abdullahi et al., 2022; Alhammadi & Romle, 2023; Alsakarneh & Al-Gharaibeh, 2023); knowledge management or knowledge sharing has been found to improve performance (Meher & Mishra, 2022; Alshammary & Ali, 2024; Harb et al., 2024). In contrast, Subagya et al. (2023) found no significant effect of talent management, and Muis (2025) found no significant effect of knowledge management. These differences suggest that contextual factors can strengthen or weaken relationships among variables, so further testing is needed in organizations with different characteristics.

Organizational transformation is a plausible contextual factor. Change-management theory holds that changes in structure, systems, and culture alter how work is organized and how people respond to organizational practices (Lewin, 1947; Burke & Litwin, 1992), and organizational change has been linked empirically to employee performance (Agustiyana et al., 2023). Studies of related contextual conditions show that the effectiveness of human resource and knowledge practices depends on the surrounding organizational context, such as culture, person–organization fit, training, support, and leadership (Mostafa et al., 2023; Nguyen et al., 2023; Yang & Mostafa, 2024). However, organizational transformation itself has not been tested as such a condition for talent management and knowledge management.

Compared with the present study, the research reviewed above differs in three ways. First, studies on talent management (Abdullahi et al., 2022; Alhammadi & Romle, 2023; Alsakarneh & Al-Gharaibeh, 2023; Subagya et al., 2023) and on knowledge management (Meher & Mishra, 2022; Alshammary & Ali, 2024; Harb et al., 2024; Muis, 2025) examined direct effects or mediation through engagement, leadership competencies, creativity, empowerment, or organizational learning, in universities, government agencies, service firms, and telecommunications companies. Second, studies that considered boundary conditions focused on culture, fit, leadership, or support as moderators (Mostafa et al., 2023; Nguyen et al., 2023; Yang & Mostafa, 2024), whereas studies on organizational change treated it as a direct predictor (Agustiyana et al., 2023). Third, none of the studies reviewed here tested organizational transformation as a moderator of both talent management and knowledge management, and none was conducted in a state-owned-enterprise-based employee cooperative. This is the research gap that the present study addresses.

This study's novelty lies in three aspects. First, it tests organizational transformation as a moderating variable in the relationships among talent management, knowledge management, and employee performance. In contrast, the studies above examined these relationships without a transformation-based boundary condition. Second, it integrates HCT with the resource-based and change-management perspectives to explain why transformation may strengthen the effect of investments in talent and knowledge. Third, it provides evidence from a state-owned enterprise-based cooperative, a context that differs from the private firms, government agencies, and educational institutions studied previously.

SIC is an employee cooperative founded in 1963 that operates as an affiliate and strategic tool within SIC. For more than six decades, it served its internal members; since 2024, it has repositioned itself as a professional business entity that competes for external stakeholders, with new subsidiaries, a structured KPI system, and a shift from a family-like cooperative culture toward a performance-oriented one. This combination of cooperative identity, state-owned

enterprise environment, and commercial transformation makes the performance consequences of talent and knowledge management distinctive and theoretically informative. Building on the phenomenon, gap analysis, research gap, and novelty described above, this study aims to analyze the effects of talent management and knowledge management on employee performance at SIC, with organizational transformation as a moderator, and to derive theoretical and practical implications.

2. Literature Review and Hypothesis Development

Human capital theory (HCT) proposed by Becker (1964) and further developed by Schultz (1961) explains that human resources are a strategic organizational asset with economic value that can be enhanced through investments in education, training, work experience, and competency development. Such investment is believed to improve individual productivity and, in turn, enhance organizational performance. From this perspective, organizational success depends not only on physical and financial resources but also on the quality of the organization's human resources. In this study, HCT provides the conceptual foundation for explaining that implementing talent management and knowledge management constitutes an organizational investment in developing human resource quality. Effective talent management and sustained knowledge management are expected to improve employee competence, thereby supporting organizational transformation and improving employee performance.

HCT is complemented by perspectives that explain the moderating mechanism. The resource-based view explains why investments in talent and knowledge matter strategically (Barney, 1991; Barney et al., 2021; Kaliannan et al., 2023). However, the value of such resources depends on how well organizational arrangements enable their use. Lewin's (1947) unfreeze–change–refreeze logic, and the Burke and Litwin (1992) causal model of organizational performance and change suggest that structure, systems, and culture shape how organizations convert individual-level inputs into performance. Likewise, the dynamic capabilities perspective emphasizes reconfiguring organizational resources and routines in response to changing environments (Teece et al., 1997; Teece, 2018), and the human resource-fit literature argues that human resource practices achieve greater effectiveness when aligned with the organizational context (Delery & Doty, 1996). Together, these perspectives suggest that organizational transformation can strengthen the extent to which talent management and knowledge management improve employee performance.

