

**YANGON UNIVERSITY OF ECONOMICS
DEPARTMENT OF MANAGEMENT STUDIES
MBA PROGRAMME**

**THE EFFECT OF TALENT MANAGEMENT ON
ORGANIZATIONAL PERFORMANCE
OF ORIGIN BUSINESS SOLUTIONS COMPANY**

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MBA II - 4
EMBA 27th BATCH**

MAY, 2025

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ACADEMIC YEAR (2023-2025)

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This thesis is submitted to the Board of Examiners in partial fulfillment of the requirements for the degree of Master of Business Administration (MBA).

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ACCEPTANCE

This is to certify that the thesis entitled “**The Effect of Talent Management on Organizational Performance of Origin Business Solutions Company.**” has been accepted by the Examination Board for awarding Master of Business Administration (MBA) degree.

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ABSTRACT

The primary objectives of the study are to analyze the effect of talent management on organizational performance of Origin Business Solutions Company and to analyze the mediating effect of organizational commitment on the relationship between talent management and organizational performance of Origin Business Solutions Company. Both primary and secondary data are collected for this study. The population of the study consists of 100 employees at Origin Business Solutions Company, with a sample size of 80 determined using the Raosoft sample size calculator. Primary data are gathered through an online survey using structured questionnaires, while secondary data are collected from related textbooks, articles, websites, international dissertations, and other local MBA research papers from the library. For data analysis, both descriptive statistics and linear regression analysis are applied. The findings reveal that talent attraction has a positive and significant effect on organizational performance, and organizational commitment acts as a significant mediator on the relationship between talent attraction and organizational performance. Based on these findings, it is recommended that aligning talent management practices with broader organizational goals is essential to maximize their effectiveness. By integrating organizational commitment, talent attraction, and career development strategies, Origin Business Solutions Company can foster a more focused and motivated workforce. Additionally, it is suggested that Origin Business Solutions Company should continue to invest in career development programs and create an environment that promotes employee engagement to enhance organizational performance further.

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TABLE OF CONTENTS

	PAGE
ABSTRACT	i
ACKNOWLEDGEMENTS	ii
TABLE OF CONTENTS	iii
LIST OF TABLES	v
LIST OF FIGURES	vi
LIST OF ABBREVIATIONS	vii
CHAPTER 1 INTRODUCTION	1
1.1 Rationale of the Study	4
1.2 Objectives of the Study	5
1.3 Scope and Method of the Study	6
1.4 Organization of the Study	6
CHAPTER 2 THEORETICAL BACKGROUND	8
2.1 Talent Management	8
2.2. Organizational Commitment	14
2.3. Organizational Performance	16
2.4 Previous Studies	17
2.5 Conceptual Framework of the Study	21
CHAPTER 3 PROFILE AND TALENT MANAGEMENT OF ORIGIN BUSINESS SOLUTIONS	22
3.1 Profile of Origin Business Solutions	22
3.2 Organizational Structure of Origin Business Solutions	23
3.3 Talent Management of Origin Business Solutions	25
3.4 Demographic Profile of the Respondents	29
3.5 Reliability Test	32

CHAPTER 4	ANALYSIS ON THE EFFECT OF TALENT MANAGEMENT ON ORGANIZATIONAL PERFORMANCE OF ORIGIN BUSINESS SOLUTIONS	34
4.1	Employee Perception on Talent Management, Organizational Commitment, and Organizational Performance	34
4.2	Analysis on the Effect of Talent Management on Organizational Performance of Origin Business Solutions Company	40
4.3	Analysis on the Mediating Effect of Organizational Commitment on the Relationship Between Talent Attraction and Organizational Performance of Origin Business Solutions Company	42
CHAPTER 5	CONCLUSION	48
5.1	Findings and Discussions	48
5.2	Suggestions and Recommendations	51
5.3	Needs for Further Research	53
 REFERENCES		
APPENDIX I		
APPENDIX II		

LIST OF TABLES

Table No.	Description	Page
Table (3.1)	Demographic Profile of the Respondents	30
Table (3.2)	Reliability Analysis	33
Table (4.1)	Talent Attraction	35
Table (4.2)	Learning and Development	36
Table (4.3)	Talent Retention	37
Table (4.4)	Career Management	38
Table (4.5)	Organizational Commitment	39
Table (4.6)	Organizational Performance	40
Table (4.7)	Effects of Talent Management on Organizational Performance	41
Table (4.8)	Effects of Talent Attraction on Organizational Performance	43
Table (4.9)	Effects of Talent Attraction on Organizational Commitment	44
Table (4.10)	Effect of Talent Attraction and Organization Commitment on Organizational Performance	44
Table (4.11)	Sobel Test Result for Mediating Test of Organizational Commitment on the Relationship between Talent Attraction and Organizational Performance	45

LIST OF FIGURES

Figure No.	Description	Page
Figure (2.1)	Conceptual Framework of Abdulla	18
Figure (2.2)	Conceptual Framework of Yulong	20
Figure (2.3)	Conceptual Framework of the Study	21
Figure (3.1)	Organization Chart of the Origin Business Solutions Company	24
Figure (4.1)	Mediating Effect of Organizational Commitment on the Relationship between Talent Attraction and Organizational Performance	46

CHAPTER 1

INTRODUCTION

In Myanmar's contemporary and highly competitive business landscape, especially within the software industry, effective talent management has become indispensable for achieving sustainable organizational success. As global markets evolve and the demand for advanced technological solutions grows, companies must increasingly recognize human capital as a critical strategic resource. Talent management goes beyond traditional human resource practices; it constitutes a comprehensive approach involving the attraction, development, retention, and motivation of employees while ensuring their individual goals align with the organization's broader objectives.

The software industry, characterized by rapid innovation, agility, and technological expertise, particularly highlights the importance of managing talent effectively. For companies like Origin Business Solutions Company, the ability to recruit and nurture top-tier software professionals determines not only their capacity for innovation but also their overall market competitiveness. Unlike industries that rely heavily on physical assets, the software sector depends primarily on intellectual capital, making human resources the principal drivers of value creation and business performance.

Talent management is defined strategic importance for organizations across the world in the 21st century (Collings & Mellahi, 2009). Most organizations that operate globally face formidable challenges in talent management. Talent management, therefore, encompasses several interconnected dimensions: talent attraction, learning and development, retention strategies, and career management. Each of these areas plays a vital role in enhancing employee capabilities, engagement, and loyalty. Companies that invest in structured talent development initiatives are more likely to maintain a committed and productive workforce capable of driving continuous innovation.

Talent attraction is defined to the process of enticing highly sought-after passive candidates to a particular employer and motivating them to consider applying for

positions by highlighting the anticipated advantages and benefits (Sembiring & Damayanti, 2023). Talent attraction is the organization's effort to draw skilled, motivated, and culturally compatible individuals into the company. In a fast-growing industry like software, attracting the right talent ensures the organization has the human capital it needs to innovate and compete.

Learning and development is defined to the process of aligning the goals and performance of individuals and groups with the broader vision and objectives of the organization (Reitgruber, 2023). It is also defined as the process of ensuring that the organization possesses a proficient, expert, and engaged workforce (Jovanovic et al., 2016). Learning and development encompasses continuous educational and skill-building activities that help employees grow professionally. These activities include formal training, mentoring, job rotations, and access to resources that expand their capabilities. Academically, Learning and development is grounded in human capital theory, which suggests that investing in employees' knowledge and skills leads to improved performance and innovation. In dynamic industries like technology, where tools and practices evolve rapidly, ongoing development is not just beneficial it is essential.

Talent retention is defined as an organization's ability to keep its employees under contract, creating a more stable, productive workforce (Pratt & Florentine, 2022). It focuses on retaining skilled employees within the organization over the long term and reflects the company's ability to create a work environment where employees feel valued, supported, and motivated to stay. Herzberg's Two-Factor Theory and psychological contract theory are commonly used to explain employee retention. Both theories suggest that retention is influenced by a combination of hygiene factors and motivators, which impact an employee's decision to stay or leave.

Career management is defined to the combination of structured planning and the active management of one's professional career (Hamburg, 2003). Successful career management leads to personal fulfillment and the achievement of professional goals. It involves helping employees plan, pursue, and navigate their career paths within the organization. Key aspects of career management include goal setting, succession planning, career coaching, and providing growth opportunities. Career management aligns with self-determination theory, which emphasizes the importance of autonomy, competence, and relatedness in fostering both personal and professional fulfillment.

When companies actively support career development, employees are more likely to feel committed, empowered, and aligned with long-term organizational goals. In tech companies, having strong career development paths is especially crucial to retaining high-potential employees who seek advancement and new challenges.

Organizational commitment is defined to the emotional and psychological connection employees have with their organization, significantly influencing their intention to stay and their willingness to go beyond basic job requirements (Meyer & Allen, 1997). When employees perceive fairness, support, and opportunities for growth, they are more likely to feel a genuine connection to their workplace (Meyer & Allen, 1997). Effective talent management that addresses both the emotional and practical needs of employees contributes not only to positive workplace behavior but also to a more committed, stable workforce. Ultimately, nurturing organizational commitment is a strategic advantage that supports long-term organizational success and a thriving workplace culture.

Organizational performance is defined to the actual output or results of an organization as measured against its intended outputs (Richard et al., 2009). In this study, organizational performance is the outcome variable, representing how well the company achieves its objectives in terms of efficiency, profitability, innovation, and customer satisfaction. In knowledge-driven sectors such as software development, performance heavily depends on the capabilities and motivation of the workforce. This variable captures the tangible impact of talent management and employee behavior on business results and long-term sustainability.

Origin Business Solutions Company is a key player in Myanmar's digital transformation, offering advanced services through partnerships with global tech leaders like AWS, Huawei Cloud, ZOOM, and Google. Founded in 2018, the company specializes in software development, web and mobile applications, and digital products, assisting both private and government sectors in modernizing operations and enhancing customer engagement. With a client-centric approach, visionary leadership, and a skilled workforce, Origin Business Solutions is shaping the future of digital transformation in Myanmar and Southeast Asia. Effective talent management practices focused on attracting, developing, and retaining skilled professionals are essential for sustaining the company's competitive edge in a dynamic market.

1.1 Rationale of the Study

The software industry is pivotal in driving innovation and economic growth, particularly in emerging markets in Myanmar. As digital transformation accelerates, software companies are at the forefront of technological advancements, offering solutions that enhance efficiency and connectivity across various sectors. In such a dynamic environment, the ability to attract, develop, and retain top talent becomes a critical determinant of success.

Organizational performance is a direct reflection of a company's ability to achieve its strategic objectives, deliver value to stakeholders, and maintain competitiveness. In the software industry, performance is often measured by factors such as innovation, customer satisfaction, and operational efficiency. Effective talent management practices are essential in fostering a high-performance culture that drives these outcomes, ensuring that the organization remains agile and responsive to market demands. Moreover, organizations that invest in talent development and create a supportive work environment often experience improved employee engagement and retention, further enhancing overall performance.

Organizational commitment encompasses the psychological attachment employees feel toward their organization, significantly influencing their willingness to exert effort and remain with the company. Elevated levels of commitment are linked to increased job satisfaction, reduced turnover, and enhanced productivity. In the software industry, where specialized knowledge and expertise are paramount, fostering organizational commitment is essential for sustaining long-term success and minimizing the costs associated with employee attrition. Additionally, a strong sense of commitment can lead to greater collaboration and innovation, as employees are more likely to invest in the organization's goals and contribute to its success.

Career management involves providing employees with opportunities for growth and advancement within the organization. By aligning individual aspirations with organizational goals, companies can enhance employee engagement and retention. In the software industry, where skill development is continuous, effective career management ensures that employees remain motivated and equipped to meet evolving technological challenges.

Talent retention is vital in the software industry, where the demand for skilled professionals often exceeds supply. High turnover rates can lead to loss of expertise, increased recruitment costs, and disruption of project continuity. Implementing strategies that promote job satisfaction, work-life balance, and recognition can significantly improve retention rates, thereby maintaining a stable and experienced workforce.

Continuous learning and development are essential in the software industry, given the rapid pace of technological advancements. Organizations that invest in learning and development programs enable employees to acquire new skills, adapt to emerging tools, and innovate effectively. A robust learning and development framework not only enhances individual performance but also contributes to the organization's overall capability to meet market demands.

Attracting top talent is the first step in building a high-performing software organization. A strong employer brand, competitive compensation packages, and a positive work culture are key factors that influence potential candidates. In a competitive market, companies that effectively communicate their value proposition can attract skilled professionals who are aligned with the organization's vision and objectives.

Origin Business Solutions Company, established in 2018, has emerged as a leading digital solutions provider in Myanmar. With a focus on software development, web and mobile applications, and digital product creation, the company supports both private businesses and government entities in their digital transformation efforts. As the company continues to expand its operations across Myanmar, Thailand, and Cambodia, understanding and enhancing talent management practices will be crucial in sustaining its growth and maintaining high organizational performance.

