



**A CAUSAL MODEL OF TALENT MANAGEMENT ON
ORGANIZATIONAL PERFORMANCE: AN EMPIRICAL
STUDY OF SF LISTED LOGISTICS
ENTERPRISES IN CHINA**

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**A dissertation submitted in partial fulfillment of the requirements for the degree of
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Declaration

I, Li Yulong(Student ID# 6319200008), hereby certify that the work embodied in this dissertation entitled "A Causal Model of Talent Management on Organizational Performance: An Empirical Study of SF Listed Logistics Enterprises in China" is result of original research and has not been submitted for a higher degree to any other university or institution.

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ABSTRACT

Title : A Causal Model of Talent Management on Organizational Performance:
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This study aims to analyze the impact of talent management on organizational performance and explore the relationship between talent management and the organizational performance of SF Logistics Company through organizational commitment.

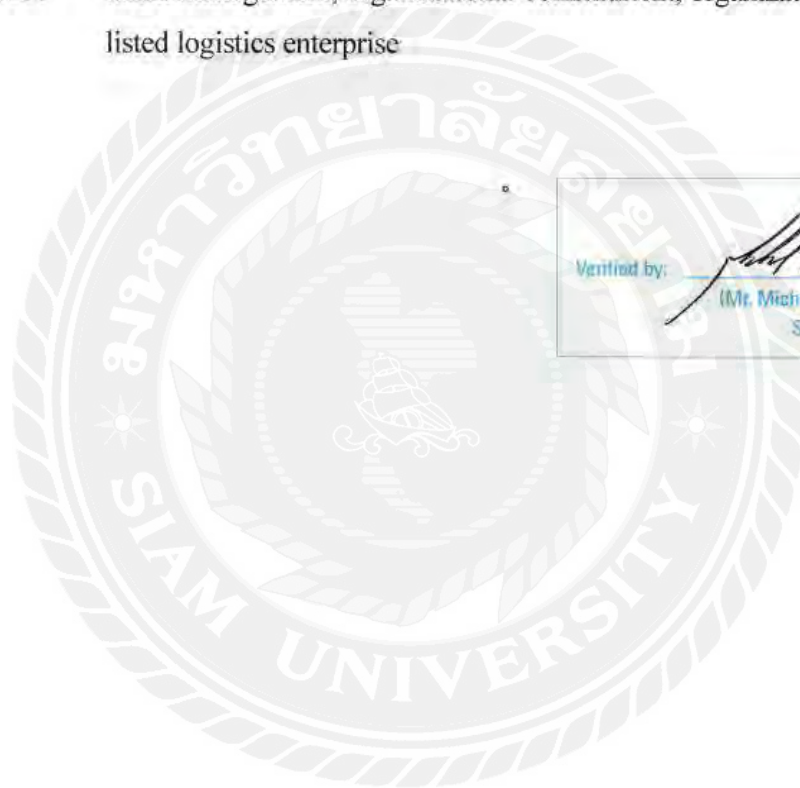
The research adopts a mixed-method approach utilizing quantitative and qualitative methods to obtain specific research results. Using SF Express as the sampling population, questionnaires were distributed to 420 employees of SF Express, and 406 valid responses were received. In-depth interviews were conducted with 21 managers. Purposive sampling was employed based on participants' characteristics, experience, knowledge, and expertise, with the organization's permission granted under ethical criteria approval (Ethics certificate number: PIM-REC 038/2567).

The research results indicate that talent management has a direct impact on organizational commitment and organizational performance. Additionally, it has an indirect effect on organizational performance through organizational commitment. In talent

(II)

management, the most significant factor is talent retention; normative commitment is the most prominent factor in organizational commitment, and contextual performance is the most significant factor. This study examines the relationship between talent management and the organizational performance of SF Express to provide a helpful reference for experiences in developing the logistics industry in this area.

Keyword: talent management, organizational commitment, organizational performance, listed logistics enterprise



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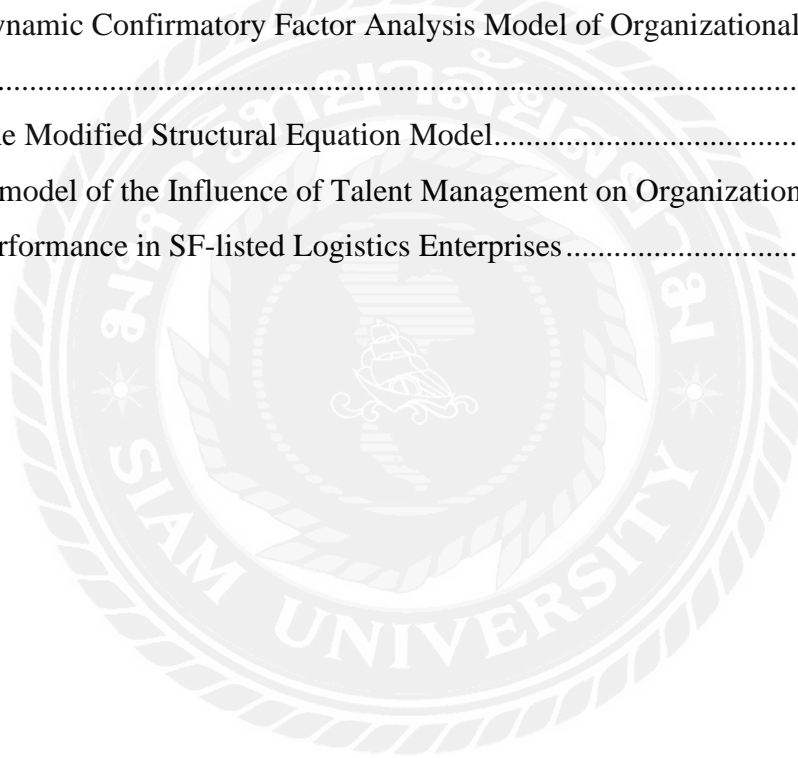
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Chapter 1

Introduction

1.1 Background of the Problem

Although the global epidemic is over, economic downturns and uncertainties remain. The United States (US) is one of the first countries to develop the logistics industry, according to the 34th US Logistics Annual Report "Big Reset" released by the US Supply Chain Management Professional Association (CSCMP) in 2023. In 2022, the US commercial logistics cost reached 2.3 trillion US dollars, an increase of 19.6% over 2021, and the proportion of logistics costs in the US GDP reached 9.1%. 60% of the traffic is done through third-party logistics service providers. Like the United States, Europe is at the forefront of developing the logistics industry. Compared with the United States, the development of the logistics industry in Europe presents different characteristics. Technological progress, primarily the result of IT technology and the merger and alliance of related industries has promoted the rapid growth of the European logistics industry. The logistics market of the 15 European Union (EU) countries plus Norway and Switzerland is about 630 billion euros, of which nearly 60% is completed by third-party logistics companies. Similarly, the development of Japan's logistics industry has a long history and is at the leading level in the world. Relevant statistics show that the proportion of macro logistics costs to Japan's GDP reached 9.6% in 2023, lower than the 10.7% in the United States. Japan's logistics industry has the highest degree of marketization, and about 80% of logistics is completed by third-party logistics companies(Weiqing, 2014).

Early logistics enterprises in China mainly provide a single logistics service and often only need to solve simple single-link services such as distribution and customs declaration for customers(Almaaitah et al., 2020). With the development of society, mainly since entering the 21st century, logistics services, management, and technology have produced rapid innovation and development compared with the past(Luna-Arocas et al., 2020). The logistics industry has changed in both supply and demand segments. In terms of demand, customers require higher quality services at lower costs, faster

timeliness, lower freight damage, and intelligent logistics throughout the process. In terms of supply, with the growth of the logistics industry and the development of scientific and technological levels, logistics enterprises have more robust serviceability and efficiency and have the technical conditions for the intelligent and intelligent development of logistics(Yator & Abuga, 2023). Under such supply and demand conditions, logistics enterprises have changed from providing only single or multiple services to providing intelligent integrated logistics businesses that integrate the whole logistics supply chain transportation. Intelligent logistics has become a new keyword in the logistics industry.