Talent Management

Talent management (TM) refers to the systematic identification, development, placement, and retention of high-potential employees to achieve organizational goals (Collings & Mellahi, 2009; Abdullahi et al., 2022; Kaliannan et al., 2023). Following Zunaidah and Nabawi (2020), talent management is measured through five indicators (TM1–TM5), namely talent planning, selection, coaching/mentoring, performance management, and reward and recognition. Recent studies show that such practices, including training and development, mentoring, performance-based compensation, and recruitment, are associated with employee performance (Abdullahi et al., 2022; Alhammadi & Romle, 2023; Alsakarneh & Al-Gharaibeh, 2023).

Knowledge Management

Knowledge management (KM) is the systematic process of creating, sharing, documenting, and applying knowledge to improve organizational learning and performance (Alavi & Leidner, 2001; Santhose & Lawrence, 2023; Harb et al., 2024). This study uses the socialization, externalization, combination, and internalization (SECI) model developed by Nonaka (1994) and Nonaka and Takeuchi (1995), which describes the processes of socialization, externalization, combination, and internalization and explains how individual knowledge can develop into organizational knowledge that improves work effectiveness and employee performance. Accordingly, knowledge management is measured through four indicators (KM1–KM4) corresponding to these four processes. Recent evidence links knowledge management and

knowledge sharing to employee performance and well-being (Meher & Mishra, 2022; Nguyen et al., 2023; Alshammary & Ali, 2024).

Organizational Transformation

Organizational transformation (OT) is a comprehensive process of change in an organization's structure, systems, culture, and work patterns in response to the dynamics of the business environment (Dempsey, 2021; Verhoef et al., 2021). Robbins and Judge (2013) describe it as a comprehensive change effort that involves all elements of the organization in responding to a significantly changing business environment. Lewin (1947) describes change as a movement from unfreezing existing routines, through change, to refreezing new practices, while Burke and Litwin (1992) identify structure, management practices and systems, culture, and leadership as key levers of organizational change.

Systematic evidence shows that communication, participation, and top-management commitment are the most common success factors in change. In contrast, resistance and a short-term view are the most common failure factors (Dempsey, 2021). In this study, organizational transformation is operationalized as employees' perception of ongoing change and measured through four indicators (OT1–OT4) following Robbins and Judge (2013), namely changes in organizational structure, changes in technology and systems, changes in organizational culture, and management support for change; these indicators correspond to the structure, systems, culture, and leadership levers in Burke and Litwin (1992). Organizational transformation is positioned as a moderating variable expected to strengthen the effect of talent management and knowledge management on employee performance.

Employee Performance

Employee performance (EP) reflects the quality and quantity of work employees deliver in line with organizational goals, including the ability to produce timely, effective work that contributes to the organization's success (Abdullahi et al., 2022). In this study, employee performance is measured using five indicators (EP1–EP5), namely work quality, work quantity, timeliness, effectiveness, and independence.

Hypothesis Development

Talent Management and Employee Performance

HCT holds that investment in identifying, developing, rewarding, and retaining talented employees raises their competence and productivity (Schultz, 1961; Becker, 1962; Becker, 1964), and the RBV adds that talented employees are a source of sustained advantage when properly developed and retained (Barney et al., 2021; Kaliannan et al., 2023). Under this logic, better talent management gives employees clearer direction, stronger competencies, and higher motivation, leading to higher performance, so the expected relationship is positive. This expectation aligns with recent findings: talent management practices significantly improve employee performance (Abdullahi et al., 2022; Alhammadi & Romle, 2023; Alsakarneh & Al-Gharaibeh, 2023). However, evidence from Indonesia is mixed because talent management was not significant in partial tests (Subagya et al., 2023). Since the effect appears to depend on context and on how consistently practices are implemented, it is important to test it in an organization whose talent systems are being redesigned during a transformation. **H_1: Talent Management Has a Positive Effect on Employee Performance.**

Knowledge Management and Employee Performance

The SECI model explains that knowledge is created and converted through socialization, externalization, combination, and internalization, turning individual knowledge into organizational knowledge that improves learning and work effectiveness (Nonaka, 1994; Nonaka & Takeuchi, 1995). In knowledge-based terms, organizations that manage their knowledge well make better use of existing competencies, so better knowledge management is expected to lead to higher performance. Recent studies support this expectation: knowledge management practices of exploration and exploitation improved employee performance and empowerment

(Harb et al., 2024), knowledge sharing improved employee performance (Meher & Mishra, 2022), technology-based knowledge sharing improved employees' job performance and well-being (Nguyen et al., 2023), and the knowledge management process improved employee performance (Alshammary & Ali, 2024). In contrast, Muis (2025) found no significant partial effect. This inconsistency, together with the pre-survey indication that knowledge-sharing practices at SIC are not yet optimal, makes it important to re-examine the relationship in a state-owned enterprise-based cooperative. **H_2: Knowledge Management Positively Affects Employee Performance.**

Moderating Role of Organizational Transformation Between Talent Management and Employee Performance

Talent management practices such as performance management, rewards, and mentoring operate within an organization's structure and systems. According to Lewin (1947), transformation unfreezes established routines. It makes employees more receptive to new practices; Burke and Litwin (1992) argue that structure, systems, and culture determine how well individual-level inputs, such as developed talent, translate into performance. The human resource-fit perspective adds that human resource practices are more effective when aligned with the organizational context (Delery & Doty, 1996), and dynamic capabilities theory argues that transformation reconfigures resources so developed talent can be redeployed toward new targets (Teece et al., 1997; Teece, 2018).