1.2 Objectives of the Study

The main objectives of the study are as follows:

- (1) To analyze the effect of talent management on organizational performance of Origin Business Solutions Company, and

- (2) To analyze the mediating effect of organizational commitment on the relationship between talent management and organizational performance of Origin Business Solutions Company.

1.3 Scope and Methods of the Study

This study primarily focuses on examining the relationship between talent management and organizational performance at Origin Business Solutions Company Limited. The organization has a total workforce of 100 employees as of March 30, 2025. Both primary and secondary data are utilized in this study. The target sample size of 80 employees is determined using the Raosoft sample size calculator. A simple random sampling method is applied to collect the primary data. Primary data is collected through an online survey using a structured questionnaire designed with 5-point Likert scale questions. Secondary data is gathered from various academic resources, including textbooks, scholarly articles, reputable websites, international dissertations, and local MBA research papers available in university libraries. The online survey begins in the second week of April 2025. For data analysis, the study applies descriptive statistics to summarize the data and linear regression analysis to explore the effect of variables.

1.4 Organization of the Study

This paper consists of five chapters. Chapter one includes an introduction by outlining the rationale of the study, objectives of the study, scope and method of the study, and organization of the study. Chapter two presents the theoretical background, focusing on talent management practices such as talent attraction, learning and development, talent retention, career management and organizational commitment, and organizational performance, as well as previous studies and the conceptual framework of the study. Chapter three provides a profile and talent management of Origin Business Solutions Company, including the demographic profile of respondents and the reliability test. Chapter four presents the data analysis on the effect of talent management on organizational performance of Origin Business Solutions Company Limited, and descriptive statistics and linear regression analysis are used in this study.

Finally, chapter five is the conclusion part presenting the summary of the main findings and discussions, suggestions and recommendations, and the need for further research.

CHAPTER 2

THEORETICAL BACKGROUND

This chapter provides the theoretical foundation for the study, focusing on the key constructs of talent management and its effect on organizational performance. Talent management includes talent attraction, learning and development, talent retention, and career management. Organizational commitment is discussed as a mediating factor in the relationship between talent management and organizational performance. Additionally, the chapter reviews previous studies and concludes with the conceptual framework of the study.

2.1 Talent Management

Talent management is defined as the methodically organized, strategic process of getting the right talent onboard and helping them grow to their optimal capabilities keeping organizational objectives in mind (Deb, 2005). Over time, talent management has become a central element in modern organizational strategy, evolving significantly from traditional human resource management practices. In an increasingly competitive and globalized environment, the ability to attract, develop, retain, and deploy talent is crucial for achieving sustainable organizational success (Collings et al., 2019). Today, talent management is seen as a holistic and strategic process that is closely aligned with an organization's long-term goals, rather than merely managing employees.

Lewis and Heckman (2020) described talent management as a systematic process that involves anticipating human capital and strategically planning for the acquisition, development, and retention of talent. They argue that organizations must not only respond to immediate workforce demands but must also proactively develop pipelines for future leadership and essential skills. As markets and technologies rapidly evolve, organizations must ensure their workforce is agile, innovative, and continuously learning.

Talent management encompassed several key functions, including talent attraction, learning and development, talent retention, and career management (Gallardo & Thunnissen, 2022). Effective talent management systems require

integration across organizational departments and alignment with the broader strategic vision to ensure their success (King, 2020).

Collings et al. (2019) emphasized that global talent management should not only focus on attracting high performers but also on engaging and retaining them, particularly in industries where specialized skills are scarce, such as the software sector. Failure to manage talent effectively can result in high turnover costs, the loss of critical organizational knowledge, diminished innovation, and ultimately lower financial performance.

Talent management is no longer seen as an isolated HR function but as a core driver of organizational effectiveness. Organizations that invest in integrated, inclusive, and technology-enabled talent management practices are more likely to achieve superior performance, foster innovation, and maintain a competitive advantage. The ability to adapt talent strategies to shifting market dynamics and evolving employee expectations is essential for long-term success.

2.1.1 Talent Attraction

Talent attraction is defined as more than traditional recruitment; it involves creating a comprehensive strategy that effectively communicates an organization's appeal and positions it as a desirable workplace (Minchington, 2010). This includes offering competitive salaries, showcasing an inclusive and supportive workplace culture, providing opportunities for advancement, and promoting meaningful work.

According to Berthon et al. (2005), the attractiveness of an employer significantly influences job seekers' preferences, especially in knowledge-intensive sectors. Job seekers are increasingly prioritizing organizations that align with their values and offer both financial rewards and opportunities for personal and professional growth. In competitive industries such as software, where innovation and expertise are critical, attracting the right talent is even more essential.

Attracting top talent is no longer just about compensation; it's about offering a holistic employee experience. Kucherov and Zavyalova (2012) found that organizations that invest in employer branding and manage their reputation as an employer enjoy a competitive advantage in the talent market.

Sokro (2012) highlighted the importance of employer branding in attracting and retaining high-quality employees, emphasizing that effective branding makes organizations employers of choice. Botha and Swarth (2011) found that employers who understand the needs of their target group are more successful in attracting talent. Additionally, clear communication of the employer brand message is crucial for attracting the right job seekers. In recruitment, the initial step is attracting a talent pool with the desired traits, sourced both internally and externally. While internal attraction is often preferred due to employees' familiarity with the organization, external attraction becomes important when an organization seeks radical change or new skills (Lyria, 2013).

Kelly (2013) surveyed businesses in the finance, engineering, and IT sectors, identifying key components of talent attraction such as salary packages, benefits, recruitment styles, work-life balance, and social networking opportunities. These factors influence a candidate's decision to join an organization. Line managers, who interact with employees daily, play a crucial role in talent attraction. Their relationships with staff directly impact employee retention and engagement, contributing to longer tenures and higher organizational contributions.

Talent attraction strategies must also adapt to changing workforce needs. The rise of remote work and flexible scheduling has made organizations more attractive to individuals seeking better work-life balance (Baruch, 2004). As the job market evolves, organizations must not only address current job seeker preferences but also anticipate future trends in employee needs and expectations.

2.1.2 Learning and Development

Learning and development refers to a wide range of initiatives designed to build the knowledge, skills, and competencies of employees, including structured training sessions, workshops, e-learning modules, mentoring, coaching, and on-the-job learning (Noe et al., 2014). Once employees enter an organization, Learning and development becomes central to enhancing both individual and organizational performance. Learning and development encompasses a broad spectrum of activities, from structured training sessions, workshops, and e-learning modules to mentoring, coaching, and on-the-job learning. These initiatives are designed to build the knowledge, skills, and

competencies of employees. In today's fast-paced, knowledge-driven industries like software and IT, organizations increasingly rely on continuous learning to maintain a competitive edge.

Noe et al. (2014) argued that organizations prioritizing employee development not only enhance workforce capabilities but also cultivate a proactive, innovative culture essential for long-term success. Human capital theory underpins much of the rationale for learning and development, asserting that employees' skills, knowledge, and experiences are valuable assets that contribute directly to productivity and organizational effectiveness. Becker (1993) emphasized that investment in education and training yields higher returns through improved performance, innovation, and reduced turnover.

In industries where change is rapid and the risk of skill obsolescence is high, Learning and development is more than just a function of HR it is a strategic imperative. Organizations that fail to invest in development risk falling behind in both technological adoption and employee engagement. Moreover, Learning and development initiatives also positively impact employee motivation, satisfaction, and retention. According to Saks (2006), career development opportunities are strongly correlated with higher employee engagement and organizational commitment.

For employees, clear pathways for personal and professional growth can deepen their emotional connection to the company, fostering greater loyalty and reducing turnover. In industries like software, where skilled professionals have many job options, a robust learning and development strategy becomes a key differentiator in attracting and retaining top talent. In this context, Learning and development not only improves organizational performance but also helps maintain a highly engaged, skilled workforce that is vital to organizational success.

2.1.3 Talent Retention

Talent retention refers to an organization's ability to retain its most valuable employees, particularly those with high performance and growth potential, over the long term (Hausknecht et al., 2009). In today's highly competitive labor market, especially in sectors like software and technology, retaining top talent is more critical

than ever. High turnover not only incurs recruitment and training costs but also disrupts continuity, knowledge transfer, and team cohesion. According to Hausknecht et al. (2009), key reasons employees stay include job satisfaction, perceived career opportunities, and organizational support. As such, organizations must implement proactive retention strategies that address both intrinsic and extrinsic motivators. This helps cultivate a stable, experienced, and committed workforce, directly contributing to sustainable business performance.

Herzberg's Two-Factor Theory and Psychological Contract Theory offer essential insights into talent retention. Herzberg (1959) distinguished between hygiene factors that prevent dissatisfaction and motivators that drive satisfaction. Organizations must address both to effectively retain talent. At the same time, Rousseau's (1995) psychological contract theory emphasized the importance of mutual expectations between employer and employee. When organizations fail to fulfill promises, such as growth opportunities or job security, employees may disengage or leave. Therefore, to retain talent, companies must consistently communicate, deliver on commitments, and foster a culture of mutual respect and trust.

Talent retention is closely connected with career management. Employees were more likely to stay when they can see a future within the organization. This requires offering clear career paths, regular feedback, and advancement opportunities aligned with individual goals. According to Allen et al. (2010) showed that development opportunities and strong manager-employee relationships are among the most effective retention tools.

In today's dynamic and competitive labor market, particularly in knowledge-intensive sectors, fostering a culture focused on talent retention is vital. Employees are more likely to remain with organizations that recognize their contributions, provide consistent support, and create opportunities for personal and professional growth. When individuals feel valued and see a clear pathway for development, their sense of loyalty and engagement strengthens, ultimately reducing turnover rates. As emphasized by Ibidunni et al. (2016), organizations that adopt strategic talent retention practices are better positioned to build long-term workforce stability and gain a sustainable competitive edge.

2.1.4 Career Management

Career management refers to the ongoing process through which both individuals and organizations plan, develop, and navigate professional growth and advancement (Mayo, 1991). It involves activities such as goal-setting, career planning sessions, feedback mechanisms, and structured pathways for promotion and skills development. Torrington and Hall (1998) argued that the modern concept of career management, which emphasizes individual development within the job itself, is both practical and essential. Organizations are increasingly focused on retaining individuals who contribute to their success.

For employees, career management provided a roadmap that clarifies their goals and purpose within the organization, fostering greater engagement and motivation. For employers, it serves as a strategic tool to align workforce capabilities with long-term business needs, ensuring sustained competitiveness (Byars & Rue, 2000). However, Byars and Rue (2000) also noted that successful career management requires input from three key sources: the employee, the organization, and the employee's immediate manager. Employees are responsible for preparing their own career plans, as career planning is inherently some personal responsibility employees must take ownership of executing these plans.

Feldman (1988) highlighted that career management is crucial for organizations seeking to retain their top talent. Organizations that adopt career management programs believe these initiatives enhance individual performance (Fish & Wood, 1993) while fostering positive attitudes and corporate loyalty (Feldman, 1988). These programs had significant outcomes for both employees and the organization. Baruch (2006) emphasized that integrating career management into organizational strategy enhances employee development and helps sustain a competitive advantage.

In fast-evolving industries like technology, where roles and competencies changed rapidly, career management ensures that talent remains agile and relevant. Organizations that recognize the importance of career management often implement systems such as individual development plans (IDPs), succession planning, and mentorship programs. These systems not only prepare employees for higher-level

responsibilities but also make them feel valued and supported throughout their growth journey.

Career development programs will most effective when they are personalized and continuous. Greenhaus et al. (2010) stressed that career development should go beyond one-time training sessions, evolving into an ongoing process that adapts to both individual aspirations and organizational needs. Mentoring, for instance, plays a crucial role by connecting junior staff with experienced professionals, facilitating knowledge transfer, and fostering personal development.

From a behavioral standpoint, career management had a significant impact on retention and organizational commitment. Employees who could see a clear path forward within the company are more likely to stay, thus reducing costly turnover and knowledge loss. Career stagnation, conversely, is one of the primary reasons for disengagement and voluntary turnover. As Arnold and Cohen (2008) found, employees who perceive strong organizational support for their career growth report higher job satisfaction and greater organizational loyalty. When employees feel their company is invested in their development, they are more likely to reciprocate with increased commitment and alignment with organizational goals.

2.2 Organizational Commitment

Organizational commitment is defined as the psychological and emotional attachment an employee has to their organization, influencing their decision to remain with the company and contribute to its goals (Meyer & Allen, 1991). This commitment plays a crucial role in shaping how employees engage with their work and contribute to the achievement of company goals. Essentially, it represents the bond individuals form with their organization, which, when strong, increases the likelihood of employees staying, performing beyond basic duties, and actively supporting the organization's mission and values.