In such an industry background, the focus of competition in logistics enterprises is now more comprehensive than the ability to execute and be serviceable. The transformation and upgrading of logistics intelligence require practitioners not only to be familiar with the specific operation of logistics but also to have a deep understanding of management, economy, law, information systems, and other related knowledge(Alparslan & Saner, 2020). It requires a wide range of expertise, solid strategic judgment, grasp ability, and a strong ability to innovate and change. The ability to change and innovate is also the talent ability of enterprises in the final analysis, and the competition among enterprises is also the talent competition among enterprises(Türkmen & Polat, 2019). It is essential to identify talents and make them able to promote enterprise change and innovation and promote the sustainable development of strategy.

Frequent job-hopping of talents is common in logistics companies, and losing talent has become a significant problem for logistics companies (Dhaka, 2022). The turnover rate of most Chinese logistics companies is above 15%, and some logistics companies have a turnover rate of more than 30%, which is 4.5% higher than the average level of employees in all industries in the country (Haiyan & Shuwei, 2022). There must be more supply and demand in the Chinese talent logistics market. It is not eased despite the many graduates entering the job market yearly because the young talent must have the needed capabilities (Nankervis, 2013). The wages in China are slowly increasing, and with it, the labor cost in the market is also growing, which could erode China's competitive low labor cost market.

Specifically, Talent Management (TM) is a critical topic. A more detailed definition of TM is needed for more insight into TM. Most scholars do not take TM seriously and, therefore, do not formulate a valid definition for which is an integral part of Human resource management (HRM)(Gallardo-Gallardo, 2018). Human Resource Management has experienced many changes in recent years but can be categorized into three basic steps: personal management, HRM, strategic HRM, and TM. The three stages show the development of the HRM and how it has progressed to the new field known as TM (Jia & Zhang, 2011). Western countries, as well as China, have reached a stage where talent is the core strength of any company, and more and more focus is on recruiting new talents and providing them with attractive packages to work for them(Tansley, 2011). Similarly, this concept is new in China, and policies are still growing and evolving with time. However, there is still a long way to go to achieve all the goals regarding HRM and TM.

Some scholars integrate talent management with organizational performance and point out that talent management positively impacts organizational performance. However, there has yet to be a consensus on how talent management plays a role and what intermediary variables exist in the mechanism(Nadler & Tushman, 1990). However, the positive impact of TM on enterprise performance has been proved. According to the characteristics of different industries, research on relevant factors and intermediary variables implemented in specific industries tends to focus on innovative industries, such as Internet enterprises(Yangchun, 2014). However, for the intelligent development trend of the logistics industry, the mechanism of action between TM and organizational performance in the logistics industry is affected by many factors, which most scholars have confirmed. There are few studies on the degree and mechanism of the three correlations based on organizational commitment and few in-depth studies on the combination of organizational commitment and organizational performance in the logistics industry. Based on this research gap, the researcher intends to explore the relationship between TM and organizational performance, considering organizational commitment as one of the few in-depth studies.

How logistics companies can retain talents and enable employees to invest and effectively enhance organizational performance has become a problem that companies

must understand and solve. Logistics enterprises are necessary to accurately satisfy the needs of employees and adopt diversified and fair talent management methods based on actual situations to enhance employees' recognition of the enterprise, thereby improving team performance and company benefits.

SF Express is one of the largest couriers and logistics service providers in the logistics industry, demonstrating a significant market leadership position and a unique talent management model. SF Express possesses considerable market share and influence, with its successful experiences and strategies providing a valuable template for other enterprises. Therefore, studying SF Express aids in revealing best practices within the industry. Another distinguishing feature of SF Express is its comprehensive service network. The company offers various services, including parcel delivery, cold chain logistics, warehousing, and supply chain management, covering multiple aspects of the logistics sector. This diversification enhances the depth and breadth of research and provides opportunities for evaluating different logistics solutions.

SF Express has achieved specific results in talent management, organizational commitment, and organizational performance, so conducting corresponding research on the company is necessary. SF Express also significantly emphasizes talent management, which has garnered widespread attention for its excellent human resource management practices, talent development initiatives, and employee care programs. The corporate culture and the talent management strategies advocated by the company are crucial for attracting and retaining employees and enhancing employee satisfaction and retention rates, ultimately improving organizational performance. Furthermore, SF Express actively engages in public welfare and environmental protection, demonstrating its sense of social responsibility and significantly enhancing employee commitment within modern enterprises. SF Express's expansion into international markets increasingly demonstrates a global perspective. By examining its internationalization strategy and talent management, researchers can gain insights into how the company maintains its competitiveness in a globalized context.

SF's unique position, diversified services, and distinctive talent management practices make it an ideal subject for research in the logistics industry. These factors provide valuable insights and experiences for other enterprises to emulate and

positively contribute to enhancing the overall effectiveness of talent management practices within the industry. Therefore, this research aims to fill the gap in empirical evidence by examining the relationship between talent management and organizational performance in the SF-listed logistics company.

1.2 Significance of the Problem

1.2.1 Expand the Depth of Talent Management Research

First, previous studies have employed various theories to examine organizational performance factors. Scholars have identified several factors closely related to organizational performance, such as team size, trust, leadership qualities, communication skills, sense of competence, and organizational structure (De Jong et al., 2016). From the perspective of organizational behavior, team member characteristics, the complexity of task completion, and organizational conditions negatively impact organizational performance. In contrast, team innovation focusing on functional aspects can also positively impact organizational performance (Eryigit & Uslu, 2016). Therefore, in this study, the relevant theories are integrated, and a research framework for the organizational performance of human resource management in logistics enterprises is established.

1.2.2 Expand the Research Object and Field of Talent Management

This study aims to benefit logistics business managers, especially human resource managers, and employers in several ways. These factors include recognizing the reasons for failure to attract and retain talent. After removing some policies that lead to low employee morale, corrective actions will be taken, improving their services and, ultimately, organizational performance (Ibidunni et al., 2016). According to the results of the literature review, research on talent management in China still needs to be expanded. Talent management in China has yet to be the subject of comprehensive academic research to determine effective practices and their impact on organizational performance. In a study by Nancy (2014), the topic of Examining the effect of Talent Management on Organizational Performance: A Case of Comply Limited, it was found that talent management is strongly associated with productivity, growth, and overall

performance, thereby providing the organization with a competitive advantage in attracting and retaining the necessary talent to achieve optimal organizational performance. Management of knowledge workers and high potentials should be strategically important for organizations to increase performance (Vaiman & Vance, 2010). Issues such as talent shortages, acquisition, and retention are not experienced uniformly but are affected by the organization's unique regional circumstances and conditions (Gallardo-Gallardo et al., 2020).

However, China's cultural, political, economic, and social environment significantly differs from that of Western developed countries. Researchers must ground their work in China's national conditions, summarize successful experiences and practices in the philosophy and implementation of talent management in China, and explore talent management theories and concepts that reflect Chinese characteristics (Yang Yi, 2022). Therefore, the newly developed model of talent management on organizational performance needs to be filled in by conducting research in China.

1.2.3 Experience in Providing Learning Materials to Managers

Most of the research on the organizational performance of logistics enterprises is carried out in developed countries, especially in some developed countries in North America and Western Europe. In contrast, the research on the organizational performance of Chinese logistics enterprises needs to be more comprehensive. To achieve the goals of businesses and organizations, governments devote significant resources. However, most studies in China focus on the macro level. In addition, most studies at the micro level focus on the analysis at the individual level. With the flow of talent in the logistics industry and its particularity, more attention must be paid to teamwork and talent management.