Together, these theories imply a positive moderation: the more advanced the transformation, the stronger the effect of talent management on performance. Empirical findings point in the same direction, because contextual conditions have been shown to strengthen the effects of human resource practices, as with organizational culture amplifying the effect of high-performance human resource practices on commitment (Yang & Mostafa, 2024), person–organization fit conditioning the effects of high-commitment human resource practices (Mostafa et al., 2023), and psychological empowerment conditioning the effect of strategic human resource practices on talent retention (Shahzad et al., 2024). Organizational change has also been associated with employee performance (Agustiyana et al., 2023), and it succeeds when communication, participation, and management commitment are present (Dempsey, 2021). However, its role as a boundary condition in talent management remains untested. Testing it is significant because transformation may determine whether talent investments pay off or are diluted by uncertainty. **H_3: Organizational Transformation Moderates (Strengthens) The Effect of Talent Management on Employee Performance**.

Moderating Role of Organizational Transformation Between Knowledge Management and Employee Performance

In the SECI model, knowledge conversion depends on enabling conditions such as a supportive culture, shared systems, and technology (Nonaka, 1994; Nonaka & Takeuchi, 1995), which transformation modifies (Burke & Litwin, 1992). From a dynamic capabilities perspective, a transformation reconfigures the routines through which employees create, share, and apply knowledge, allowing them to redeploy knowledge toward new performance targets (Teece et al., 1997; Teece, 2018). Hence, a positive moderation is expected: the more advanced the transformation, the stronger the effect of knowledge management on performance.

Consistent findings show that the performance outcomes of knowledge sharing depend on enabling conditions: training, support, and leadership conditioned the effect of technology-based knowledge sharing on employees' job performance and well-being (Nguyen et al., 2023), social climate conditioned the effect of knowledge sharing on engagement (Naim et al., 2024), and systematic review evidence identifies poor communication, low trust, and unstructured organizational design as barriers that weaken knowledge management (Santhose & Lawrence, 2023). Moreover, digital and organizational transformation changes the capabilities and structures through which knowledge flows (Verhoef et al., 2021). Because no previous study reviewed here tested this boundary condition, examining it addresses both the inconsistency in earlier findings and this study's contextual gap. **H_4: Organizational Transformation**

Moderates (Strengthens) The Effect of Knowledge Management on Employee Performance.

Figure 1 presents the study's research model. Talent management and knowledge management are the independent variables, and employee performance is the dependent variable. The arrows show the hypothesized positive direct effects of talent management and knowledge management on employee performance. Organizational transformation is the moderating variable. The labeled arrows from talent management to employee performance and from knowledge management to employee performance show that organizational transformation is expected to strengthen these two relationships. The positive sign indicates that higher levels of talent management and knowledge management are expected to increase employee performance, and that this effect strengthens as organizational transformation advances.