Meyer and Allen (1991) introduced a well-established model of organizational commitment, identifying three key components: affective, continuance, and normative commitment. Affective commitment refers to an emotional attachment to the

organization, where employees stay because they genuinely want to. Continuance commitment is more pragmatic; employees remain because they perceive leaving as costly, either financially or professionally. Normative commitment, on the other hand, is driven by a sense of moral obligation, where employees feel they should stay.

Of these components, affective commitment was generally the most desirable. It was consistently linked to positive outcomes such as improved job performance, stronger loyalty, and greater adaptability to change (Meyer, 2002). This was particularly important in fast-evolving, knowledge-driven sectors, such as technology, where innovation and problem-solving depend on employees who are deeply engaged. When employees were emotionally invested in their work and the organization, they were more likely to take initiative, collaborate effectively, and contribute to long-term success.

Commitment can be understood as the extent to which employees align their personal behaviors with the organization's goals and needs. Porter et al. (1974) described organizational commitment as the strength of an employee's involvement and connection to their organization. Becker (1960) defined commitment as the tendency to stay focused on a course of action because the perceived costs of changing are high.

This concept of commitment was crucial for improving organizational effectiveness and efficiency. Employees who are committed to their organization tend to exert greater effort in their tasks. Organizational commitment reflects a strong sense of alignment with the organization's goals and values, motivating employees to work diligently to achieve these objectives (Zurnali, 2010).

Moreover, organizational commitment significantly affected employee job satisfaction and performance. Northcraft and Neale (1994) suggested that employees with higher levels of commitment are more likely to invest greater effort in their work. As Allen and Meyer (1993) argued, organizational commitment influences employees' decisions to remain with the company, and it is characterized by the three components: affective, continuance, and normative commitment.

Organizational commitment is a critical factor in fostering a dedicated and motivated workforce that aligns with organizational goals. Whether through emotional

attachment, practical considerations, or moral obligation, the depth of commitment has profound implications for organizational performance and employee retention.

2.3 Organizational Performance

Organizational performance referred to the extent to which a company achieves its predefined strategic and operational goals (Stout, 1993). Organizational performance included a wide range of indicators such as financial performance, operational efficiency, customer outcomes, and internal outcomes (Bastian, 2001). Financial performance, like profitability and return on investment, measures the organization's economic success, while operational efficiency focuses on how well the company utilizes resources to generate desired results. Customer outcomes, such as satisfaction and loyalty, reflect the effectiveness of the organization in meeting customer needs.

In knowledge-driven environment, performance cannot be measured solely in financial terms. Instead, it must be viewed as the result of a complex interplay between people, processes, and strategic execution. Richard et al. (2009) argued that organizational performance is a multidimensional construct that incorporates financial, operational, and stakeholder-based perspectives to provide a comprehensive view of effectiveness. This broad approach allowed organizations to assess their success not only through financial outcomes but also through the efficiency of operations, employee satisfaction, and the long-term value created for stakeholders.

One of the critical drivers of organizational performance, particularly in service and technology sectors, was the quality of human capital. The skills, motivation, and behaviors of employees directly influence how well an organization innovates, adapts to change, and delivers value to clients. Therefore, talent management practiced ranging from recruitment and development to engagement and retention serve as strategic levers for enhancing organizational performance. Delaney and Huselid (1996) found that firms that implemented strategic human resource management practices, including career development, participative decision-making, and performance-based rewards, tend to achieve superior business outcomes. These practices not only increase efficiency but also improve employee morale and organizational agility key factors for success in dynamic environments like software development.

When organizations consistently invested in their employees by offering growth opportunities, fair recognition, and psychological safety, they cultivate a high-performance culture. This culture fosters trust, innovation, and collaboration, enabling individuals to perform at their best while aligning their efforts with organizational objectives. The result is a positive performance cycle: higher employee satisfaction and retention lead to improved customer service, higher-quality outputs, and ultimately enhanced profitability. Katou and Budhwar (2006) emphasized that the impact of human resource management on performance is often mediated by employee attitudes and behaviors, highlighting the importance of integrated talent strategies. For organizations in fast-paced markets, such as software companies, this holistic approach to managing people is not just a best practice; it is essential for long-term success.

In summary, organizational performance is a comprehensive measure of how effectively a company meets its goals. It is shaped by a combination of factors including human capital, operational efficiency, and strategic alignment. By investing in people, fostering a high-performance culture, and leveraging strategic human resource management practices, organizations can enhance their overall performance and remain competitive in rapidly changing industries.

2.4 Previous Studies

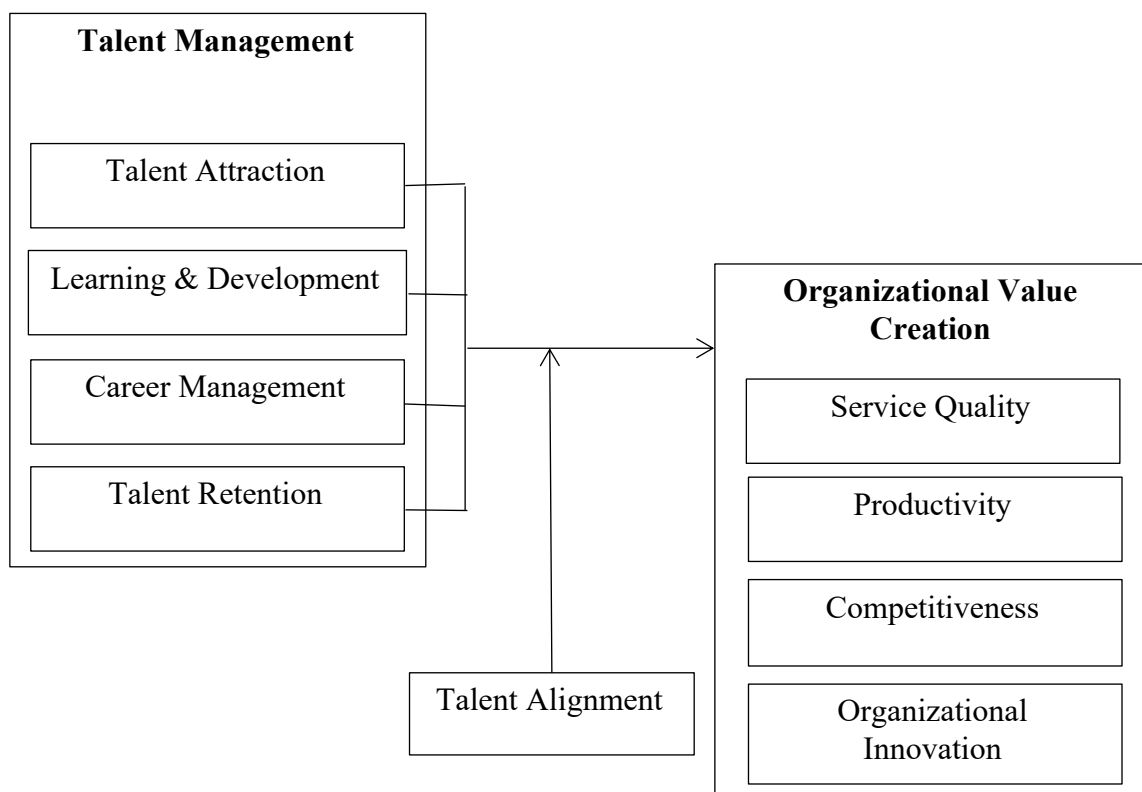
This section reviews studies relevant to the key functions of talent management functions such as talent attraction, learning and development, talent retention, and career management, and their effect on organizational performance. Additionally, organizational commitment is explored as a mediator in the relationship between talent management practices and organizational performance. The conceptual model utilized in this study is grounded in insights derived from three foundational frameworks developed by previous researchers.

The first foundational study, conducted by Abdulla (2024), titled “Talent Management as a Strategic Imperative for Value Creation: A Critical Analysis of Talent Management Practices Among State-Owned Enterprises (SOEs) in the Maldives,” aims to explore the impact of various talent management strategies on organizational value creation within SOEs in the Maldives. The study specifically assessed the effects of talent attraction, learning and development, and career management strategies on

organizational performance. It also investigated the role of talent retention strategies and examines the mediating effect of talent alignment in enhancing organizational value creation. Furthermore, the study seek to provide recommendations for effective talent management practices that can contribute to value creation within public-owned enterprises in the Maldives.

The target population for this study consists of 920 top and middle-level managers from 32 SOEs in the Maldives. A stratified sampling method was employed, with a sample size of 271 employees from these organizations. The study utilized a quantitative approach for data collection, consistent with similar research in this area. Descriptive and inferential statistics were used to analyze the data, with correlation and regression models applied to evaluate the impact of independent variables on the dependent variable, as well as the moderating effect of talent alignment on talent management practices and organizational value creation. The conceptual framework of Abdulla (2024) is illustrated in Figure (2.1).

Figure (2.1) Conceptual Framework of Abdulla



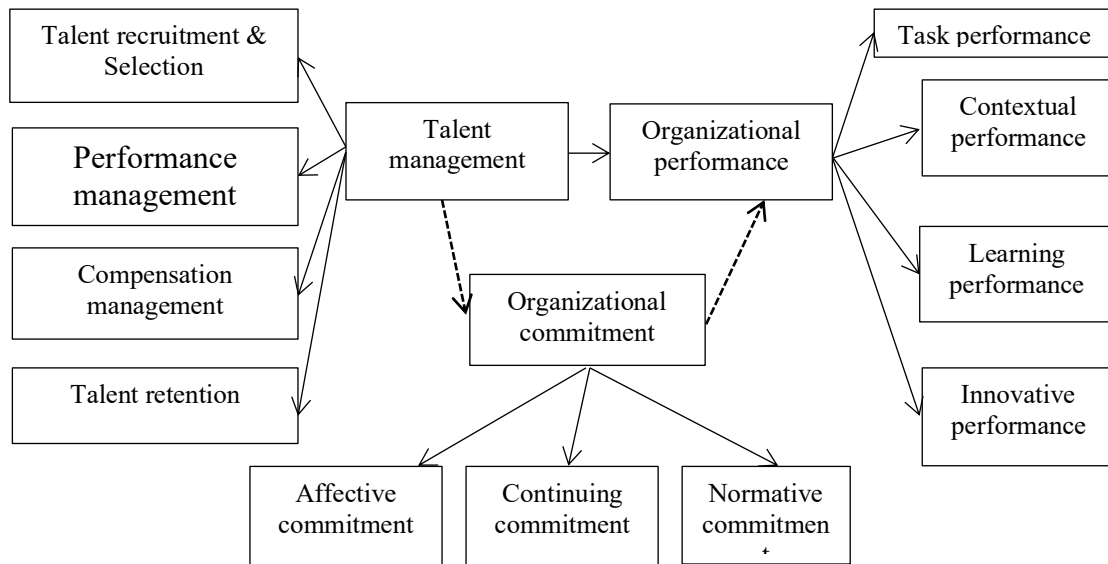
Source: Abdulla (2024)

The findings revealed that talent management practices positively impact organizational performance and thus helped SOEs to add value to their organizations. The findings also showed a positive mediating impact of talent alignment on talent management practices and organizational performance. The study findings were significant for HR practitioners and top management of SOEs to develop more practical and effective talent management approaches and strategies that are more local in context to improve their organizations' performance and help them add more value. On the other hand, the preset research findings were also significant to the government in developing effective policy strategies for workforce skill development.

The last foundational study, conducted by Yulong (2024), titled "A Causal Model of Talent Management on Organizational Performance: An Empirical Study of SF Listed Logistics Enterprises in China," aimed to achieve several key objectives. First, it seek to assess the impact of talent management on the organizational performance of SF-listed logistics companies. Second, the study aimed to determine how organizational commitment acts as a mediator in influencing organizational performance in these companies. Finally, the research aimed to develop a model of talent management that can enhance organizational performance specifically within SF logistics enterprises in China.

The population of this study consisted of 162,823 employees from 31 SF Express companies across seven regions in China. A stratified sampling method was employed, with a final sample size of 420 employees, selected to ensure representativeness and alignment with the requirements for structural equation modeling. The study adopted a mixed-methods approach, combining both quantitative and qualitative data collection methods. A structured questionnaire was distributed to 420 employees, yielding 406 valid responses. The questionnaires used a 5-point Likert scale to assess attitudes, opinions, and behaviors. Additionally, in-depth interviews were conducted to complement the quantitative data and provide richer insights. Data were analyzed using SPSS and AMOS software to assess the relationships between talent management, organizational commitment, and organizational performance. The conceptual framework of Yulong (2024) is illustrated in Figure (2.2).