Therefore, this study provides a novel approach to enhancing the organizational performance of logistics enterprises. By studying the relationship between talent management, organizational commitment, and organizational performance, we can determine which aspects of talent management and which dimensions of organizational commitment play an essential role in enhancing organizational performance. This can guide logistics enterprises' human resource management teams to strengthen daily

behavioral control and consciously adjust their talent management models. Moreover, it facilitates the exchange and sharing of knowledge and information among team members, subsequently improving organizational performance.

Based on summarizing previous studies, combined with exploratory case studies on employee teams in logistics companies, this paper constructs a mechanism model of the impact of talent management on team performance. It verifies the relationship between talent management, organizational commitment, and organizational performance in empirical studies on logistics enterprises in China. On this basis, a targeted management strategy is put forward to optimize the talent management of logistics enterprises, which has a management reference function for establishing high-quality human resource teams, optimized human resource team management, improved organizational performance, and has obvious practical value.

1.3 Research Questions

1. What are the factors of talent management significantly effecting organizational performance of SF logistics enterprises in China?
2. What are the impacts of organizational commitment as the mediating factor on organizational performance of SF logistics enterprises in China?
3. How the model of talent management on organizational performance of SF logistics enterprises in China should be estimated?

1.4 Objectives of the Study

This research project aims to develop a talent management model for organizational performance by taking SF listed logistics company in China as an example. This goal is achieved by achieving the following research objectives:

1. To determine the factors of talent management that significantly impact the organizational performance of SF listed logistics companies.
2. To determine how the organizational commitment variable as a mediator impacts organizational performance of SF listed logistics companies.

3. To develop a model of talent management for organizational performance of SF logistics enterprises in China.

1.5 Expected Benefits of the Study

Academic Benefits. This research will explore the relationship and influence among employee talent management, organizational commitment, and organizational performance and develop a model that provides new knowledge for research in related fields. At the same time, the research results can provide guidance and reference for theories and practices in related fields.

Organization management benefits. Improving employee organizational performance in logistics enterprises is crucial to the healthy and rapid development of the logistics industry. This research can provide helpful, practical model suggestions for employee management in the logistics industry and help improve employee stability and organizational performance, thereby promoting social progress and development.

Government administration benefits. The logistics industry is a third-party profit source, and improving employee work performance is conducive to improving the logistics industry's economic benefits, promoting the improvement of the national economy. This study can provide valuable references and suggestions for the government, help the government formulate better human resource management policies and measures, and promote the sustainable development of China's logistics industry.

1.6 Definitions

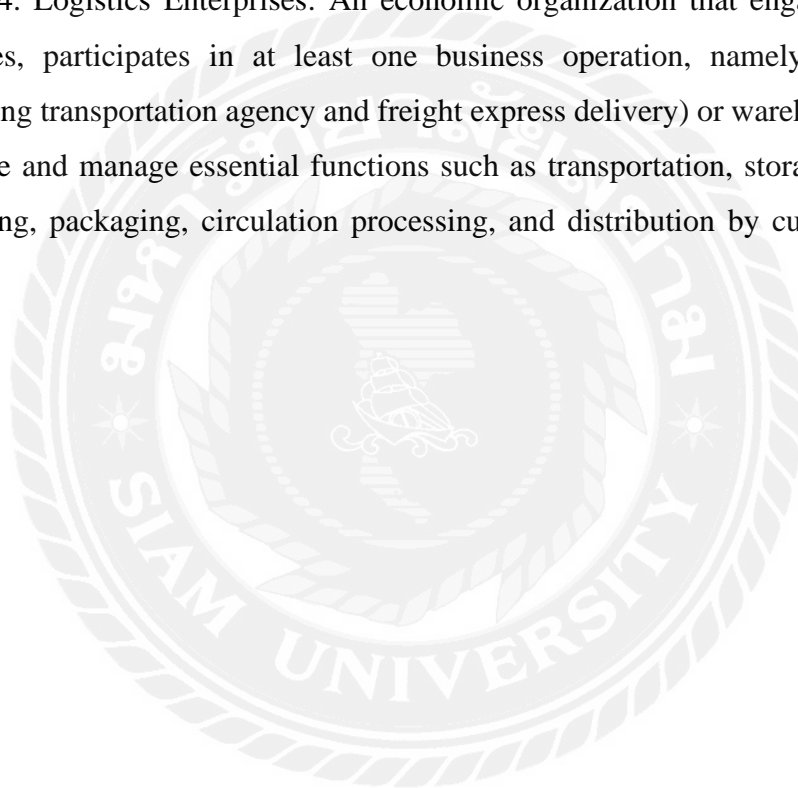
1. **Talent Management:** The process by which an organization strategically attracts, develops, retains and utilizes talent to achieve its long-term business objectives and performance objectives. Specifically, it encompasses a range of activities, including talent identification, attraction, selection, training, evaluation, development, employee motivation, retention, and succession planning(Thunnissen, 2016).

2. **Organizational Commitment:** Employees' emotional and solid attachment to the organization, their willingness to share both joys and challenges while developing

alongside the organization, their sense of responsibility, mission, and enthusiasm for their work, and their skills and abilities to achieve corporate goals and their efforts to fulfill the company's strategic objectives(Jianli, 2008).

3. Organizational Performance: Company's performance in achieving goals, meeting the needs of stakeholders, providing practical services, and managing efficiency. Therefore, companies can achieve more benefits and success by improving organizational performance. (Junlong, 2012).

4. Logistics Enterprises: An economic organization that engages in logistics activities, participates in at least one business operation, namely, transportation (including transportation agency and freight express delivery) or warehousing, and can organize and manage essential functions such as transportation, storage, loading and unloading, packaging, circulation processing, and distribution by customer logistics needs.



Chapter 2

Literature Review

The researcher summarized the literature on these theories and concepts in the following order.

The details in this chapter will be separated into 7 parts as follows:

2.1 Overview of Chinese Logistics Enterprises

2.2 Human Capital Theory

2.3 Talent Management Theory

2.4 Organizational Commitment Theory

2.5 Organizational Performance Theory

2.6 Related Literature

2.7 Conceptual Framework, Operational Definition, Hypothesis, and Explanation of Hypothesis

2.1 Overview of Chinese Logistics Enterprises

The logistics industry has always been a crucial lifeline for the development of the national economy and plays an increasingly important role today. Since the reform and opening up, the rapid economic growth has significantly increased the demand for logistics; however, at that time, the high logistics costs were concealed beneath the substantial profits of goods. Since the 21st century, as economic profits have declined, enterprises have placed greater emphasis on cost control, leading to a practical focus on logistics costs as a component of product costs. This indicates that the development of the logistics industry is closely related to the overall development of the national economy.

The development of the logistics industry in China began relatively late and can generally be divided into two stages. The first stage occurred under the planned economy system, during which the logistics industry started to develop primarily to

ensure the implementation of state-mandated distribution targets without maximizing the economic benefits of the logistics sector. The second stage began after the reform and opening up, as China transitioned from a planned economy to a socialist market economy. During this process, the logistics industry gradually shifted towards a commodity economy. The expansion of commodity circulation and foreign trade increased the demand for logistics services. In addition to the rapid development of state-owned logistics enterprises, individual and private logistics companies also began to emerge. Against continuously growing logistics demand, many logistics companies seized opportunities and achieved significant growth.

In recent years, China's economic growth rate has been relatively stable and rapid, while the online retail industry, which is closely related to the logistics sector, has also been increasing, providing a favorable macroeconomic environment for the development of logistics. According to the "2022 China Statistical Yearbook" published by the National Bureau of Statistics, the absolute value of national online retail sales reached 13,088.35 billion Yuan in 2021, a 14.1% increase from the previous year, with the absolute value of physical goods online retail sales reaching 10,804.24 billion Yuan, representing a 12% growth year-on-year.