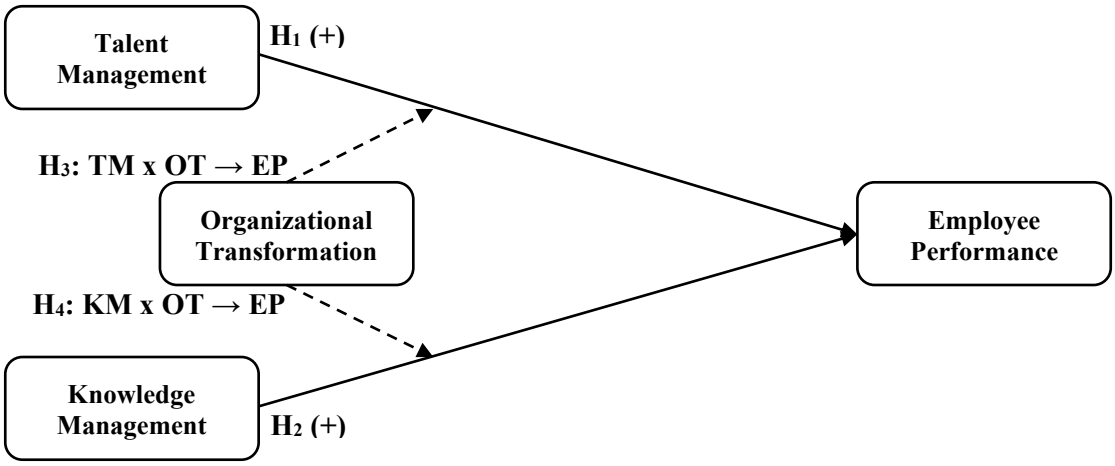


Figure 1. Research Model

3. Research Methodology

This study uses a quantitative, explanatory research design to analyze the causal relationships among talent management, knowledge management, and employee performance, with organizational transformation as a moderating variable. The study was conducted at Semen Indonesia Cooperative (SIC), focusing on its three main revenue-generating units: Bangun Tumbuh Persada Company, Global Raya Energi Nusantara Company, and Retail Business, with employees across Jakarta–Banten, Sumatra, West Java, Central Java, and East Java in Indonesia. The researchers selected these units as the front line of SIC's revenue achievement, so employee performance in these units directly affects organizational results. The researchers conducted a pre-survey on 9 April 2026 and the main survey on 24–30 June 2026. The researchers selected the research site because the company is undergoing organizational transformation, which aligns with the study's objectives.

This study's population comprised all permanent employees across SIC's three units, totaling 191 people. The researchers determined the sample size using the Slovin formula with a 5% margin of error, yielding 129 respondents. The study used proportional random sampling, so each division received respondents proportional to its permanent employee count, and researchers then randomly selected respondents from each unit's employee list. The sample excluded non-permanent staff.

The data were primary data obtained through questionnaires using a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree). The Human Resource and Training Division of SIC distributed the questionnaire online from 24 to 30 June 2026; 129 responses were collected, matching the planned sample, and all were complete and analyzed. The authors developed the research instrument based on indicators for each variable: talent management, knowledge management, organizational transformation, and employee performance, as summarized in Table 2. The items were written by the authors from these

indicators; no separate pilot test was conducted, and the validity and reliability of the instrument were evaluated through the measurement model. In addition to primary data, this study used secondary data from company documents, internal reports, books, scientific journals, and other literature sources supporting the study.

This study's independent variables are talent management (TM) and knowledge management (KM), while the dependent variable is employee performance (EP). Organizational transformation (OT) acts as a moderating variable, examined for its ability to strengthen or weaken the relationship between the independent variables and the dependent variable. The variables were operationalized based on the indicators specified in the research instrument to measure each construct comprehensively.

Table 2. Measurement Item Constructs

Variable	Item Construct
Talent Management (Zunaidah & Nabawi, 2020)	TM1: The company systematically develops talent planning in accordance with the competencies required by each work unit TM2: The company's employee selection and placement process is conducted based on the skills and qualifications required for each position TM3: The company offers mentoring or training programs that help me improve my job skills TM4: The company sets clear performance standards, so I understand the expectations I need to meet in my role TM5: The company gives me the recognition I deserve for my contributions and work achievements
Knowledge Management (Nonaka & Takeuchi, 1995)	KM1: I actively share my knowledge and work experience with my colleagues through discussions or teamwork KM2: I document my experiences and best practices in the form of reports or procedures that other employees can access KM3: The company integrates various forms of documented knowledge through information systems or formal meetings to produce more structured knowledge KM4: I apply the knowledge I have gained from training or company procedures in my day-to-day work
Organizational Transformation (Robbins & Judge, 2013)	OT1: I sense that there have been changes in the organizational structure and division of responsibilities that support the company's new business direction OT2: I have noticed updates to the company's work systems and technology to support more efficient operations OT3: I sense a shift in values and work culture within the company toward a greater focus on performance and professionalism OT4: Leadership actively supports and communicates the organizational transformation process, which motivates me to adapt to change
Employee Performance (Kasmir, 2016)	EP1: Complete tasks thoroughly and in accordance with the company's established quality standards EP2: Able to complete all assigned work targets within the specified time frame EP3: Complete tasks and assignments according to the established schedule without compromising the quality of the work EP4: Making the best use of available resources to complete the work EP5: Able to complete tasks and make work-related decisions independently without always having to rely on instructions from superiors

Data were analyzed using structural equation modeling–partial least squares (SEM-PLS) with SmartPLS 4. SEM-PLS was chosen because it is suited to prediction-oriented models that contain several latent constructs and interaction terms (Hair et al., 2019; Hair & Alamer, 2022;

Sarstedt et al., 2022), and the analysis and reporting followed current SmartPLS guidelines (Cheah et al., 2023; Ringle et al., 2023). The moderating effects of organizational transformation were estimated using the two-stage approach (Henseler & Chin, 2010). The analysis began with the measurement (outer) model, which was evaluated through (a) convergent validity, using outer loadings of at least 0.70 and average variance extracted (AVE) of at least 0.50 (Fornell & Larcker, 1981; Hair et al., 2019). Discriminant validity is assessed using the Fornell–Larcker criterion, in which the square root of each construct's AVE must exceed its correlations with other constructs (Fornell & Larcker, 1981), and the heterotrait–monotrait ratio (HTMT) must be below 0.90 (Henseler et al., 2015). Reliability was assessed using Cronbach's alpha and composite reliability, with values of at least 0.70 (Hair et al., 2019).