Figure (2.2) Conceptual Framework of Yulong



Source: Yulong (2024)

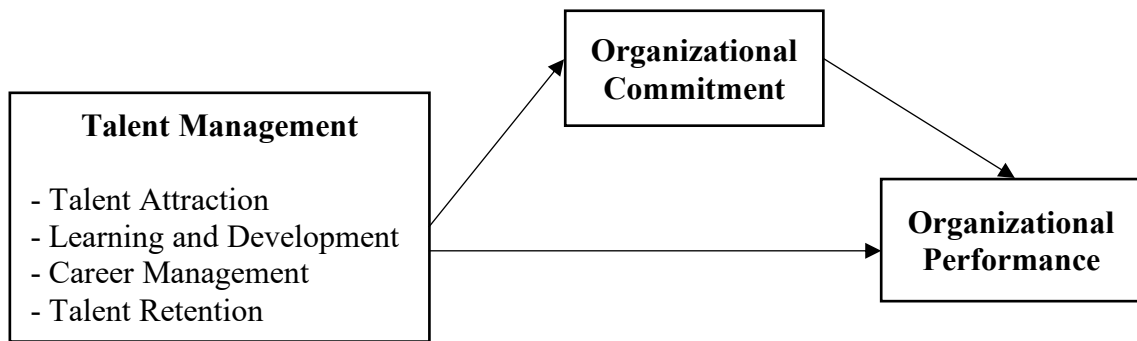
The research results indicated that talent management has a direct impact on both organizational commitment and organizational performance. Additionally, talent management has an indirect effect on organizational performance through organizational commitment. Among the various dimensions of talent management, talent retention emerged as the most significant factor.

Regarding organizational commitment, the most prominent factor identified was normative commitment. In terms of organizational performance, contextual performance was found to be the most significant driver. This study highlighted the critical role of talent management practices in driving organizational performance at SF Express. The findings offered valuable insights for practitioners and provide a helpful reference for further research and practical applications in the logistics industry. The research emphasized that organizational commitment, particularly normative commitment, plays a key mediating role in enhancing organizational performance. Moreover, the findings underscored the importance of talent retention strategies in achieving long-term success and improving organizational performance in SF Express.

2.5 Conceptual Framework of the Study

This section presents the conceptual framework of the study, which is developed to investigate the effect of talent management on the organizational performance of Origin Business Solutions Company. The framework draws insights from three previous studies, the framework integrates key constructs, including four talent management functions; talent attraction, learning and development, talent retention, and career management along with organizational commitment and organizational performance. The conceptual framework of the study is shown in Figure (2.3).

Figure (2.3) Conceptual Framework of the Study



Source: Own Compilation (2025)

The conceptual framework presented in this study is adapted from the three previous studies (Muriithi & Makau, 2017; Abdulla, 2024; Yulong, 2024). In this framework, the study examines how the four key talent management functions such as talent attraction, learning and development, talent retention, and career management serve as independent variables. Organizational performance is considered the dependent variable, while organizational commitment acts as the mediating variable in this relationship.

CHAPTER 3

PROFILE AND TALENT MANAGEMENT OF ORIGIN BUSINESS SOLUTIONS COMPANY

This chapter provides an overview of Origin Business Solutions Company including its company profile and the role of talent management of Origin Business Solutions. The demographics profile of the respondent and the reliability test are also presented.

3.1 Profile of Origin Business Solutions

In 2018, Origin Business Solutions Company is established a technology-driven organization based in Yangon, Myanmar, focused on delivering a wide range of digital solutions. The company has positioned itself as a forward-thinking provider in the digital space, offering services such as software development, web and mobile application development, and the creation of innovative digital products. With a strong foundation in digital transformation, Origin Business Solutions supports both private businesses and government entities in their efforts to modernize operations, streamline workflows, and enhance customer engagement. By aligning its services with emerging market demands, the company plays a key role in accelerating digital adoption in Myanmar and neighboring regions.

Origin Business Solutions Company's vision as a digital solutions leader in Myanmar is underpinned by a rapidly developing software development sector, a comprehensive suite of operating licenses, and a well-experienced management team. The team, led by visionary co-founders with more than five years of experience in the development and ICT industry, is supported by a skilled executive team with an average tenure of over five years. This strong leadership has been instrumental in advancing the technology industry in Myanmar.

The mission of Origin Business Solutions is central to the digital transformation ecosystem and aims to position the company as a strong player in the future by

providing reliable, innovative, and user-friendly software services within the IT and digital landscape.

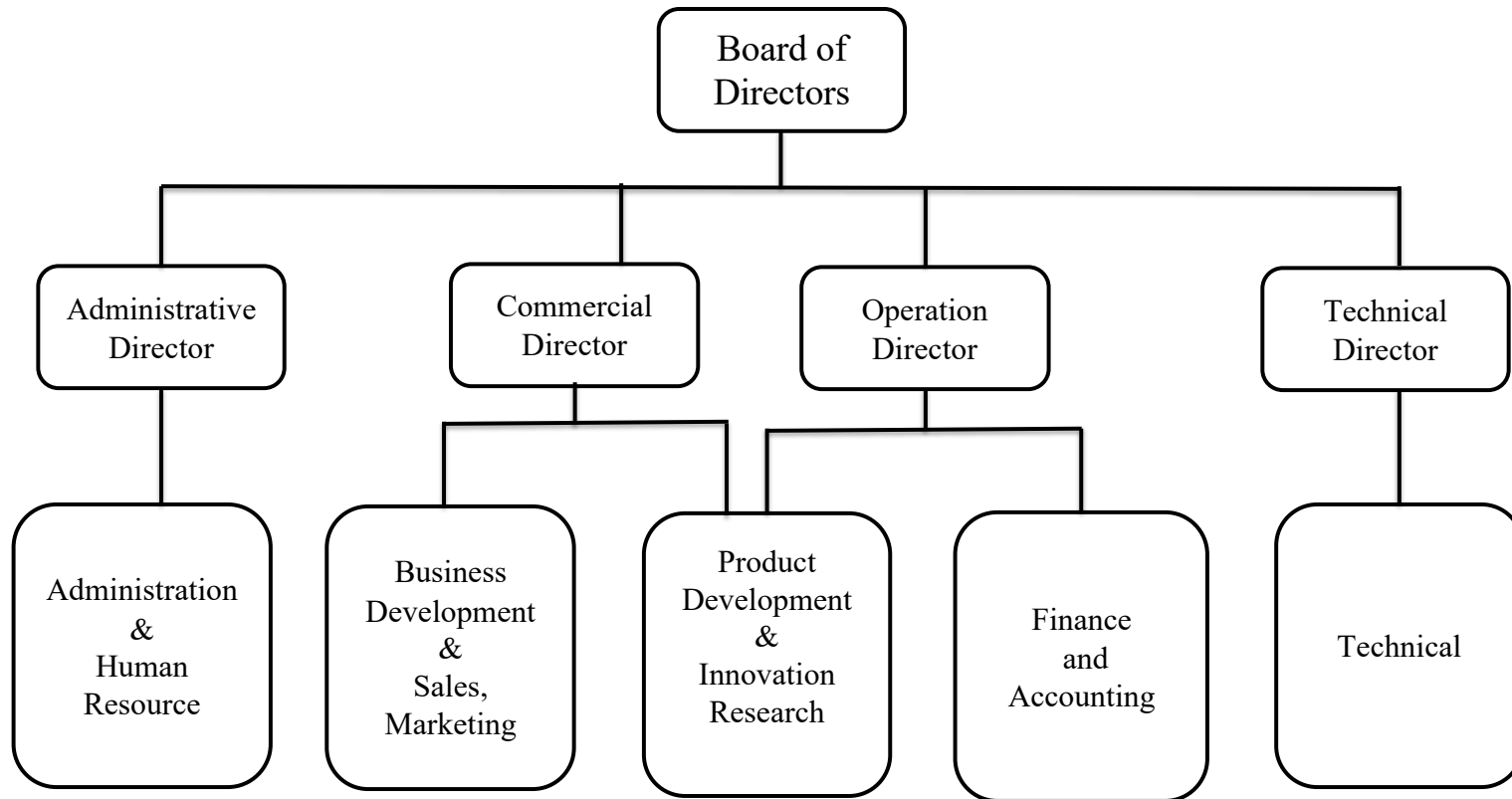
The company serves clients across Myanmar through partnerships with world-leading technology providers such as AWS, Huawei Cloud, ZOOM, and Google, ensuring access to cutting-edge solutions and infrastructure. Origin Business Solutions provides a wide range of integrated ICT solutions, including software development, website development, digital products and solutions, IT infrastructure and managed services, cloud services, and professional consulting. These offerings are supported by a robust data network and infrastructure spanning key business cities and markets in Myanmar, Thailand, and Cambodia.

Origin Business Solutions adopts a client-centric approach, focusing on understanding and addressing the unique digital needs of each organization it serves. The company emphasizes collaboration with global technology partners to deliver high-quality, scalable, and secure solutions. By maintaining a well-experienced management team and investing in a robust data network infrastructure, OBS positions itself to support the evolving digital landscape in Myanmar and Southeast Asia.

3.2 Organizational Structure of Origin Business Solutions Company

Origin Business Solutions Company operates under a structured and specialized organizational framework designed to support its role as a digital transformation leader in Myanmar and the Southeast Asian region. Below is a detailed breakdown of each key division and its organizational role. The organization chart of Origin Business Solutions Company is shown in Figure (3.1).

Figure (3.1) Organization Chart of the Origin Business Solutions Company



Source: Origin Business Solutions Company (2025)

At the top level, the board of directors provides strategic oversight and governance. Beneath this, the company is led by a group of directors who manage key operational areas: the commercial director, sales director, operations director, and technical director. These roles ensure a balance between client acquisition, service delivery, business operations, and technological innovation.

The administration & human resource department is responsible for managing employee relations, recruitment, internal policies, and overall organizational support to maintain a productive workplace environment. The sales & marketing team focuses on promoting the company's services, building client relationships, and identifying market opportunities to drive business growth. The business & operations unit ensures smooth service delivery, project management, and client coordination, playing a central role in day-to-day organizational efficiency. Meanwhile, the technical department provides the backbone of Origin Business Solutions Company's digital services by developing software, managing IT infrastructure, and implementing cloud-based solutions. Finally, the product development & research team leads innovation efforts by exploring new technologies and creating digital products that align with market needs and future trends.

The technical team at Origin Business Solutions Company plays a central role in delivering innovative and reliable digital services. Key roles such as cloud architect and UI/UX designer ensure that solutions are both scalable and user-friendly. The team adopts modern front-end technologies like React and Tailwind CSS to build responsive and visually appealing interfaces. For back-end development, they utilize powerful frameworks such as Laravel, Codeigniter, and Node.js, ensuring robust application functionality. Database management is handled through MySQL and NoSQL, providing flexibility and efficiency in handling data. These solutions are deployed using leading cloud platforms like AWS and Huawei Cloud, which support high performance and global accessibility.

3.3 Talent Management of the Origin Business Solutions

Talent management is increasingly recognized as a strategic priority that goes beyond routine human resources activities. It is an integrated process that encompasses the

identification, attraction, development, and retention of individuals whose skills and potential align with the organization's vision and long-term goals. Rather than focusing solely on recruitment, talent management involves creating a comprehensive ecosystem that nurtures employee capabilities through continuous learning, supportive leadership, and performance alignment. In doing so, organizations not only secure the human capital they need but also build a resilient workforce capable of adapting to change. This is especially vital in the digital sector, where technological advancement and innovation depend on the agility and expertise of people behind the solutions.

For a company like Origin Business Solutions Company, which operates at the intersection of technology and service, talent management is not just about filling roles, it is about cultivating a culture of excellence and innovation. Effective talent management at Origin Business Solutions Company requires a blend of strategic planning and human-centered practices, including recognizing employee aspirations, fostering a collaborative work environment, and aligning individual goals with organizational outcomes. By investing in talent as a long-term asset, Origin Business Solutions Company can maintain a competitive advantage, improve service quality, and drive digital transformation efforts more effectively. Ultimately, talent management is a dynamic process that, when executed with care and clarity, becomes a foundation for both organizational performance and employee fulfillment.

3.3.1 Talent Attraction

Effective talent attraction begins with a clear understanding that people are the core drivers of digital innovation. In a competitive and evolving ICT landscape, attracting the right talent requires more than just listing job vacancies; it calls for a strategic alignment between the company's brand, values, and the expectations of modern professionals. By building a strong employer brand that reflects its commitment to cutting-edge technology, inclusive culture, and employee growth, Origin Business Solutions Company can position itself as a forward-looking and meaningful place to work. This branding should be consistently communicated through professional platforms, social media, and industry events, creating visibility and credibility among skilled professionals who seek purpose-driven employment.