According to the Logistics Performance Index (LPI) released by the China Federation of Logistics and Purchasing, the LPI for China's logistics industry in August 2023 was 50.3%. The LPI reflects the overall economic condition; an LPI above 50% indicates industry expansion, while an LPI below 50% indicates economic contraction. From January 2018 to the present, the LPI in our country has only shown significant values below 50% in January 2020, April, August, and December 2022, as well as in January 2023. It remained close to or slightly above 50% during all other periods. Since 2019, the global economic sector has been affected to some extent by the COVID-19 pandemic, and the periods when the LPI significantly fell below 50% closely correspond to the periods of pandemic control policies. Therefore, China's logistics industry is currently in a stage of stable and gradual expansion.

Due to its relatively late development, the logistics industry in China has seen logistics companies grow slower than other sectors. However, the number of publicly listed logistics companies has significantly risen with economic development and

increased logistics demand; as of 2022, 48 publicly listed logistics companies primarily provided logistics services, categorized based on their positioning within the industry chain.

As illustrated in Table 2.1, the types and proportions of logistics services listed logistics companies offer vary. For instance, companies like SF Express have a 100% logistics business proportion, meaning that their operations are centered on logistics services, primarily truck transportation. In contrast, Longzhu Co., Ltd. derives approximately 47% of its business from logistics services, mainly focusing on transportation.

Chinese logistics companies' operations are predominantly domestic, catering to the country's logistics transportation needs. Most companies are concentrated in regions with high logistics demand, such as East and North China. Meanwhile, the availability of logistics resources internationally is relatively limited compared to the domestic market. Many publicly listed logistics companies, including SF Express, are gradually expanding their logistics operations networks overseas.

Table 2.1 List of Listed Logistics Companies in China

Serial Number	Stock Code	Company Name	Number of Employees
1	002352	S.F. Holding Co., Ltd.	162823
2	603056	Deppon Logistics Co., Ltd.	62245
3	601598	Sinotrans Limited.	33341
4	600153	Xiamen C&D Inc.	32847
5	600704	Wuhan Zhongda Group Co., Ltd.	24247
6	002468	Sto Express Co., Ltd	18263
7	600233	Yto Express Group Co., Ltd.	17240
8	002120	Yunda Holding Co., Ltd.	11294
9	600057	Xiamen Xiangyu Co., Ltd.	8191
10	002183	Eternal Asia Supply Chain Management Ltd.	7307
11	600755	Xiamen Itg Group Corp., Ltd	6936
12	002010	Transfar Zhilian Co.,Ltd.	5137

Serial Number	Stock Code	Company Name	Number of Employees
13	600787	Cost Development Co., Ltd.	4951
14	603128	Cts International Logistics Corporation Limited	4774
15	000927	China Railway Materials Company Limited.	4242
16	002682	Longzhou Group Co., Ltd.	4039
17	603713	Milkyway Chemical Supply Chain Service Co., Ltd	3848
18	300240	Jiangsu Feiliks International Logistics Inc.	3821
19	001213	China Railway Special Cargo Logistics Co., Ltd.	3275
20	300873	Hichain Logistics Co., Ltd.	2875
21	603836	Bondex Supply Chain Management Co., Ltd.	2799
22	000906	Zheshang Development Group Co., Ltd	2281
23	300013	Henan Xinning Modern Logistics Co., Ltd.	1854
24	603066	Nanjing Inform Storage Equipment (Group) Co., Ltd.	1688
25	603648	Shanghai Shine-Link International Logistics Co., Ltd.	1623
26	002930	Guangdong Great River Smarter Logistics Co., Ltd.	1575
27	603967	China Master Logistics Co., Ltd.	1470
28	603565	Shanghai Zhonggu Logistics Co., Ltd.	1455
29	603223	Hengtong Logistics Co., Ltd	1265
30	603813	Guangdong Gensho Logistics Co., Ltd.	1255
31	603535	Guangzhou Jiacheng International Logistics Co., Ltd.	1237
32	603569	Beijing Changjiu Logistics Corp.	1168
33	600179	Antong Holdings Co., Ltd.	1077
34	002889	Shenzhen Easttop Supply Chain Management Co., Ltd.	958
35	001331	Senton Energy Co., Ltd.	941
36	001228	Yongtaiyun Chemicallogistics Co., Ltd.	832
37	001317	San Yang Ma (Chongqing) Logistics Co., Ltd.	789
38	603871	Jiayou International Logistics Co., Ltd.	652
39	002492	Zhuhai Winbase International Chemical Tank Terminal Co., Ltd.	644
40	603329	Shanghai Ace Investment&Development Co., Ltd.	579

Serial Number	Stock Code	Company Name	Number of Employees
41	605050	Friend Co., Ltd	533
42	001202	Guangdong Jushen Logistics Co., Ltd.	519
43	600794	Zhang Jia Gang Freetrade Science&Technology Group Co., Ltd.	484
44	603117	Jiangsu Wanlin Modern Logistics Co., Ltd.	467
45	600119	Y.U.D.Yangtze River Investment Industry Co., Ltd.	369
46	600180	Ccs Supply Chain Management Co., Ltd.	362
47	002769	Shenzhen Procto Supply Chain Management Co., Ltd.	277
48	002800	Xinjiang Tianshun Supply Chain Co., Ltd.	192
Total			451041

Source: China Securities Regulatory Commission, 2023

2.1.1 Overview of the SF Express Company

SF Express was founded in 1993 in Shunde, Guangdong, initially serving as a service-oriented enterprise that provided domestic and international express delivery services. After over twenty years of development, SF Express has continually expanded its operations while maintaining a diversified development model. It has built a mature and efficient express delivery network. It has horizontally extended its services around a logistics ecosystem, integrating excellent industry partners and gradually evolving into China's largest express logistics service provider. Its services encompass express delivery, economy express, freight services, cold chain logistics, pharmaceutical deliveries, same-city urgent delivery, international express, international freight forwarding, and supply chain management.

The period from 1993 to 1997 marked the initial phase of SF Express, during which it constructed its business network centered on the Pearl River Delta. After 1997, the company gradually expanded its reach nationwide, establishing logistics systems in various provinces and cities. Following the approval of the establishment of SF Airlines by the Civil Aviation Administration of China, SF Express entered a period of accelerated growth. It began to expand into international markets gradually.

Unlike other express delivery companies, SF Express has established its reputation and market share through its speed, high-quality services, and efficient operations. At the end of 2016, SF Express was listed on the Shenzhen Stock Exchange and rebranded as "SF Holding." Leveraging its robust logistics capabilities and years of operational management experience, the company has created a comprehensive logistics system centered on the "air network" for air transportation, the "ground network" for land delivery, and an "information network" based on information technology, forming an integrated "three-network" logistics infrastructure.

1. Representativeness of the Case

SF Logistics was established in 1993 and went public in 2017. It is currently ranked as the world's fourth-largest express delivery company and is a leading enterprise in China's logistics industry. In 2011, SF Express established SF Financial to provide financial-related services, gradually transitioning towards becoming a comprehensive logistics service provider. In 2015, it formally established a supply chain finance department, leveraging existing supply chain resources to pioneer various supply chain finance services. The company continuously explores new business models in supply chain finance, making it a representative enterprise in the logistics industry for its engagement in this sector.

2. Access to Abundant Information Flows Required for Supply Chain Finance

SF Logistics operates a direct sales model through its nationwide network of branches, enabling its headquarters to cover all customer information comprehensively. The company possesses a robust information management system that includes transaction data, cargo flow information, cargo supervision details, and information on upstream and downstream enterprise connections, among other data. This extensive information infrastructure provides strong support for supply chain finance.