The structural (inner) model was then evaluated. The model's explanatory power was assessed using the coefficient of determination (R^2), where values of 0.75, 0.50, and 0.25 are regarded as substantial, moderate, and weak, respectively (Hair et al., 2019). Its predictive relevance was assessed using Q^2predict, where values above zero indicate predictive relevance (Shmueli et al., 2019). Hypothesis testing was conducted using a bootstrapping procedure at a 5% significance level (two-tailed), so a hypothesis was accepted if the t-statistic was> 1.96 or the p-value was < 0.05 (Hair et al., 2019).

4. Result and Discussion

Table 3 summarizes the characteristics of the 129 respondents. Respondents were predominantly male (95.3%), reflecting the distribution, trading, and field-operations nature of the units studied. Most respondents work in regional Retail Business units, with the largest groups in Central Java, Indonesia (63 respondents in three units; 48.8%) and East Java, Indonesia (32 respondents in two units; 24.8%), consistent with the sample's proportional allocation.

Table 3. Respondent Characteristics

Characteristic	Category	Frequency	Percentage (%)
Gender	Male	123	95.3
	Female	6	4.7
Unit	Bangun Tumbuh Persada Company	3	2.3
	Global Raya Energi Nusantara Company	1	0.8
	Retail Business Company	1	0.8
	Retail Business Jakarta–Banten, Sumatra	14	10.9
	Retail Business West Java	15	11.6
	Retail Business Central Java 1	23	17.8
	Retail Business Central Java 2	20	15.5
	Retail Business Central Java 3	20	15.5
	Retail Business East Java 1	22	17.1
	Retail Business East Java 2	10	7.8

The image displays a partial least squares structural equation modeling (PLS-SEM) model evaluating the relationships among four latent variables: TM, KM, OT, and EP. All measurement items show strong outer loadings above the standard 0.70 threshold, indicating excellent indicator reliability. In the structural model, TM has the strongest direct effect on the endogenous variable EP ($\beta = 0.425$), followed by OT ($\beta = 0.203$) and KM ($\beta = 0.202$). Additionally, TM positively affects OT (coefficient = 0.331), suggesting a potential mediating role of OT within the framework. Overall, the model shows moderate-to-substantial explanatory power, as the R-square (R2) value indicates that TM, KM, and OT collectively explain 58.5% of the total variance in EP.

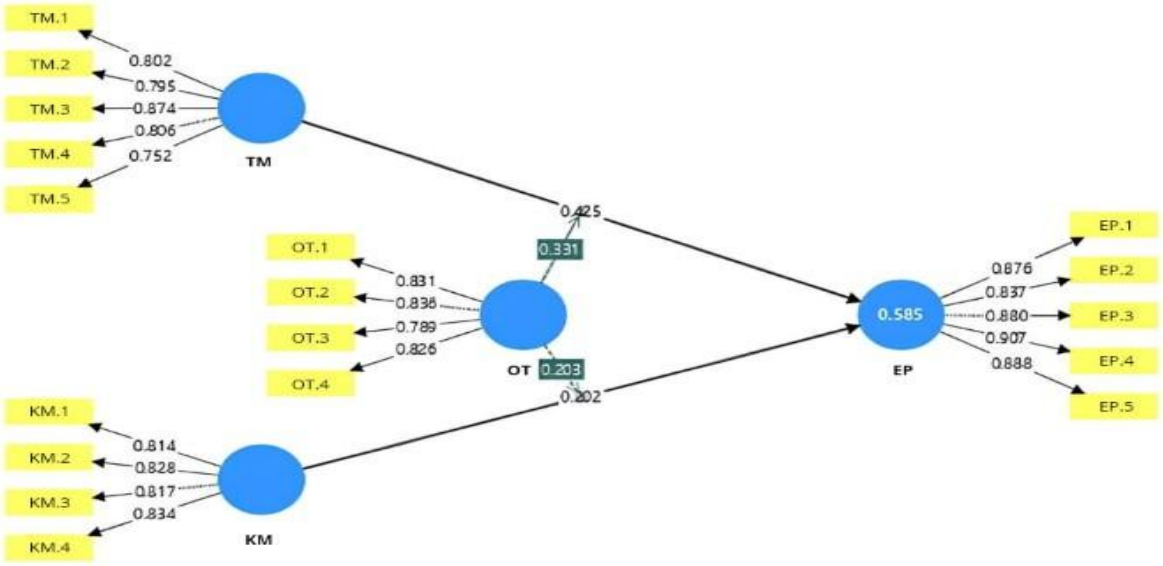


Figure 2. Measurement Model

Based on Table 4, all indicators have outer loadings greater than 0.70, meeting the convergent validity criterion (Hair et al., 2019). The highest loading is for indicator EP4 (0.907), while the lowest is for indicator TM5 (0.752). Accordingly, all indicators are valid and can represent the constructs being measured. The reliability test results show that all variables have Cronbach's alpha and composite reliability values above 0.70, as well as AVE values greater than 0.50 (Fornell & Larcker, 1981; Hair et al., 2019). Accordingly, all constructs are declared reliable and meet convergent validity requirements, making them suitable for testing the structural model.