To implement talent attraction effectively, Origin Business Solutions Company adopts a multifaceted approach that taps into both traditional and digital recruitment channels. Collaborating with universities and coding academies can help the company engage with emerging talent early, while attending tech expos or hosting development workshops can strengthen industry presence and attract experienced professionals. Additionally, job offers should be crafted to reflect not only competitive compensation but also intangible benefits such as learning opportunities, project ownership, and flexible working conditions. Such an approach resonates strongly with today's workforce, especially in fields like software development and cloud engineering, where individuals often value purpose, autonomy, and career trajectory. Ultimately, when talent attraction is approached as a relationship-building effort, rather than just hiring, it becomes a sustainable foundation for organizational success.

3.3.2 Learning and Development (L&D)

Learning and development are approached as a strategic pillar of organizational growth rather than a mere operational function. In a fast-paced, innovation-driven industry, the ability to continuously upgrade knowledge and technical capabilities is essential not only for maintaining service quality but also for fostering a culture of adaptability and excellence. Origin Business Solutions Company can benefit from establishing a structured learning framework that aligns with both organizational objectives and employee aspirations. This framework should include clearly defined learning goals, targeted skill-building programs, and leadership development initiatives that prepare staff for future responsibilities. Investing in learning and development reinforces employee value, enhances engagement, and signals that the organization is committed to long-term professional growth.

To implement learning and development effectively, OBS offers a diverse range of learning methods that cater to different learning styles and job functions. This could include formal training sessions, access to online learning platforms, peer mentoring, cross-functional projects, and external certifications in areas like cloud architecture, UI/UX design, and software development. Importantly, each learning activity should be outcome-based, with measurable indicators to assess progress and application of knowledge.

Encouraging knowledge sharing through internal seminars or collaborative platforms not only supports skill diffusion but also builds internal expertise and promotes innovation. When learning is embedded into the company's daily practices and supported by leadership, it creates a proactive, empowered workforce that is capable of navigating technological change and contributing to OBS's long-term success.

3.3.3 Talent Retention

Talent retention is not just a means of reducing turnover but as a core strategy for sustaining innovation, protecting institutional knowledge, and ensuring long-term organizational success. In the context of a technology-driven company, where skills are both specialized and in high demand, retaining top talent directly contributes to project continuity, customer satisfaction, and competitive advantage. An effective retention strategy begins with cultivating a workplace culture where employees feel respected, heard, and valued. This includes building trust through transparent communication, providing regular and constructive feedback, and recognizing both individual and team achievements in meaningful ways. By reinforcing these values consistently, OBS can strengthen emotional commitment and reduce the risk of disengagement.

To implement talent retention effectively, OBS also integrates flexible, employee-focused policies that support work-life balance and professional fulfillment. This might include hybrid work options, mental wellness initiatives, clear pathways for advancement, and involvement in decision-making processes that affect employees' roles or projects. Furthermore, creating a feedback-rich environment through stay interviews, internal surveys, and informal check-ins helps leadership understand evolving employee needs and adapt strategies accordingly. Talent retention is most impactful when it is proactive, strategic, and personalized; by understanding what motivates its people and responding to those drivers, OBS can create a stable, motivated workforce that not only stays longer but performs better. Ultimately, retention becomes less about preventing exits and more about nurturing long-term relationships built on trust, growth, and shared purpose.

3.3.4 Career Management

Career management is viewed as a dynamic and collaborative process that aligns individual aspirations with the company's long-term strategic direction. This requires moving beyond generic career paths and instead offering employees clear, role-specific development trajectories supported by transparent criteria for growth and advancement. Career management at Origin Business Solutions Company must be proactive, driven by ongoing dialogue between employees and managers to ensure that personal goals are recognized and integrated into organizational planning. Structured tools such as individual development plans, mentorship programs, and internal mobility options help employees visualize their future within the company and understand how their contributions can evolve. This level of clarity reduces career ambiguity, improves retention, and enhances motivation across all levels of the organization.

To manage careers effectively, Origin Business Solutions Company implements systems that encourage both vertical and lateral movement, acknowledging that not all development leads directly to promotion but may instead involve skill broadening or cross-functional experience. Regular career development discussions and performance reviews offer a platform to reassess goals and re-align opportunities with shifting business needs or emerging technologies. Succession planning should also be embedded in this framework, allowing the company to identify and groom high-potential employees for future leadership roles. Additionally, recognizing career development as a shared responsibility where both the employee and the organization invest effort, promotes a sense of mutual accountability and partnership. By fostering a culture that supports learning, visibility, and internal growth, Origin Business Solutions Company can cultivate a committed workforce that sees the company not just as an employer but as a long-term career partner.

3.4 Demographic Profile of the Respondents

The data were collected from 80 responses of Origin Business Solutions Company employee using survey questionnaires. The respondents were categorized based on ten factors: gender, age, marital status, educational background, working experience,

department within the organization, job position and monthly salary in Kyat. Table (3.1) presents their demographic profiles.

Table (3.1) Demographic Profile of the Respondents

Sr. No.	Demographic Factors	Description	Number of Respondents	Percentage
		Total	80	100.0
1	Gender	Male	38	47.5
		Female	42	52.5
2	Age (Year)	18-30	8	10.0
		26-30	1	1.3
		31-40	26	32.5
		41-50	28	35.0
		Above 50	17	21.3
3	Educational background	High School	10	12.5
		Bachelor's Degree	31	38.8
		Master's Degree	25	31.3
		Vocational Training	14	17.5
4	Working experience (Years)	Less than 1	8	10.0
		1-3	11	13.8
		4-6	9	11.3
		7 - 10	11	13.8
		Over 10	41	51.2
5	Department	Admin & HR Team	20	25.0
		Business Development	17	21.3
		Finance Team	11	13.8
		IT Support	7	8.8
		Operation Team	13	16.3
		Sales & Marketing Team	12	15.0
6	Job Position	Entry Level	3	3.8
		Mid-Level	3	3.8
		Senior Level	22	27.5
		Managerial	52	65.0
		Once a Year or Less	144	39.8
7	Salary	Below 1,000,000	15	18.8
		1,000,001 ~ 1,500,000	42	52.5
		Above 1,500,000	23	28.7

Source: Survey Data (2025)

The gender distribution among respondents is nearly balanced, with 38 male employees (47.5%) and 42 female employees (52.5%). This slight female majority reflects a diverse workplace, which can contribute to a variety of perspectives and ideas, enhancing creativity and problem-solving within the company.

The majority of employees are within the 31–50 age range, comprising 54.5% of the respondents. This age group indicates a workforce with substantial experience and maturity, likely contributing to a stable and knowledgeable organizational environment. The presence of employees over 50 years old also suggests a wealth of experience and potential mentorship opportunities within the company.

Educationally, 69.9% of respondents hold at least a bachelor's degree, with 31.3% possessing a master's degree. This high level of educational attainment indicates a well-qualified workforce, equipped with the necessary skills and knowledge to drive innovation and adapt to technological advancements in the software industry.

A significant portion of the employees, 51.2%, have over 10 years of professional experience. This extensive experience suggests a deep well of industry knowledge and expertise, which can be invaluable in navigating complex projects and fostering a culture of continuous improvement within the organization.

Most respondents have significant work experience, with over half having more than 10 years of professional background. The workforce is distributed across various departments, including admin & HR, business development, operations, finance, IT, and sales & marketing, ensuring representation from all key organizational functions. A large majority (65%) hold managerial roles, reinforcing the strategic relevance of their input in assessing talent management practices.

A predominant 65.0% of respondents hold managerial positions, highlighting the strategic importance of their roles in decision-making processes. Their leadership positions suggest a wealth of experience and responsibility, positioning them to influence organizational direction and mentor junior staff.

Regarding income, over 80% of respondents earn more than 1,000,000 MMK per month, reflecting moderate to high compensation levels aligned with their education and experience.

The demographic profile of the respondents from Origin Business Solutions Company reveals a well-balanced and experienced workforce. The respondents are slightly

more female than male, with the majority falling within the 31–50 age group, indicating substantial life and work experience. Educationally, nearly all of the respondents hold bachelor's or master's degrees, reflecting a high level of professional competence. The workforce is spread across various key departments, including Admin & HR, Business Development, Operations, Finance, IT, and Sales & Marketing. Most respondents hold managerial positions, highlighting the strategic importance of their input in evaluating talent management practices. Additionally, the majority of employees have significant work experience, with over half having more than 10 years in the industry. Income levels show that most respondents earn more than 1,000,000 MMK per month, aligning with their qualifications and experience. Overall, the demographic profile presents a mature, educated, and experienced workforce, predominantly in leadership roles, positioning them well to contribute to the organization's talent management strategy and long-term success.

3.5 Reliability Test

Reliability constitutes a fundamental aspect of measurement across different statements in the questionnaire, ensuring that measurement instruments yield consistent, stable, and reproducible results. In quantitative research, reliability analysis verifies that data collection tools perform consistently when applied under similar conditions.

This study employs Cronbach's alpha to assess the internal consistency of measurement scales containing multiple items. As the most widely used reliability coefficient, Cronbach's alpha evaluates how closely related a set of items are as a group, serving as an indicator of scale quality. The coefficient calculates the ratio of true score variance to total observed variance, with values ranging from 0 to 1. Based on established psychometric standards (Nunnally, 1978; Gliem & Gliem, 2003), the reliability interpretation is as follows: A Cronbach's alpha value of 0.9 and higher indicates excellent reliability; between 0.8 and 0.9 is good; between 0.7 and 0.8 is acceptable; between 0.6 and 0.7 is questionable; between 0.5 and 0.6 is poor; and below 0.5 is unacceptable. The reliability analysis results for this study are shown in Table (3.2).

Table (3.2) Reliability Analysis

Variables	Cronbach's Alpha	Number of Items	Interpretation
Talent Attraction	0.873	7	Good
Learning and Development	0.881	7	Good
Talent Retention	0.839	7	Good
Career Management	0.849	7	Good
Organizational Commitment	0.815	6	Good
Organizational Performance	0.824	7	Good

Source: Survey Data (2025)

The Cronbach's Alpha values for talent attraction, learning and development, talent retention, career management, organizational commitment, and organizational performance are all above 0.8, indicating good reliability. Since all variables have Cronbach's alpha values greater than 0.8, it can be concluded that the questionnaire variables are both valid and reliable for use in this study. All measured constructs exceed the minimum threshold of 0.7 for acceptable reliability, confirming that the research instruments are psychometrically sound for data analysis.

CHAPTER 4

ANALYSIS ON THE EFFECT OF TALENT MANAGEMENT ON ORGANIZATIONAL PERFORMANCE OF ORIGIN BUSINESS SOLUTIONS

This chapter is divided into three main sections. The first part is the descriptive analysis of talent attraction, learning and development, talent retention, career management, organizational commitment, and organizational performance of investors at Origin Business Solutions Company. Following that, the second section examines the effect of talent management on organizational performance. Finally, the chapter explores the mediating effect of organizational commitment on the relationship between talent management practices and organizational performance at Origin Business Solutions Company.

4.1 Employee Perception on Talent Management, Organizational Commitment, and Organizational Performance

In this study, a structured questionnaire is developed to collect primary data. The questionnaire is divided into four parts: respondent profile, talent management, organizational commitment, and organizational performance. For talent management, there are seven questions each for talent attraction, learning and development, talent retention, and career management. Organizational Commitment is assessed with six question items, and organizational performance is measured using seven questions.

The questionnaires are distributed to 80 randomly selected employees at Origin Business Solutions Company. For descriptive analysis, the Likert scale is based on Best (1977), with the following scoring system: 1.00 – 1.80 represents "Strongly Disagree," 1.81 – 2.60 represents "Disagree," 2.61 – 3.40 represents "Neutral," 3.41 – 4.20 represents "Agree," and 4.21 – 5.00 represents "Strongly Agree." Data analysis includes both descriptive and regression analyses.

4.1.1 Employee Perception on Talent Management

Talent Management is measured using four dimensions: talent attraction, learning and development, talent retention, and career management. The perceptions of employees regarding these dimensions gathered through a structured questionnaire, where most of the questions follows a five-point Likert scale: (1) Strongly Disagree, (2) Disagree, (3) Neutral, (4) Agree, and (5) Strongly Agree.

(I) Talent Attraction

This section aims to explore the employee perception on talent attraction. The survey findings for talent attraction are described in Table (4.1).