3. Ease of Access to Corporate Data

SF Logistics has a long history and a large customer base. It was listed on the Shenzhen Stock Exchange on February 24, 2017, making its information public and transparent. Its annual reports provide detailed content regarding the company's business introduction, development strategy, management discussions, and financial

reports. As a result, various data and materials are readily accessible, facilitating subsequent research activities.

2.2 Human Capital Theory

According to the World Organization for Economic Cooperation and Development (OECD), human capital is “the knowledge, skills, competencies and other attributes embodied in individuals or groups acquired during their life and used to produce goods, services or ideas in market circumstances.” Human capital is a quality or an intangible asset. It is the monetary value of knowledge, experience, and abilities. Education, training, intelligence, abilities, health, and other characteristics are all considered. Human capital recognizes that not all labor is equal. On the other hand, economic structuring can improve the quality of that capital by investing in its population by providing education and training and nurturing their potential—the economy as a whole benefits from a high level of human capital. Human capital is valuable since it is perceived to boost productivity and, consequently, profitability. So, the more an economy invests in its citizens (i.e., in their education and training), the more productive and profitable it could be. Economic development and human capital are intricately connected. Because people have a diverse set of skills and knowledge, human capital may undoubtedly help the economy grow. This relationship can be measured by the amount of money spent on people's education. Because some governments recognize the link between human capital and the economy, they offer free or low-cost higher education. People who work and have a higher level of education often earn higher salaries, allowing them to spend.

Human capital theory is a specific application of marginality analysis with minor modifications in marginal-productivity theory. It has since become the most popular way to understand how salaries are measured. It claims that employees' knowledge and abilities impact their pay in the job market. Since Adam Smith's time, workers have been regarded as embodying knowledge and expertise contributing to manufacturing (Ingvaldsen & Engesbak, 2020). Since gaining useful information is expensive (students pay direct costs and forego opportunities to earn wages), Becker concluded that reasonable actors would only make such investments if the anticipated

benefits outweigh the short-term costs. As a result, such investments affect one's "age-earnings profile," or the earnings trend over one's lifetime. For example, those who leave school early earn market wages for a more extended period on average than those who benefit from extended education. However, the latter category earns higher wages over their lifetimes. However, under some circumstances, the average lifetime earnings of the two classes may be equal, even though the highly educated earn higher wages while working (Teixeira, 2020). Since gaining useful information is expensive (students pay direct costs and forego opportunities to earn wages), Becker concluded that reasonable actors would only make such investments if the anticipated benefits outweigh the short-term costs. As a result, such investments affect one's "age-earnings profile," or the earnings trend over one's lifetime. For example, those who leave school early earn market wages for a more extended period on average than those who benefit from extended education. However, the latter category earns higher wages over their lifetimes. However, under some circumstances, the average lifetime earnings of the two classes may be equal even though the highly educated earn higher wages while they work.

Human capital investments are based on the costs of developing skills and the anticipated returns. Families may influence these factors (Kryscynski et al., 2021). Wealthier families, for example, may subsidize their children's tuition and training expenses, lowering the cost of human capital acquisition. Furthermore, affluent and better-educated parents can influence their children's tastes and interests by instilling a high regard for education and a desire to succeed in school. Compared to children from less advantaged backgrounds, this leads to a higher rate of return on information and skills (Merz et al., 2020). As a result, parents and guardians play a critical role in establishing advantages for their children by helping them accumulate significant human capital stocks. In the end, human capital is essential in the labor market.

Becker distinguished between "general" human capital (which is valued by all potential employers) and "firm-specific" human capital (which is valued by only one firm) (which involves skills and knowledge that have productive value in only one particular company). Formal schooling develops general human capital, but on-the-job training often produces all forms of the impact of trade openness on human capital

through traditional and contemporary mechanisms of human capital. One must consider the various incentives to comprehend employee and employer investments in human resources (Kryscynski et al., 2021). Employers despise providing general skills because workers can use them at other companies. Conversely, employees are less likely to invest in firm-specific human resources if their work security or compensation is uncertain (Coff et al., 2020). Many contemporary studies of labor relations revolve around these topics.

2.3 Talent Management Theory

There are currently three schools of thought on talent management theory. First, conventional human resource management practices are regarded as talent management, with little difference between the two. In this view, talent is equated with human capital and talent management is equated with human resource management. Second, there is a focus on talent pools, viewing talent management as a process that ensures employee mobility throughout the organization. Third, this perspective emphasizes talent regardless of specific positions or organizational boundaries. This school has two different views: the first perspective focuses on high-performance or high-potential skills (Type A talents), while the second perspective posits that everyone is a talent, and the organization should help everyone improve their performance (Tarique, 2022).

In practice, talent management can be divided into inclusive and exclusive talent management (Peters, 2020). Inclusive talent management means that the goal of talent management should be to enable all employees to develop their abilities fully. However, the main criticism of inclusive talent management is that it makes it more difficult to distinguish between talent management and strategic human resource management (HRM). If you follow this approach, Talent Management is the collection of typical human resource processes such as recruitment, selection, development, training, performance evaluation, and retention. The most significant controversy about inclusive talent management is that it may cause unnecessary and high-cost investment in human resources. Exclusive talent management is widely recognized in academia and is the most common method in management practice (Peters, 2020). The

mainstream recognizes exclusive talent management and high-performing and high-potential talents are exclusive. Talent management methods based on exclusivity are usually more practical solutions(Collings & Mellahi, 2019).

According to the mainstream exclusive talent management perspective, talent management is "systematically identifying key positions that contribute differentially to the organization's sustainable competitive advantage and developing a talent pool composed of high-potential and high-performing incumbents to fill these positions." It also involves processes to develop differentiated human resource structures that assist in filling these positions with competent individuals and ensure their continued commitment to the organization. (Collings & Mellahi, 2019). This perspective emphasizes that talent management systems should identify vital organizational positions or mission-critical roles. In summary, talent management should focus more on talented, high-performing, high-potential employees and critical situations.

Talent management practices mainly focus on three aspects: recruitment, allocation, and succession planning; second, training; and third, development. Khan (2020)pointed out the establishment of an internal talent market, while some scholars also emphasized the importance of introducing talents from the external market(Khan, 2020). A balance between internal and external talent markets may be the best option. Third is talent retention. Marditama et al. (2024) proposed employee value propositions, personalized career plans, high salary levels, and a balance between personal and professional life. They also emphasized the importance of combining talent management practices with the internal and external environments of the organization(Marditama et al., 2024). Talent management practices are about attracting, developing, and retaining talent.

There are two main focus areas regarding talent management's expected outputs or effects. First, the level of the human resource management system is described. Talent management aims to attract, develop, motivate, and retain talents(Kyndt, 2018). Talent management should meet human capital's quantitative and qualitative needs, narrowing the gap between supply and demand(Beechler & Woodward, 2009). Second, they have criticized the first view, believing that talent management is not an end but focuses on the output of the entire organization(Cappelli, 2008). Many scholars have

commented on Cappelli's views and pointed out that talent management should contribute to the company's overall performance (Collings & Mellahi, 2019) or enhance the organization's competitive advantage (Ashton & Morton, 2005; Stahl et al., 2007).

In other words, talent management should help improve the company's overall performance (Cappelli, 2008; Collings & Mellahi, 2019), therefore emphasizing the importance of strategic fit of talent management practices (Humaid, 2018). Additionally, effective talent management has indirect positive relationships with organizational performance, and these relationships influence work motivation, organizational commitment, and extra-role behaviors. These aspects also have a positive effect on individual employee performance. To improve organizational performance, organizations should focus on individual performance by increasing motivation, commitment, and extra-role behaviors (Collings & Mellahi, 2019).