Table 4. Outer Loading

Construct	Outer Loading	Cronbach's Alpha	Composite Reliability	Average Variance Extracted
Talent Management		0.866	0.871	0.651
TM1	0.802			
TM2	0.795			
TM3	0.874			
TM4	0.806			
TM5	0.752			
Knowledge Management		0.843	0.849	0.678
KM1	0.814			
KM2	0.828			
KM3	0.817			
KM4	0.834			
Employee Performance		0.926	0.933	0.771
EP1	0.876			
EP2	0.837			
EP3	0.880			
EP4	0.907			
EP5	0.888			
Organizational Transformation		0.839	0.841	0.674
OT1	0.831			
OT2	0.836			
OT3	0.789			
OT4	0.826			

Journal of Management and Business Insight
Volume 4, Issue 1, May 2026, Pages 136-152

Table 5. Fornell-Larcker Criterion

	Talent Management	Knowledge Management	Employee Performance	Organizational Transformation
TM	0.807			
KM	0.264	0.823		
EP	0.527	0.323	0.878	
OT	0.261	0.414	0.396	0.821

Table 5 shows that the square root of the AVE for each construct (the diagonal values) exceeds its correlations with other constructs, so the discriminant validity requirement of the Fornell–Larcker criterion is met (Fornell & Larcker, 1981). The values on the main diagonal (0.807, 0.823, 0.878, and 0.821) represent the square roots of the AVE for each construct. Meanwhile, the values below the main diagonal indicate the correlation coefficients between constructs in the research model. Based on this method, discriminant validity is met because each square root of AVE exceeds the correlation between that construct and the other constructs. Therefore, all variables in this study have good discriminant validity and are distinct from one another. Based on the HTMT test results in Table 6, all values are below 0.90, meeting the discriminant validity criterion (Henseler et al., 2015). These results indicate that each construct discriminates well and adequately distinguishes the research variables.

Table 6. Heterotrait-Monotrait Ratio

	Talent Management	Knowledge Management	Employee Performance
KM	0.308		
EP	0.577	0.360	
OT	0.308	0.494	0.442

The inner model evaluation assessed the structural model's ability to explain the relationships among the latent variables under study. In this study, the inner model evaluation was conducted through R-Square (R^2) and Predictive Relevance (Q^2 Predict) testing. Based on Table 7, employee performance has an R-Square value of 0.585 and an Adjusted R-Square value of 0.569. The R-Square value of 0.585 indicates that talent management, knowledge management, and organizational transformation, along with the moderating effects from the organizational transformation × talent management and organizational transformation × knowledge management interactions, explain 58.5% of the variance in Employee Performance. The remaining 41.5% is explained by variables outside the research model, such as job satisfaction, leadership style, and organizational commitment. According to Hair et al. (2019), an R-Square value of 0.75 is substantial, 0.50 is moderate, and 0.25 is weak. Accordingly, the research model moderately explains employee performance and is suitable for further hypothesis testing.

Table 7. R-Square Values

Variable	R-Square	R-Square Adjusted
Employee Performance	0.585	0.569

Based on Table 8, the employee performance variable has a Q^2 Predict value of 0.512. Because this value is greater than 0, the research model has predictive relevance for the endogenous construct (Shmueli et al., 2019). In addition, the Root Mean Square Error (RMSE) of 0.709 and the Mean Absolute Error (MAE) of 0.583 indicate relatively low prediction error. Accordingly, the research model not only explains the relationships among variables structurally but also predicts the observed data well.

Table 8. Q^2 Predict Values

Variable	Q^2predict	RMSE	MAE
Employee Performance	0.512	0.709	0.583

Hypothesis testing was conducted using bootstrapping in SmartPLS 4 to determine the significance of the relationships among variables in the research model. A hypothesis is accepted if the T-statistic is > 1.96 and the P-value is < 0.05 at the 5% significance level. Table 9 shows that all hypothesized paths are positive and significant. Talent management has a positive, significant effect on employee performance, supporting the first hypothesis. Knowledge management also has a positive, significant effect on employee performance, supporting the second hypothesis. The interaction between organizational transformation and talent management is significant, so the third hypothesis is accepted, and the interaction between organizational transformation and knowledge management is also significant, so the fourth hypothesis is accepted. Hence, organizational transformation strengthens the effect of both talent management and knowledge management on employee performance. The direct path from organizational transformation to employee performance is the control path in the two-stage moderation model and remains positive and significant.