Table (4.1) Talent Attraction

Sr. No.	Description	Mean	Standard Deviation
1	Striving to build a good brand image to attract talented people	4.45	.593
2	Attracting potential employees through the company's career development opportunities	4.40	.608
3	Ensuring employees' job security to attract the right talent	4.49	.595
4	Building a strong brand reputation to appeal to top industry talent	4.45	.634
5	Valuing the talent search matrix during selection to recruit the right talent	4.45	.634
6	Maintaining a work-life balance policy, which is critical to attracting the right talent	4.43	.652
7	Ensuring a healthy organizational climate to attract the right talents	4.48	.656
	Overall Mean	4.45	

Source: Survey Data (2025)

According to Table (4.1), the mean values (including overall mean) between 4.21 and 5.00 indicate that the strongly agree level. The survey results show that employees perceive the organization's talent attraction efforts positively. Building a strong brand image and offering career development opportunities are seen as key factors in attracting talented individuals. Job security and a healthy work-life balance policy are also recognized

as important for attracting the right talent. Additionally, employees appreciate the company's structured recruitment process and its focus on maintaining a positive organizational climate, which are seen as vital for drawing top industry talent. Overall, the organization's talent attraction strategies are considered.

(II) Learning and Development

This section aims to explore the employee perception on learning and development. The survey findings for learning and development are described in Table (4.2).

Table (4.2) Learning and Development

Sr. No.	Description	Mean	Standard Deviation
1	Providing regular training opportunities to enhance employee skills	4.41	.688
2	Aligning learning and development programs with organizational goals	4.43	.708
3	Offering adequate support for employees to pursue professional development	4.51	.595
4	Encouraging knowledge-sharing among employees	4.51	.574
5	Proactively assessing L&D capability gaps and developing talent to remain competitive	4.49	.636
6	Measuring the impact of the L&D program on organizational value creation by evaluating individual performance	4.45	.549
7	Implementing effective L&D program strategies that have helped improve performance and add more value to the organization	4.43	.591
	Overall Mean	4.46	

Source: Survey Data (2025)

According to Table (4.2), the mean values (including overall mean) between 4.21 and 5.00 indicate that the strongly agree level. The organization's efforts, including providing regular training opportunities to enhance employee skills, aligning learning and development programs with organizational goals, and offering adequate support for employees to pursue professional development, are viewed as integral to both personal and organizational growth. Additionally, employees recognize the value of encouraging knowledge-sharing among colleagues, proactively assessing learning and development

capability gaps and developing talent to remain competitive and measuring the impact of learning and development programs on organizational value creation. The organization’s commitment to implementing effective learning and development program strategies is also appreciated for its role in improving performance and adding value to the organization.

(III) Talent Retention

This section aims to explore the employee perception on talent retention. The survey findings for talent retention are described in Table (4.3).

Table (4.3) Talent Retention

Sr. No.	Description	Mean	Standard Deviation
1	Offering competitive compensation and benefits within the industry	4.51	.574
2	Providing flexible working hours and work-life balance for employee retention	4.45	.614
3	Offering ongoing training and development for career growth	4.44	.613
4	Establishing a clear performance appraisal system to build trust	4.44	.613
5	Implementing an effective internal recruitment policy to boost morale	4.49	.551
6	Running appreciated employee recognition programs (monetary and non-monetary)	4.47	.573
7	Encouraging long-term retention through trust in leadership and support	4.44	.613
	Overall Mean	4.46	

Source: Survey Data (2025)

According to Table (4.3), the mean values (including overall mean) between 4.21 and 5.00 indicate that strongly agree level. These include offering competitive compensation and benefits, providing flexible working hours and work-life balance, offering ongoing training and development opportunities, and establishing clear performance appraisal systems. Additionally, employees value the company’s effective internal recruitment policy, employee recognition programs, and encouragement for long-term retention through trust in leadership and support.

(IV) Career Management

This section aims to explore the employee perception on career management. The survey findings for career management are described in Table (4.4).

Table (4.4) Career Management

Sr. No.	Description	Mean	Standard Deviation
1	Integrating career planning into talent management for clear growth paths	4.47	.551
2	Recognizing career planning as key to long-term success	4.43	.569
3	Establishing career paths for progression within the organization	4.48	.595
4	Using career management strategies to improve performance and add value	4.46	.655
5	Treating career planning as a shared responsibility	4.45	.593
6	Offering opportunities for new responsibilities and career growth	4.45	.593
7	Discussing career development during performance reviews	4.51	.595
	Overall Mean	4.46	

Source: Survey Data (2025)

According to Table (4.4), the mean values (including the overall mean) between 4.21 and 5.00 indicate that strongly agree level. Employees appreciate integrating career planning into talent management, recognizing career planning as essential for long-term success, and establishing clear career paths for progression. The organization's use of career management strategies to improve performance, its approach to treating career planning as a shared responsibility, and the opportunity to take on new responsibilities for career growth are also viewed positively. Furthermore, employees value the regular discussion of career development during performance reviews.

4.1.2 Employee Perception on Organizational Commitment

This section explores the employee perception on organizational commitment at Origin Business Solutions Company. The survey findings for organizational commitment are summarized in Table (4.5).

Table (4.5) Organizational Commitment

Sr. No.	Description	Mean	Standard Deviation
1	Willing to put in extra effort to ensure the organization's success	4.55	.593
2	Promoting the organization to friends as a great place to work	4.39	.562
3	Accepting any job assignment to continue working for the organization	4.39	.646
4	Proud to tell others part of this organization	4.56	.653
5	Aligning with the organization's values	4.45	.593
6	Feeling a strong sense of loyalty to the organization	4.56	.548
	Overall Mean	4.48	

Source: Survey Data (2025)

The mean values (including the overall mean) ranging from 4.21 to 5.00 indicate that employees strongly agree with the organization's efforts to foster organizational commitment. Employees show a high level of willingness to put in extra effort for the organization's success, pride in being part of the organization, and a strong sense of loyalty. There is also a clear alignment between employees' values and the organization's values. Additionally, employees are motivated to promote the organization as a great place to work and are willing to accept any job assignment to continue their careers at the company.

4.1.3 Employee Perception on Organizational Performance

This section explores the employee perception on organizational performance at Origin Business Solutions Company. The survey findings for organizational performance are summarized in Table (4.6).

Table (4.6) Organizational Performance

Sr. No.	Description	Mean	Standard Deviation
1	Understanding how performance contributes to the organization's success	4.47	.573
2	Continuously improving processes to increase productivity	4.53	.595
3	Receiving regular feedback on performance from managers and supervisors	4.53	.573
4	Rewarding high performance appropriately	4.46	.594
5	Believing that internal policies positively impact employee performance	4.45	.593
6	Encouraging innovation and continuous improvement	4.50	.694
7	Contributing employee behavior significantly to organizational success	4.38	.663
	Overall Mean	4.47	

Source: Survey Data (2025)

The mean values (including the overall mean) ranging from 4.21 to 5.00 indicate that employees strongly agree with the organization's efforts to foster organizational performance. Employees understand how their performance contributes to organizational success, appreciate the organization's commitment to improving productivity, and value regular feedback from managers. There is also strong support for the organization's approach to rewarding high performance, encouraging innovation, and developing internal policies that positively impact performance. Furthermore, employees recognize the significance of their behavior in contributing to organizational success.

4.2 Analysis on the Effect of Talent Management on Organizational Performance of Origin Business Solutions Company.

This section explores the effect of talent management on organizational performance at Origin Business Solutions Company. The multiple regression analysis is conducted to determine how talent management explains the variance in organizational performance. Talent management are used as the independent variable, and organizational

performance is the dependent variable. The outcomes of the multiple linear regression model are summarized in Table (4.7).

Table (4.7) Effect of Talent Management on Organizational Performance

Variables	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	VIF
	B	Std. Error	Beta			
(Constant)	0.684	0.307		2.229	0.029	
Talent Attraction	0.334**	0.128	0.368	2.616	0.011	4.788
Learning and Development	0.120	0.108	0.134	1.113	0.269	3.490
Talent Retention	0.197	0.121	0.195	1.631	0.107	3.461
Career Management	0.199	0.124	.200	1.604	0.113	3.767
R	0.831					
R Square	0.691					
Adjusted R Square	0.674					
F value	41.873***					
Durbin-Watson	2.311					

Source: Survey Data (2025)

Note: *** Significant at 1% level; ** Significant at 5% level; * Significant at 10% level

The regression results in Table (4.7), there is a positive and significant effect of talent attraction on organizational performance. The R-squared value of 0.691 means that approximately 69.1% of the variance in organizational performance is explained by talent management variables. The adjusted R-squared of 0.674 indicates that the model fits the data well, even after adjusting for the number of predictors. The F value of 41.873, significant at the 1% level, indicates that the model as a whole is statistically significant.

Specifically, talent attraction shows a positive and significant effect on organizational performance at the 5% level ($p > 0.05$). The positive coefficient for talent attraction 0.334 indicates that as efforts to attract talented individuals improve, organizational performance also improves. The standardized beta value of 0.368 indicates a moderate to strong relationship between talent attraction and organizational performance, highlighting its importance as a key driver of success.

This finding emphasizes that an effective talent attraction strategy plays a pivotal role in enhancing organizational performance. Talent attraction goes beyond just filling

vacancies; it involves creating a strong and compelling employer brand that aligns with the values, goals, and aspirations of potential employees. At Origin Business Solutions Company, this means communicating the organization's commitment to innovation, technology, and career growth. Competitive compensation packages, a positive organizational culture, and opportunities for professional development further increase the company's attractiveness to high-caliber talent. Additionally, building a robust employer brand through platforms like social media, professional networking events, and partnerships with universities helps create a strong presence in the talent marketplace. A well-implemented talent attraction strategy ensures that the company not only attracts but also retains top talent, which in turn directly impacts productivity, innovation, and overall performance. As this analysis shows, talent attraction is not just about hiring but about positioning the organization as a top choice for the best professionals in the industry, fostering long-term business success.

On the other hand, learning and development, talent retention, and career management do not show significant effects, although their coefficients are positive. This indicates that while these factors may influence performance, their statistical significance is less pronounced in this model.

Overall, the findings emphasize that talent attraction is a significant contributor to organizational performance. However, other talent management practices such as learning and development, talent retention, and career management may require further refinement or alignment with broader organizational strategies to yield more substantial, measurable impacts on performance.

4.3 Analysis of the Mediating Effect of Organizational Commitment on the Relationship Between Talent Attraction and Organizational Performance of Origin Business Solutions Company.

To test the mediating effect of organizational commitment on the relationship between talent attraction and organizational performance, the following steps are followed:

1. Total effect through regression analysis on the effect of the independent variable on the dependent variable.
2. Regression analysis on the effect of the independent variable on the mediating variable.

3. Regression analysis on the effect of the independent variable and mediating variable on the dependent variable.
4. Sobel test for the significance of the mediating variable.
5. Finding the indirect effect, direct effect, and total effect.

As a first step, the effect of talent attraction (independent variable) on organizational performance (dependent variable) is analyzed. The results are shown in Table (4.8).

Table (4.8) Effect of Talent Attraction on Organizational Performance

Variables	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	VIF
	B	Std. Error	Beta			
(Constant)	1.241	0.276		4.495	0.000	
Talent Attraction	0.727***	0.062	0.800	11.775	0.000	1.000
R	0.800					
R Square	0.640					
Adjusted R Square	0.635					
Durbin-Watson	2.269					
F value	138.641***					

Source: Survey Data (2025)

Note: *** Significant at 1% level; ** Significant at 5% level; * Significant at 10% level

As shown in Table (4.8), the total effect of talent attraction on organizational performance is 0.727 at 1% significance level. Then, the effect of talent attraction (independent variable) on organizational commitment (mediating variable) is analyzed, and the result is shown in Table (4.9).

Table (4.9) Effect of Talent Attraction on Organizational Commitment

Variables	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	VIF
	B	Std. Error	Beta			
(Constant)	1.464	0.314		4.667	0.000	
Talent Attraction	0.679***	0.070	0.739	9.680	0.000	1.000
R	0.739					
R Square	0.546					
Adjusted R Square	0.546					
Durbin-Watson	2.202					
F value	93.707***					

Source: Survey Data (2025)

Note: *** Significant at 1% level; ** Significant at 5% level; * Significant at 10% level

As shown in Table (4.9), the coefficient value is 0.679 at 1% significance level, and the standard error is 0.070 for the effect of talent attraction on organizational commitment (effect of independent variable and mediating variable). After analyzing the effect of talent attraction (independent variable) on organizational commitment (mediating variable), the third step of testing the mediating effect is continued. In this step, the independent variable is the organizational commitment. The results are shown in Table (4.10).

Table (4.10) Effect of Talent Attraction and Organizational Commitment on Organizational Performance

Variables	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	VIF
	B	Std. Error	Beta			
(Constant)	0.733	0.289		2.538	0.013	
Talent Attraction	0.491***	0.085	0.541	5.798	0.000	2.201
Organizational Commitment	0.347***	0.092	0.351	3.767	0.000	2.201
R	0.834					
R Square	0.696					
Adjusted R Square	0.688					
Durbin-Watson	2.183					
F value	88.134***					

Source: Survey Data (2025)

Note: *** Significant at 1% level; ** Significant at 5% level; * Significant at 10% level

As shown in Table (4.10), the coefficient value of talent attraction on organizational commitment is 0.491 at 1% significance level. The coefficient value of organizational commitment on organizational performance is 0.347 at 1% significance level, and the standard error value is 0.092. To test the mediating effect of organizational commitment between talent attraction and organizational performance, the Sobel test is conducted. The result is shown in Table (4.11).