In summary, empirical research should be strengthened in the future, with attention paid to the following aspects: First, studying the differences in the conceptualization and implementation of talent management. Future work should examine the meanings of different definitions and models held by various stakeholders and potentially explore the extent to which these models and definitions are adopted in practice and whether they differ across fields and countries. Second, further research is needed on why companies adopt talent management practices. Currently, almost all empirical data on talent management come from multinational companies. However, companies in other industries, such as logistics, finance, and trading, may exhibit different talent management (TM) and human resource management (HRM) characteristics. Third, future research could apply a broader, more balanced, and diversified approach that considers talent management's economic and non-economic values at the individual, organizational, and societal levels. Fourth, academic research on talent management is primarily conducted in the context of Western developed countries. Research on talent management in developing countries, such as China, should also be considered a key direction for future development.

2.3.1 Talent Recruitment & Selection

Talent recruitment: Research scholars regard recruitment research as the key to human resources research, and research theories on human resources have been widely used in corporate business practices. For example, a competency model is developed to evaluate the performance of corporate employees, and this theoretical model is commonly used in employee recruitment. To this day, the competency model is still the primary and effective method for human resources research in Western developed countries. Higgins (2020) studied the competency of enterprises, which can be identified through methods such as incident interviews, questionnaires, and focus groups (Higgins, 2020). In corporate recruitment, time interviews are relatively more widely used.

Talent recruitment is when an enterprise publishes recruitment information when faced with vacant positions, attracts and accepts people suitable for the work to enter the enterprise, and assumes job responsibilities. Mainly from the perspective of overall system induction, the talent recruitment system is regarded as the entire process of enterprise talent acquisition and development. Building a human resources recruitment system through multiple channels is the key to acquiring talent for the enterprise (González, 2019). The construction of the talent recruitment system needs to be guided by corporate strategy, align with the corporate human resources management strategy and human resources planning, connect with management modules such as internal management, performance management, compensation management, and employee relationship management, and integrate aspects such as position management and competency management. Measures are the basis for implementing and building a recruitment system, forming a complete set of talent introduction and selection management systems, including the recruitment environment, channels, processes, methods, skills, and talent management (Collings et al., 2022). Among them, recruitment methods, information, recruiters, interviews, and timing are the keys to ensuring high-quality talent acquisition (Canboy et al., 2023).

Before starting the recruitment process, the human resources department's recruiter should review the applicants' backgrounds. A basic understanding of their work experience can reduce the company's hiring risks. Companies should standardize the recruitment process and build an efficient recruitment system to ensure that

recruitment brings outstanding talent to the company (Lievens & Chapman, 2019; Sadatsafavi et al., 2015). Suppose companies want to make recruitment complete and more efficient. In that case, they must be prepared in four aspects: First, the employing department should clarify the job requirements and ensure that the candidates meet them. Second, they should expand recruitment channels to ensure that information can be disseminated widely. Third, they should increase the assessment process so applicants can demonstrate their professional abilities through evaluation. Fourth, human resources management department employees should strengthen communication to recruit outstanding candidates to join the company this year (Usmanova & Khudoyberganova, 2021).

In addition, research on recruitment effectiveness is also diversified, mainly focusing on the organizational level, the employer level, the applicant level, and the information related to the job itself. First, at the managerial level, scholars have concluded that whether recruitment can achieve the desired results during the recruitment process depends on the company's salary system, promotion system, the methods used for employee selection, and labor contract management (Onyango, 2021). The length of the recruitment cycle, the matching degree of recruiters, the turnover rate of new employees, and the control of recruitment costs are the leading indicators to measure recruitment efficiency (Akhuly & Gupta, 2014). A scientific and reasonable talent plan can help companies recruit suitable talents. Second, at the employer level, a large body of research suggests that recruiter behavior impacts recruitment success or failure. Empirical research shows job seekers are more likely to be resourced (Ibrahim et al., 2018; Tang et al., 2017).

Talent selection: Regarding the concept of talent selection, in the A-level Recruitment Law summarized by an American scholar (Chee et al., 2018), It is mentioned that there are multiple steps to select excellent employees, such as screening interviews, promotion interviews, special interviews, etc. Chinese scholars have studied talent selection, which refers to the selection and investigation of job seekers by using various human resource selection and evaluation tools. It involves distinguishing their knowledge, character, skills, and other qualities and predicting their future work performance to select appropriate candidates to fill job vacancies the organization needs

(Schmidt, 2018; Wenxia, 2017). Therefore, there are many kinds of talent selection methods; commonly used selection methods include resume screening, written tests, interviews, file basket tests, case analyses, leaderless group discussions, and evaluation center technology. Different positions require different abilities from employees. The appropriate selection method should be chosen according to the specific job analysis and the skills needed.

Based on Herzberg's motivation-hygiene theory and Maslow's hierarchy of needs theory. Younas and Waseem Bari (2020) studied how P Company motivates post-90s employees. One of the recommendations that emerged was to use "succession planning" to encourage critical employees (Younas & Waseem Bari, 2020). Based on the life cycle theory, Jing et al. (2018) studied the staff selection and appointment system of a third-class hospital in Shanghai. They proposed differentiated and targeted improvement methods for staff selection, training, management, and appointment based on life cycle theory to improve the quality of employees (Jing et al., 2018). The premise of establishing the reserve talent system for enterprise senior management personnel is to establish a clear standard of reserve personnel and the leadership quality model for each position (Yi, 2018). Competency is a leading indicator for predicting future work performance and the cornerstone of human resource management (Campion et al., 2020). The concept of competency can penetrate all aspects of talent recruitment and selection in an enterprise. Competency-based thinking can be carried out on issues such as job analysis, design of job application forms, improvement of interview methods and skills, and application of evaluation center technologies. The core needs are refined into various growth scores through systematic analysis of job requirements and competency models (Shunkun & Wenyin, 2017; Tharp, 2018). The cumulative growth points completed by employees over time were taken as quantitative indicators for selecting reserve talents so that enterprises could have quantitative indicators to rely on for selecting reserve talents. At the same time, it also points out the direction for employee growth.

To sum up, this article studies talent recruitment and mainly focuses on theory and practice. From the research perspective, the current study examines the recruitment process and aims to improve its effectiveness. Theoretical research primarily focuses

on analyzing competency models and evaluating and enhancing recruitment effectiveness; applied research involves addressing specific problems and solutions in different industry contexts and recruitment stages, including research on particular modules of recruitment management and the optimization and improvement of the overall recruitment module system. Therefore, this article argues that it is necessary to consider recruitment effectiveness from multiple subjects and object perspectives and enhance the efficacy from various angles.

Domestic and foreign scholars have conducted relevant practical and application research on talent recruitment and selection from different angles. Research on talent recruitment and selection is becoming increasingly mature and refined. At the same time, it is evident that enterprises do not pay sufficient attention to recruitment and selection in actual operational processes. Along with other issues, scholars have shifted their research focus to talent assessment and have conducted relevant studies on talent assessment methods. However, focusing on human resource work, recruitment, and talent selection is an area worth further exploring.

2.3.2 Performance Management

The ultimate goal of talent management is to achieve the organization's strategic objectives. This involves analyzing performance goals according to the organization's strategic objectives, making plans for talent management, selecting the right people for the appropriate positions through recruitment and allocation, and training employees. The aim is for employees and the organization to progress together, using a reasonable salary and performance system to measure employee work, serving as an incentive, and ultimately achieving organizational performance goals through joint development (Henghui & Yali, 2018). Performance management can be understood as the performance management of personnel, which includes formulating implementation plans, constructing performance evaluation methods, performance evaluation, performance supervision, performance feedback, and performance application. Performance management is a cyclical process involving repeated implementation. Continuous improvement of performance management can improve organizational performance (Ping, 2018). Therefore, we must focus on cultivating people in the performance management process, helping employees clarify organizational and

personal goals, and communicating with them regularly to develop together. We should make progress, correct issues promptly when they are discovered, and simultaneously ensure that employees receive rewards. In short, it is necessary to enhance employee enthusiasm and satisfaction through performance management, continuously tap into employees' potential, and allow employees and the organization to develop together, thereby achieving performance goals (Fang, 2018).