Table 9. Hypothesis Testing Results

Path	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values
Talent Management → Employee Performance	0.425	0.431	0.064	6.630	0.000
Knowledge Management → Employee Performance	0.202	0.206	0.066	3.071	0.002
Organizational Transformational → Employee Performance (Control Path)	0.298	0.296	0.068	4.366	0.000
Organizational Transformational × Talent Management → Employee Performance	0.331	0.314	0.072	4.573	0.000
Organizational Transformational × Knowledge Management → Employee Performance	0.203	0.201	0.060	3.378	0.001

Discussion

Talent Management and Employee Performance

Acceptance of the first hypothesis shows that talent management improves employee performance at SIC, consistent with HCT. The theory views planned investment in employees' competencies as a source of higher productivity (Schultz, 1961; Becker, 1962; Becker, 1964), and the resource-based view adds that such investment creates durable advantage when talented employees are developed and retained (Barney et al., 2021; Kaliannan et al., 2023). The relationship works through competence and motivation: talent planning clarifies the competencies the organization needs, selection places people according to their qualifications, mentoring transfers skills, performance management gives clear standards and feedback, and rewards sustain effort. Employees who worked for years in a family-like cooperative culture now face more structured, competitive expectations, so these practices give them direction during a period of change. The same logic explains recent findings in other settings, where talent practices improved performance among university staff (Abdullahi et al., 2022), government employees (Alhammadi & Romle, 2023), and service-sector employees (Alsakarneh & Al-Gharaibeh, 2023).

Among the talent practices, coaching and mentoring most strongly reflect talent management in this study. This matters for the Retail Business units, which span several regions and have limited direct contact with the head office; mentoring is the main channel through which new capabilities, values, and work standards reach employees regardless of distance. Previous work has also shown that mentoring and training explain performance (Abdullahi et al., 2022; Alhammadi & Romle, 2023), and inclusive development of all employees is argued to strengthen organizational performance (Kaliannan et al., 2023). The result differs from studies that found no significant partial effect of talent management (Subagya et al., 2023). Those studies point to weak management commitment and inconsistent implementation, suggesting that talent

management benefits depend on how consistently practices are carried out. In SIC, the persistent KPI score in the "Partly Meet Expectation" category may reflect uneven implementation across units rather than a lack of talent effect, which future research should test directly.

Knowledge Management and Employee Performance

Accepting the second hypothesis suggests that knowledge management improves employee performance. In the SECI model, socialization, externalization, combination, and internalization convert individual knowledge into organizational knowledge and back into individual capability, improving learning and work effectiveness (Nonaka, 1994; Nonaka & Takeuchi, 1995). Employees who can access, share, and apply knowledge make fewer errors, solve problems faster, and adapt more quickly to new procedures, which raises the quality and timeliness of their work. This logic is reflected in recent findings that knowledge management practices improved performance in higher education (Harb et al., 2024), that knowledge sharing improved performance through organizational learning (Meher & Mishra, 2022), and that knowledge processes improved performance through creativity (Alshammary & Ali, 2024).

Internalization, applying knowledge in daily work, is the strongest reflection of knowledge management in this study. This fits the operational, results-oriented Retail Business units, where knowledge that cannot be applied contributes little to performance. Knowledge management contributes less than talent management, consistent with the pre-survey showing that knowledge-sharing culture, documentation, and access to knowledge are perceived as uneven. Systematic evidence shows that poor communication, low trust, and unstructured organizational design reduce the benefit of knowledge practices (Santhose & Lawrence, 2023), and technology-based knowledge sharing improves performance only when employees are supported and trained (Nguyen et al., 2023). Muis's (2025) differing findings likewise indicate that the performance payoff of knowledge management depends on how well the entire knowledge cycle is integrated.

Moderating Role of Organizational Transformation on Talent Management

Accepting the third hypothesis shows that organizational transformation strengthens the effect of talent management on employee performance. Following Lewin (1947), SIC is in the most intensive change stage, with rebranding, restructuring, a new KPI system, and a shift toward a results-oriented culture. In this stage, routines are unfrozen, and employees' readiness to accept change determines how well they absorb talent programs. Employees who understand why change is needed, feel that the new systems support their development, and feel supported by management are more open to mentoring, more motivated by the new performance standards, and better able to see rewards as fair. This reasoning follows Burke and Litwin's (1992) view that structure, systems, and culture determine how well individual inputs translate into performance, and the human resource-fit argument that practices work better when aligned with the organizational context (Delery & Doty, 1996).