Table (4.11) Sobel Test Result for Mediating Test for Organizational Commitment on the Relationship between Talent Attraction and Organizational Performance

Input:			Test statistic	Std. Error:	p-value:
<i>a</i>	0.679	Sobel test:	3.51533763	0.06702429	0.0004392
<i>b</i>	0.347	Aroian test:	3.4992219	0.06733297	0.00046662
<i>s_a</i>	0.070	Goodman test:	3.53167809	0.06671418	0.00041293
<i>s_b</i>	0.092	Reset all	Calculate		

Source: Survey Data (2025)

Note: *** Significant at 1% level; ** Significant at 5% level; * Significant at 10% level

As shown in Table (4.11), the Sobel test results confirm that organizational commitment significantly mediates the relationship between talent attraction and organizational performance. The Sobel test statistic is 3.515, with a p-value of 0.0004392, which is less than 0.01. Therefore, there is a mediating effect of organizational commitment between talent attraction and organizational performance at 1% significance level.

The total effect, direct effect, and indirect effect are as follows:

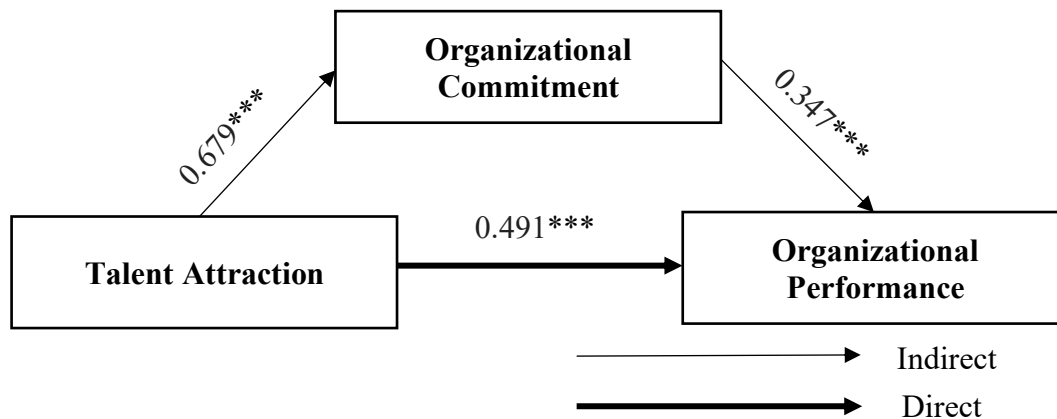
Total Effect = 0.727

Direct Effect = 0.491

Indirect Effect = 0.679 x 0.347 = 0.236

$$\begin{array}{rclclcl}
 \text{Direct Effect} & + & \text{Indirect Effect} & = & \text{Total Effect} \\
 0.491 & + & 0.236 & = & 0.727
 \end{array}$$

Figure (4.1) Meditating Effect of Organizational Commitment on the relationship between Talent Attraction and Organizational Performance



Source: Survey Data (2025)

Note: *** Significant at 1% level; ** Significant at 5% level; * Significant at 10% level

The findings reveal that organizational commitment acts as a significant mediator between talent attraction and organizational performance, indicating that the strength of talent attraction on organizational performance is enhanced when employees feel committed to the organization. This indicates that talent attraction alone, while important, may not be sufficient to fully realize its potential impact on performance. The mediating role of organizational commitment emphasizes that when employees are highly engaged and committed, they are more likely to leverage their skills and talents for the organization’s benefit, translating talent attraction efforts into tangible improvements in performance.

The Sobel test, with a p-value of 0.0004392, confirms that organizational commitment is a statistically significant mediator at the 1% level. This finding is particularly meaningful for Origin Business Solutions Company, as it shows that while attracting skilled professionals is vital, fostering an environment that nurtures strong organizational commitment significantly enhance the effectiveness of these talent attraction efforts. In practical terms, OBS can maximize the return on its investment in recruitment by also focusing on building a culture of trust, support, and engagement, which in turn will translate into higher organizational performance.

From a strategic perspective, this insight should influence how Origin Business Solutions Company approaches both recruitment and retention. While attracting top talent remains essential, the company should equally prioritize initiatives that strengthen

organizational commitment, such as fostering strong leadership, providing growth opportunities, recognizing employee contributions, and cultivating a supportive workplace culture. These actions not only increase employee loyalty but also ensure that the benefits of attracting top talent are fully realized in terms of improved performance and long-term organizational success.

CHAPTER 5

CONCLUSION

This chapter consists of three sections: the findings and discussions, suggestions and recommendations, and needs for further research. It especially explores how effect of talent management on organizational performance of Origin Business Solutions Company.

5.1 Findings and Discussions

This study aims to analyze the effect of talent management practices on organizational performance, with organizational commitment serving as a mediating variable in the relationship between talent management and organizational performance. The study involved 100 employees at Origin Business Solutions Company. Using the Raosoft sampling calculator, a sample size of 80 was determined. A simple random sampling method is employed to select participants. Primary data is collected through an online survey using a structured questionnaire with a five-point Likert scale. Descriptive statistics and linear regression analysis are applied to analyze the data.

The demographic profile of respondents from Origin Business Solutions Company shows a well-balanced and diverse workforce, with a slight female majority and most employees aged between 31 and 50, reflecting a mature and experienced team. The majority held bachelor's or master's degrees, and over half have more than 10 years of work experience, indicating a highly educated and seasoned group. Employees are spread across key departments such as admin & HR, business development, operations, and sales, with a significant portion occupying managerial roles. Most respondents earn above 1,000,000 MMK monthly, highlighting a professionally stable and strategically positioned workforce for evaluating talent management's impact on organizational performance.

The descriptive analysis reveals that the respondents have generally agree of the company's talent management functions, organizational commitment, and organizational performance at Origin Business Solutions Company. In terms of talent management's talent attraction, respondents strongly agree with the company's efforts in talent attraction. The positive responses reflect employees' recognition of the importance of building a strong brand image, offering career development opportunities, and ensuring job security to attract top talent. These elements are crucial for drawing high-quality candidates, and employees

appreciate the company's efforts in maintaining a healthy organizational climate and work-life balance, which are important factors in attracting the right talent. The results suggest that talent attraction strategies are considered effective and contribute significantly to the company's ability to attract skilled individuals, which ultimately supports organizational performance.

Learning and development indicate that employees strongly agree that offering regular training, aligning learning programs with organizational goals, and providing adequate support for professional development are essential for both individual and organizational growth. Furthermore, the emphasis on knowledge-sharing and the proactive approach to assessing learning and development gaps are seen as important for maintaining competitiveness. The organization's commitment to implementing effective learning and development strategies is viewed as a positive factor in improving performance and adding value to the organization. This showing that the company's investment in employee development is recognized as a key driver of success.

Talent retention indicates strongly agree among respondents with the organization's talent retention strategies. Employees agree that competitive compensation, flexible working hours, work-life balance, ongoing training, and effective internal recruitment policies are essential for retaining talent. They also recognize the value of employee recognition programs and leadership support in encouraging long-term retention. The positive responses suggest that these strategies help to foster a loyal and committed workforce, which is crucial for maintaining organizational performance. The findings highlight that employee satisfaction with retention strategies contributes to reduced turnover and supports overall organizational success.

Career management indicates strongly agree with the company's career management strategies. Employees recognize the importance of integrating career planning into talent management, with career development seen as essential for long-term success. The creation of clear career paths, opportunities for new responsibilities, and regular discussions of career development during performance reviews are highly valued by employees. These practices not only support individual growth but also align employees' goals with organizational objectives, fostering a motivated and engaged workforce. The results suggest that career management is an important factor in retaining talent and improving organizational performance.

Organizational commitment indicates strong agreement with the organization's efforts to foster organizational commitment. Employees strongly agree with statements about their willingness to put in extra effort, their pride in working for the organization, and their strong sense of loyalty. The high levels of commitment reflect a deep emotional connection between employees and the organization, suggesting that employees are highly motivated to contribute to the organization's success. The alignment of personal values with organizational values also reinforces employees' commitment, making them more likely to remain with the company and actively promote it as a great place to work. These factors contribute significantly to organizational stability and performance.

The mean values for organizational performance indicate that respondents strongly agree with the organization's performance efforts. Employees understand the direct link between their performance and the organization's success, and they appreciate the company's focus on improving processes, increasing productivity, and providing regular feedback. The emphasis on rewarding high performance, encouraging innovation, and ensuring internal policies positively impact performance is viewed positively by employees. Furthermore, employees recognize the importance of their behavior in contributing to organizational success. The high mean values show that employees are actively engaged in improving organizational performance and that the company's efforts in these areas are yielding positive outcomes.

The regression analyses conducted in this study offer valuable insights into the relationship between talent management, organizational commitment, and organizational performance at Origin Business Solutions Company. The multiple regression analysis reveals that among talent management variables, talent attraction only has a significant and positive effect on organizational performance. The results indicate that increased efforts to attract talented individuals contribute to improved organizational performance. The standardized beta value of 0.368 further reinforces the strength of this relationship, highlighting talent attraction as a key driver of success within the company. This finding underscores the importance of having an effective talent attraction strategy, which includes competitive compensation, employer branding, and a positive organizational culture.

Talent attraction is a critical element for Origin Business Solutions Company, especially in competitive sectors like ICT and software development. Effective talent attraction starts with aligning Origin Business Solutions Company's brand, values, and the expectations of modern professionals. Origin Business Solutions Company adopts a

multifaceted approach to talent attraction by leveraging both traditional and digital recruitment channels. Partnering with universities, coding academies, and participating in industry events allows Origin Business Solutions Company to engage with emerging talent and enhance its industry presence. Additionally, job offers must not only provide competitive compensation but also highlight non-monetary benefits such as career growth opportunities, project ownership, and flexibility factors that are particularly appealing to today's workforce. In high-demand fields like software development and cloud engineering, offering purpose and autonomy is crucial to attracting top talent.

The second analysis, which examines the mediating effect of organizational commitment, reveals the significant role that organizational commitment plays in the relationship between talent attraction and organizational performance at Origin Business Solutions. The findings indicate that while talent attraction is a crucial factor, it is not sufficient on its own to fully realize its potential impact on organizational performance. Organizational commitment acts as a key mediator, amplifying the effects of talent attraction. When employees are highly engaged and committed to the organization, they are more likely to leverage their skills and talents for the organization's benefit, effectively translating talent attraction efforts into measurable improvements in performance. The Sobel test confirms the statistical significance of this mediating effect at the 1% level, reinforcing its importance in driving organizational success.

While attracting top talent remains essential, it is equally vital for the company to cultivate an environment that fosters organizational commitment. Strategies such as strong leadership, career development opportunities, employee recognition, and a supportive workplace culture are crucial in strengthening commitment. By prioritizing both talent attraction and organizational commitment, Origin Business Solutions can maximize the impact of its recruitment strategies, leading to sustained improvements in organizational performance and long-term success.

5.2 Suggestions and Recommendations

Based on the findings of this study, several key recommendations can be made to enhance the talent management practices at Origin Business Solutions Company and improve organizational performance.

First, strengthening talent attraction is critical for Origin Business Solutions Company. The study highlighted the significant role that talent attraction plays in driving organizational performance. To attract top talent, Origin Business Solutions Company should enhance its brand image and effectively communicate career development opportunities. This can be achieved through targeted marketing campaigns that highlight the organization's values, growth opportunities, and workplace culture. Leveraging professional platforms, social media, and industry events will also help increase visibility and attract skilled professionals. Additionally, offering competitive compensation packages and reinforcing job security will further strengthen the company's ability to attract the right talent.

Second, the study revealed the importance of organizational commitment as a mediator in the relationship between talent attraction and organizational performance. Therefore, Origin Business Solutions Company should prioritize initiatives that nurture and enhance employee commitment. This can be achieved by fostering a culture of trust, providing career development opportunities, aligning the work environment with employees' personal values, and offering regular recognition. Ensuring work-life balance and promoting strong leadership and effective communication will also enhance organizational commitment. When employees are more engaged and committed, their performance improves, which in turn positively impacts organizational performance.

While learning and development initiatives are positively correlated with performance, their direct impact was not statistically significant in this study. To optimize the effectiveness of learning and development, Origin Business Solutions Company should better align training programs with both organizational goals and employees' career aspirations. Implementing targeted development programs, evaluating their impact through performance assessments, and encouraging knowledge-sharing among employees will foster a more innovative and skilled workforce. Peer mentoring and cross-functional projects can further enhance collaboration and promote continuous learning.