Nowadays, many company managers are based on project units and talent management assessment is also evaluated based on project units. At the same time, performance management is also implemented on project units. The theory of performance management was applied in company management from the beginning. The whole life cycle of project management includes multiple links, each affecting and promoting each other, and each has its characteristics and goals. There needs to be a clear definition of project talent performance management. Therefore, understanding project talent performance management must be combined with discussing project characteristics and performance management theory (Dreiling, 2018). Projects place more emphasis on implementing each link in the project's entire life cycle. In human resources performance management, performance refers to the specific results an organization can achieve by achieving its goals within a performance cycle (Turner, 2018). Human resources performance management improves the project's overall level (Fanghua, 2018).

The final quality that the project looks at is that the performance of people reflects specific things, that is, the realization of the project's quantitative goals, while the efficiency of people at work reflects a dynamic, unquantifiable management level in the project (Zecai & Baokun, 2019). In short, project human resources performance management is a real-time process that uses advanced technology to do specific things within time regulations. During the project implementation process, problems in employee performance are discovered promptly, thereby continuously optimizing all aspects of the project, which is a dynamic process with a certain degree of flexibility. Specific issues are analyzed in detail according to the actual situation, and countermeasures are made accordingly. Ultimately, the set goals can be achieved more effectively, which is the key to the overall project's performance. Maximize benefits

with the resources available (Sheng-Kai, 2018). To better complete the project performance management work, it is necessary to plan well, arrange personnel reasonably, monitor the project process, and conduct a performance evaluation (Wysocki, 2021).

It combines the characteristics of scheme and talent performance management, uses scientific methods to implement integrated talent performance management for the project's entire life cycle, and uses an objective system to analyze what aligns with the project. Characteristic performance indicators. It uses the performance evaluation results to guide employees in their future work to improve the overall project level continuously (Zhang, 2020). For new industrial projects, the level of talent performance management should be enhanced to achieve industrial goals better and promote the development of new industries (Aldabbagh, 2023).

An analysis of the literature on performance management shows that it plays a crucial role in modern organizations. It enhances employees' work efficiency and satisfaction and facilitates the achievement of organizational goals. However, companies face numerous challenges while implementing performance management, including assessment biases and employee resistance. In the future, with the development of digital technology, performance management will place greater emphasis on real-time feedback and employee experience, thereby promoting continuous growth and innovation within organizations.

2.3.3 Compensation Management

Many scholars have researched compensation management. If a company's compensation system is consistent with the development goal, the company's competitiveness will be significantly improved. Pfeffer (2018) studied the fact that company employees are the most critical people in the strategic compensation management system. (Pfeffer, 2018). On the contrary, if the company's compensation system is poorly designed, it will not be easy to have a competitive advantage in the market. Some scholars have analyzed and studied the human resource management of Pakistani banks. They found that salary can affect employee satisfaction and play an essential role in employee loyalty (Memon et al., 2023). The two experts find that

employees' recognition of salary fairness is closely related to human resource management, and it directly determines whether they are satisfied with their current job. Kahn et al. (2018) surveyed and analyzed company employees in different types of work. They found that most employees are concerned about whether their salary is directly linked to their efforts, and they are also apprehensive about whether their salary can reflect the performance of their colleagues in the same or similar positions. It is further pointed out that employee satisfaction will directly affect performance; attention to company welfare is increasing daily and is regarded as one of the criteria for satisfaction with salary(Kahn et al., 2018).

Darma & Supriyanto (2017) used a questionnaire method. His research focused on the salary satisfaction of some Indonesian company employees with their companies and the role that fairness plays in performance(Darma & Supriyanto, 2017). The results are apparent. Whether the salary is fair or not dramatically affects the performance of corporate employees. Of course, entrepreneurs will adopt additional compensation methods if they are willing to improve employee loyalty and performance. Fields(2021) focused on investigating pay fairness and conducted a particular questionnaire survey(Fields, 2021). The results show that pay equity plays a positive role in effectively managing corporate human resources platforms.

A scientific compensation management system is one of the essential weights for companies to attract talent, and fairness supports the compensation system. Sagandykov and Shafikova(2017)concluded that compensation management should be part of the employee motivation system(Sagandykov & Shafikova, 2017). Qing(2021)pointed out that a suitable and complete salary incentive mechanism can make everyone in the team convinced and satisfied with the salary they deserve and can receive in the future, which is conducive to greater unity and more motivation at work(Qing, 2021). Therefore, designing an excellent compensation mechanism is significant to the team.

To sum up, scholars have researched the relevant salary and salary management theories for technical personnel and developed appropriate salary management plans. Therefore, compensation incentives should be used rationally based on the company's circumstances and market conditions. At the same time, the company's growth

trajectory or strategic adjustments must be considered to make timely modifications to its compensation management plan, further enhancing employee motivation and improving its efficiency and corporate performance.

2.3.4 Talent Retention

Regarding the research on talent retention methods, scholars have different opinions, and they combine the research on retention methods of talents and core talents. Providing talent with an environment that promotes intellectual development helps talent retention, and, of course, providing higher salaries is also crucial (Khairina & Games, 2022). If a company wants to retain experts, it should first give them respect, a good working environment, and incentive compensation (Kahn, 2018). When a company establishes an organizational image that cares about its employees, it will impact talent retention (Gupta, 2019). Incentives such as stock options or pension funds and providing exciting and challenging work can go a long way in retaining R&D talent (Durai et al., 2019). Creating an excellent organizational atmosphere and morale can reduce brain drain (Tlaiss et al., 2017).

When companies develop career development plans for core personnel and strive to provide them with a good and healthy working environment, it will help improve talent retention rates (Ott et al., 2018; Saddozai et al., 2017). Talent retention needs to be understood through factors such as talent incentives, career path choices and global markets (Edeh et al., 2022). Suppose companies take the initiative to give talents learning and development opportunities. In that case, this will significantly affect the retention rate of skills, especially those born in the 1990s, because their growth needs dominate (Vikas, 2019). The study found that training and developing high-potential talent, proposing a friendly, open work environment, and maintaining sound internal communication are equally important (Marinakou & Giousmpasoglou, 2019). Talent retention methods are summarized into five aspects: benchmarking management, employee motivation, employee empowerment, non-monetary rewards, and job satisfaction (Mohammed et al., 2020).

Regarding the issue of talent retention, scholars have pointed out that some talented individuals leave because their abilities and skills make it easier for them to

obtain external opportunities. The views of all scholars are worth learning from, and the author particularly agrees with the idea of retaining talent through incentive mechanisms proposed by these scholars. The current research status of these scholars has dramatically inspired the research ideas and methods of this article, making this research more scientific, systematic, and rigorous. With the rapid development of China's logistics industry, logistics companies need to pay more attention to talent retention, which is also the focus of this article.