Similar conditioning effects have been reported for other contextual factors: organizational culture amplified the effect of high-performance human resource practices on commitment (Yang & Mostafa, 2024), person–organization fit conditioned the effects of high-commitment human resource practices (Mostafa et al., 2023), and psychological empowerment conditioned the effect of strategic human resource practices on talent retention (Shahzad et al., 2024). Management support is also consistent with evidence that communication, participation, and top-management commitment are the most common success factors in change (Dempsey, 2021). Changes in technology and systems most strongly reflect transformation at SIC, suggesting that employees' most visible change is the renewal of daily work systems, including a more structured KPI system. A clearer KPI framework provides mentoring and appraisal with more concrete benchmarks, strengthening the link between talent management and performance. The model's positive direct path of transformation is also consistent with findings that organizational change is associated with employee performance (Agustiyana et al., 2023); it is part of the two-stage moderation specification, not a mediation test.

Moderating Role of Organizational Transformation on Knowledge Management

Accepting the fourth hypothesis shows that organizational transformation also strengthens the effect of knowledge management on employee performance. In the SECI model, knowledge conversion depends on enabling conditions such as culture, systems, and technology (Nonaka, 1994; Nonaka & Takeuchi, 1995), and transformation changes exactly these elements. From a dynamic capabilities perspective, transformation reconfigures the routines through which employees create, share, and apply knowledge, allowing them to redeploy knowledge toward new targets (Teece et al., 1997; Teece, 2018). At SIC, updated information systems allow knowledge to be documented and distributed digitally across regions, standardized procedures give a clearer basis for externalization, and modern communication tools support socialization among employees in different regions; together these conditions make the knowledge cycle more effective.

This reasoning agrees with evidence that enabling conditions decide whether knowledge sharing pays off: training, support, and leadership conditioned the effect of technology-based knowledge sharing on job performance and well-being (Nguyen et al., 2023), social climate conditioned the effect of knowledge sharing on engagement (Naim et al., 2024), and barriers such as poor communication and unstructured organizational design weaken knowledge management (Santhose & Lawrence, 2023). Digital and organizational transformation also changes the capabilities and structures through which knowledge flows (Verhoef et al., 2021). The moderating effect is stronger for talent management than for knowledge management. A possible explanation is that talent practices such as mentoring and appraisal are tied directly to structure and the KPI system, which change first, whereas knowledge management depends more on culture and sharing habits, which change more slowly (Lewin, 1947); this interpretation was not tested here. Overall, the findings extend HCT by showing that the returns on investment in talent and knowledge depend on the context of organizational transformation.

5. Conclusion

This study examined whether talent management and knowledge management improve employee performance at SIC and whether organizational transformation strengthens these effects. The answer is affirmative on both counts: developing and retaining talent and managing knowledge systematically both contribute to better employee performance, and their contribution is greater where employees perceive the organization's structure, systems, and culture as changing in support of these practices. Employee performance at SIC therefore depends not only on which human resource and knowledge practices exist, but also on how well those practices are embedded in, and understood within, the organization's transformation.

First, the study extends HCT by showing that the productivity returns to investments in talent and knowledge depend on organizational transformation, which amplifies them. Second, it integrates the resource-based, dynamic capability, and change-management perspectives with HCT, offering a mechanism-based account of moderation. Third, it draws on a state-owned enterprise-based cooperative and helps reconcile mixed findings in the literature by identifying transformation as a boundary condition for the talent management–performance and knowledge management–performance relationships.

For SIC management, three actions follow. First, coaching and mentoring should be structured and standardized across units, for example through senior mentors in each unit and scheduled supervisor–employee sessions, supported by digital platforms for remote mentoring in regional Retail Business units. Second, training should be followed by mechanisms for real application at work, such as post-training practice assignments and periodic evaluation, and knowledge documentation should be easily accessible to all units. Third, system and technology renewal, including transparent, real-time KPI dashboards, should be explicitly integrated with talent and knowledge programs and communicated consistently, because employees' perceptions of transformation shape how well these practices work. For other cooperatives and state-owned enterprises undergoing transformation, human resource and knowledge initiatives should be integrated with structural and cultural change rather than run as separate programs.

This study has several limitations. It is cross-sectional and captures employees' perceptions at one point in time, so it cannot capture how perceptions change as the transformation unfolds. The population is limited to permanent employees of the three main revenue-generating units (Bangun Tumbuh Persada Company, Global Raya Energi Nusantara Company, and Retail Business), so the findings may not generalize to supporting units or non-permanent staff. The data are self-reported, leaving room for perceptual bias and social desirability, and the sample is dominated by male employees (95.3%), limiting gender representation. In addition, the instrument was not pilot-tested separately, and the model still leaves some variance in employee performance unexplained. Future studies should expand the population to supporting units, use longitudinal designs and objective KPI data, test for common method bias (e.g., through full-collinearity VIF), and examine other variables such as job satisfaction, leadership style, and organizational commitment.

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