Career management practices, while recognized for their importance, require further refinement to fully realize their potential. Origin Business Solutions Company should establish clear, role-specific career development paths with transparent criteria for promotion and growth. Offering opportunities for lateral movement, skill broadening, and exposure to different functions will provide employees with a clear understanding of long-term growth opportunities within the company. Moreover, embedding succession planning

within career management will ensure high-potential employees are prepared for future leadership roles, helping to sustain long-term organizational success.

Lastly, although talent retention is acknowledged, their direct impact on organizational performance was less pronounced. To strengthen retention efforts, Origin Business Solutions Company should adopt more proactive measures, such as offering flexible working arrangements, comprehensive benefits, and clear career advancement pathways. Regularly conducting stay interviews and gathering feedback through surveys will allow the company to identify potential issues early, enhance employee satisfaction, and reduce turnover. By addressing employee concerns before they become significant issues, Origin Business Solutions Company can retain top talent and maintain a motivated workforce.

In conclusion, aligning talent management practices with broader organizational goals is essential for maximizing their impact. By integrating organizational commitment, talent attraction, and career development strategies, Origin Business Solutions Company can create a more focused and motivated workforce. Implementing these recommendations will help Origin Business Solutions Company achieve sustained organizational growth and ensure long-term success.

5.3 Needs for Further Research

While this study provides valuable insights into the impact of talent management practices on organizational performance at Origin Business Solutions, several areas warrant further investigation. First, future research could explore the longitudinal effects of talent management practices over time. Specifically, it would be beneficial to examine how sustained efforts in talent attraction, learning and development, and career management contribute to long-term organizational success. A longitudinal approach would offer a deeper understanding of the cumulative impact of these practices and whether their effects remain consistent over an extended period.

Second, this study focused on the perceptions of employees within a single company, Origin Business Solutions. To broaden the scope, future research could expand to include multiple organizations across different industries. This would enable a more comprehensive comparison of how talent management practices influence organizational

performance in diverse contexts. A comparative study could help identify industry-specific factors and best practices that could be applied more broadly.

Moreover, while organizational commitment was identified as a significant mediator between talent attraction and organizational performance, further research could explore other potential mediators and moderators that might influence this relationship. For example, leadership style, workplace culture, or employee well-being could play critical roles in enhancing the effects of talent management practices. Investigating these additional variables would provide a more nuanced understanding of the dynamics between talent management and organizational performance.

Additionally, while this study highlighted the positive correlation between talent management practices and performance, it would be beneficial to examine the impact of talent management on specific performance outcomes, such as financial performance, innovation, and employee retention. This would establish a clearer link between talent management initiatives and measurable organizational outcomes.

Finally, future research could delve into the role of technology in talent management. Specifically, examining how digital tools and platforms can be leveraged to enhance recruitment, training, career development, and performance management processes would be insightful. Given the increasing reliance on technology in the workplace, understanding its impact on talent management practices is crucial for organizations seeking to maintain a competitive edge in the digital age.

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APPENDIX – I
QUESTIONNAIRE

Dear Sir/Madam,

This questionnaire survey is intended for my research, which will fulfill my MBA degree at Yangon University of Economics (YUE). I am researching “The Effect of Talent Management on Organizational Performance of Origin Business Solutions Company.”

I am requesting your assistance in completing the questionnaire survey. The information that you will disclose is for statistical and academic purposes only and individual responses will remain strictly confidential.

Your kind response to this questionnaire would be highly appreciated.

Mr.Kyaw Win Han

MBA (27th Batch)

Yangon University of Economics

Section A: Demographic Information

Please select the most appropriate option for each of the following questions.

1. **Gender**

- Male Female

2. **Age**

- 18-25 years 26-30 years 31-40 years
 41-50 years 50 years and above

3. **Marital Status**

- Single Married

4. **Educational Background**

- High School Diploma Bachelor's Degree
 BIT Degree Master's Degree or higher

5. **Working experience**

- Less than 1 year 1-3 years 4-6 years
 7-10 years Over 10 years

6. **Department within the organization**

- Admin & HR Team Operation Team Sales & Marketing Team
 Finance Business Development

7. **Job Position**

- Entry-Level Mid-Level Senior-Level
 Managerial

8. **Monthly Salary (Kyat)**

- ≥ 500,000
 500,001 - 1,000,000
 1,000,001 - 1,500,000
 Above 1,500,000
-
-
-

Section B: Talent Attraction

Please select the appropriate box to indicate the extent to which you " Agree" to "Disagree" with each statement. The item scales are five-point Likert type scales with "1=Strongly Disagree, 2= disagree, 3 neutral, 4= agree, 5=strongly agree":

Please indicate the extent to which you agree or disagree with the following statements:

Sr.	Statement	1	2	3	4	5
1.	My Company strive to build a good brand image to attract talented people.					
2.	Potential employees are attracted by the company's career development opportunities.					
3.	The company ensure employee's job security to attract the right talent.					
4.	The company builds a strong brand reputation to appeal to top talent in the industry.					
5.	We value the talent search matrix during selection to recruit the right talent.					
6.	We have a work-life balance policy, which is critical to attracting the right talent.					
7.	We ensure a healthy organizational climate to attract the right talents.					

Section B: Learning and Development

Please select the appropriate box to indicate the extent to which you " Agree" to "Disagree" with each statement. The item scales are five-point Likert type scales with "1=Strongly Disagree, 2= disagree, 3 neutral, 4= agree, 5=strongly agree":

Please indicate the extent to which you agree or disagree with the following statements:

Sr.	Statement	1	2	3	4	5
1.	The company provides regular training opportunities to enhance employee skills.					
2.	Learning and development programs are aligned with organizational goals.					
3.	Employees receive adequate support to pursue professional development.					
4.	The company encourages knowledge-sharing among employees.					
5.	We proactively assess L&D capability gaps and develop talent to remain competitive.					
6.	We measure the L&D program's impact on organizational value creation by evaluating individual performance.					
7.	Our L&D program strategies are very effective. They have helped improve our performance and add more value to our organization.					

Section B: Talent Retention

Please select the appropriate box to indicate the extent to which you " Agree" to "Disagree" with each statement. The item scales are five-point Likert type scales with "1=Strongly Disagree, 2= disagree, 3 neutral, 4= agree, 5=strongly agree":

Please indicate the extent to which you agree or disagree with the following statements:

Sr.	Statement	1	2	3	4	5
1.	My company offers competitive compensation and benefits compared to other organizations in the same industry.					
2.	Flexible working hours and work-life balance initiatives are provided to support employee satisfaction and retention.					
3.	The company offers ongoing training and development opportunities that encourage career growth and employee retention.					
4.	A clear and fair performance appraisal system helps build employee trust and confidence.					
5.	The company has an effective internal recruitment policy that enhances employee morale and loyalty.					
6.	Employee recognition programs (both monetary and non-monetary) are in place and appreciated by staff.					
7.	Employees are encouraged to stay long-term due to trust in leadership and organizational support.					

Section C: Career Management

Please select the appropriate box to indicate the extent to which you " Agree" to "Disagree" with each statement. The item scales are five-point Likert type scales with "1=Strongly Disagree, 2= disagree, 3 neutral, 4= agree, 5=strongly agree":

Please indicate the extent to which you agree or disagree with the following statements:

Sr. No.	Statement	1	2	3	4	5
1.	Career planning is an integral part of our talent management program, and we carefully assess individual requirements and develop a clear path for employee personal and professional growth.					
2.	Career planning is recognized as essential to the company's long-term growth and success.					
3.	My company has established career paths that individuals follow in their professional lives as they progress through various job roles, positions, and levels within the organization.					

4.	Our career management strategies have helped us to improve our business performance and add value continuously.					
5.	Career planning is considered a shared responsibility between employees and management.					
6.	I am given opportunities to take on new responsibilities to support career growth.					
7.	Career development is discussed during performance reviews or evaluations.					

Section D: Organizational Commitment

Please select the appropriate box to indicate the extent to which you " Agree" to "Disagree" with each statement. The item scales are five-point Likert type scales with “1=Strongly Disagree, 2= disagree, 3 neutral, 4= agree, 5=strongly agree”:

Please indicate the extent to which you agree or disagree with the following statements:

Sr. No.	Statement	1	2	3	4	5
1.	I am willing to put in a great deal of effort beyond that normally expected in order to help this organization be successful.					
2.	I talk up this organization to my friends as a great organization to work for.					
3.	I would accept almost any type of job assignment in order to keep working for this organization.					
4.	I am proud to tell others that I am part of this organization.					
5.	I find that my values and the organization’s values are very similar.					
6.	I feel a strong sense of loyalty to this organization.					

Section E: Organizational Performance

Please select the appropriate box to indicate the extent to which you " Agree" to "Disagree" with each statement. The item scales are five-point Likert type scales with “1=Strongly Disagree, 2= disagree, 3 neutral, 4= agree, 5=strongly agree”:

Sr. No.	Statement	Degree				
		1	2	3	4	5
1.	Employees understand how their performance contributes to the organization’s success.					
2.	The organization continuously improves processes to increase productivity.					

3.	Managers and supervisors provide regular feedback on employee performance.					
4.	My organization rewards high performance appropriately.					
5.	I believe the company's internal policies positively affect employee performance.					
6.	My company encourages innovation and continuous improvement					
7.	Employee behavior contributes significantly to organizational success.					

Thank you for your very kind cooperation, help, and precious time.

APPENDIX - II

SPSS and Sobel Test Outputs

Effect of Talent Management on Organizational Performance of Origin Business Solutions Company

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.831a	.691	.674	.244	.691	41.873	4	75	.000	2.311

a. Predictors: (Constant), Career Management, Learning and Development, Talent Retention, Talent Attraction

b. Dependent Variable: Organizational Performance

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9.997	4	2.499	41.873	.000b
	Residual	4.476	75	.060		
	Total	14.473	79			

a. Dependent Variable: Organizational Performance

b. Predictors: (Constant), Career Management, Learning and Development, Talent Retention, Talent Attraction

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.684	.307		2.229	.029		
	ABM	.334	.128	.368	2.616	.011	.209	4.788
	OBM	.120	.108	.134	1.113	.269	.286	3.490
	RBM	.197	.121	.195	1.631	.107	.289	3.461
	ACBM	.199	.124	.200	1.604	.113	.265	3.767

a. Dependent Variable: IDM

Mediating Effect of Organizational Commitment on the Relationship Between Talent Attraction and Organizational Performance of Origin Business Solutions Company.

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df 1	df2	Sig. F Change	
1	.800a	.640	.635	.258	.640	138.641	1	78	.000	2.269

a. Predictors: (Constant), Talent Attraction

b. Dependent Variable: Organizational Performance

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9.262	1	9.262	138.641	.000b
	Residual	5.211	78	.067		
	Total	14.473	79			

a. Dependent Variable: Organizational Performance

b. Predictors: (Constant), Talent Attraction

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.241	.276		4.495	.000		
	ABM	.727	.062	.800	11.775	.000	1.000	1.000

a. Dependent Variable: Organizational Performance

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df 1	df2	Sig. F Change	
1	.739a	.546	.540	.293	.546	93.707	1	78	.000	2.202

a. Predictors: (Constant), Talent Attraction

b. Dependent Variable: Org Commit

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8.083	1	8.083	93.707	.000b
	Residual	6.728	78	.086		
	Total	14.811	79			

a. Dependent Variable: Org Commit

b. Predictors: (Constant), Talent Attraction

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.464	.314		4.667	.000		
	ABM	.679	.070	.739	9.680	.000	1.000	1.000

a. Dependent Variable: Org Commit

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df 1	df2	Sig. F Change	
1	.834 ^a	.696	.688	.239	.696	88.134	2	77	.000	2.183

a. Predictors: (Constant), Org Commit, Talent Attraction

b. Dependent Variable: Organizational Performance

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	10.073	2	5.036	88.134	.000b
	Residual	4.400	77	.057		
	Total	14.473	79			

a. Dependent Variable: Organizational Performance

b. Predictors: (Constant), Org Commit, Talent Attraction

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.733	.289		2.538	.013		
	ABM	.491	.085	.541	5.798	.000	.454	2.201
	FLM	.347	.092	.351	3.767	.000	.454	2.201

a. Dependent Variable: Organizational Performance

Sobel Test

Input:			Test statistic	Std. Error:	p-value:
<i>a</i>	0.679	Sobel test:	3.51533763	0.06702429	0.0004392
<i>b</i>	0.347	Aroian test:	3.4992219	0.06733297	0.00046662
<i>sa</i>	0.070	Goodman test:	3.53167809	0.06671418	0.00041293
<i>sb</i>	0.092	Reset all	Calculate		

a = raw regression coefficient for the association between talent attraction and org commit

b = raw coefficient for the association between org commit and organizational performance

Sa = standard error of a.

Sb = standard error of b.