Table 2.2 Summary of Researchers' Variables of Talent Management

Independent Variable: Talent Management	Talent Management	Talent Recruitment and Selection	Performance Management	Compensation Management	Talent Retention
Tarique (2022)	√	√	√	√	
Peters & Sappey (2020)	√	√	√	√	√
Khan & Nadarajah, D (2020)	√				√
Ibrahim, Hashim & Rahman (2018)	√	√			√
Pfeffer (2018)	√	√	√	√	
Ping (2018)	√	√	√	√	√
Fanghua (2018)	√	√	√	√	
Zecai & Baokun (2019)		√	√	√	
Sheng-Kai (2018)	√	√	√		
Bian (2017)	√	√	√	√	√
Street (2018)	√	√	√	√	
Xing (2017)	√	√		√	√
Maňhalová & Tóthová (2016)	√	√			
Summary of the current research	√	√	√	√	√
Theory: Talent Management Theory					

Ref: literature review database

In summary, this review indicates that talent management is crucial for enterprise human resources, as evidenced by research and practical cases of talent management both domestically and internationally. Enterprises implement talent management to maximize economic value and strategically enhance the added value of human capital, thereby gaining sustainable competitive advantage. Moreover, talent management is grounded in the organization's life cycle of talent development. Beginning with the recruitment and selection of talent, effective talent management must focus on employee retention, performance, and compensation. Further research is needed to examine the specific impacts of different dimensions based on the empirical context within logistics enterprises.

2.4 Organizational Commitment

Organizational commitment is people's emotions and feelings toward the organization (Kamau, 2015; Krajcsák, 2018). "Exchange theory" holds that people join an organization simply because they accept and find in an entity's values, standards, vision, mission, goals, and objectives. They feel a sense of belonging and see their value to the organization (Ekienabor, 2018). Deressa et al. (2022) studied the relationship between organizational commitment and employee goal achievement; they concluded that loyal employees always have the motivation and desire to accomplish a purpose, achieve goals, and meet employer expectations (Deressa et al., 2022). Employee commitment comes from regularly accepting and appreciating change (Shrestha, 2019). Therefore, one can conclude that, especially in the era of rapid change, organizational commitment is a crucial factor that organizations must encourage (Kamau, 2015; Meyer, 2019).

Wang (2021) also explained that if an employee is bound or dedicated to a goal, regardless of the nature of the plan, the employee will find in the dream and work hard to complete it, indicating some commitment. Commitment is a psychological state that connects employees to the organization, making employees more loyal and not giving up easily (Wang, 2021). Generally speaking, employees dedicated to their company continue to feel connected to the company, feel like they fit in, and understand its goals. An added benefit to these employees is that they appear more committed to their jobs,

demonstrate considerable productivity, and are proactive in their dealings (Lapointe & Vandenberg, 2017).

2.4.1 Affective Commitment

Affective commitment is a form of commitment that defines the extent to which employees would want to work for an organization (Gao-Urhahn et al., 2016; González, 2020). This is when an employee is emotionally committed to an organization and desires to stay with it. They feel respected, valued, and represented as ambassadors of their organization and are an essential organizational resource (Astuty & Udin, 2020). Highly effective employees try to influence others to be committed, sometimes affecting continuance commitment (Meyer, 2020). It is said that affective commitment is directly proportional to positive work experience. Therefore, organizational structures and measures should be used to create situations where a lot of employee's experience with their organization would be positive (Van der Voet et al., 2016). Rumangkit and Zuriana (2019) described affective commitment as "the intrinsic force binding a person to a goal (social or non-social) and course of action related to that goal." (Rumangkit & Zuriana, 2019).

2.4.2 Continuing Commitment

The commitment to continuity may be characterized as understanding the costs of quitting the company. This commitment might show continued dedication if the employee thinks about the cost of leaving the company and remains a member of the organization (San-Martín et al., 2020). The continuing commitment may grow due to an action or occurrence that raises the costs associated with leaving the organization (under the condition that such expenses will have to be incurred by employees themselves) (Rumangkit & Zuriana, 2019). Investments may be viewed as a "personal sacrifice" related to the organization's abandonment (Herath & Shamila, 2018). Employees can invest in the organization in various ways, such as costs associated with moving their families to a place of current employment or devoting time to acquiring particular organizational skills. On the other hand, alternatives can be described as "limited possibilities" for finding another job. Factors influencing employee understanding of alternative job opportunities include labor market knowledge and

general economic environment, employee assessment of their skills (current and needed on the labor market or outdated), the consequences of past job-search attempts, as well as the extent to which family considerations hinder their ability to adjust their place of residence. (Herath & Shamila, 2018). The investments mentioned above and alternatives only affect the creation of continuing organizational commitment when the employee is aware of their existence and consequences.

A continuing commitment may arise if employees derive significant benefits from the organization. Thus, employees may continue to work, whether they want to or not, to avoid the hefty costs of quitting. The methodology assesses corporate commitment from the perspective of the relationship between income and expenses. Organizational commitment may increase if the benefits exceed the costs. Additionally, as employees invest more in the firm over time, the costs of leaving grow, and the risk of losing benefits contributes to a firm commitment.

2.4.3 Normative Commitment

Internalized beliefs of responsibility and obligation make individuals compelled to maintain membership in the organization. Normative employee research argues that they should stay in the organization (Masud et al., 2018). A normative committed employee remains with an organization because they think they should do so or it is appropriate (Irefin & Mechanic, 2014; Raja, 2021). Established rules or reciprocal obligations between the organization and its employees influence the strength of normative commitment (Kaplan & Kaplan, 2018). Mutual responsibility is based on the principle of social exchange, which implies that an individual receiving a benefit is in some way subject to a robust moral duty or law to repay the gift (Masud et al., 2018). This means that people must also reimburse the company for investing in them through training and growth.

Therefore, a normative commitment may develop when an employee views their commitment as a requirement, a duty, or an appropriate way of functioning. This perspective distinguishes the third component from the first two. Normative commitment represents the workers' obligation to stay with the company. It results from the feeling that ongoing membership in the organization is essential. This

component involves a responsibility. Employees who remain in the organization under pressure from others and feel they should stay are generally committed to it. When staff recognize that being a member or an ethical participant in an organization has advantages, they are usually dedicated to the organization.

Table2.3 Summary of Researchers' Variables of Organization Commitment

Mediator Variable: Organizational Commitment	Organizational Commitment	Affective Commitment	Continuing Commitment	Normative Commitment
Krajcsák(2018)	√	√	√	√
Herath & Shamila(2018)	√	√	√	√
Shrestha(2019)	√			
Meyer(2019)	√			
Masud et al(2018)	√	√	√	√
Kaplan (2018); Lapointe & Vandenberg (2017)	√	√	√	
González& Martínez (2020)	√	√	√	√
Raja(2021)	√		√	√
Kaplan(2018)	√		√	√
San-Martín et al(2020)			√	
Summary of my research	√	√	√	√
Theories: Social Exchange Theory, Social Identity Theory, Expectation Theory				

Ref: literature review database

Organizational commitment, conceived as a "psychological contract" that extends beyond a formal contract, significantly influences organizational performance. Numerous scholars, both domestically and internationally, have confirmed the close relationship between the two. However, different regions and industries may substantially affect the relationship between organizational commitment and performance. This study selects the logistics industry, which is closely tied to people's

daily lives, as the focus of this research and considers employees of logistics enterprises as the research subjects. Through empirical analysis, this study explores the relationship between organizational commitment and employee performance in logistics enterprises to provide managers with actionable management recommendations.

2.5 Organizational Performance

Regarding the definition of organizational performance, there are many opinions in academic circles: Organizational performance is an organic combination of team performance (Jain & Moreno, 2015). Organizational performance is a series of methods to predict future results (Shenfeng, 2020). Organizational performance is the behavior of all people involved in organizational activities to achieve expected standards (Jinglun, 2021). Organizational performance is an organization's behavior to achieve predetermined goals through business activities (Yu, 2020). Although there is no unified conclusion on the definition of organizational performance, performance is not a point of view but a construct (Jinjin, 2022). Scholars have unanimously recognized this view. As an important indicator to measure the degree of completion of organizational goals, organizational performance occupies an absolute position in reflecting organizational values.

Regarding the current research status of organizational performance, scholars have successively proposed some factors closely related to organizational performance, such as the number of teams, trust, leadership traits, communication skills, sense of competence, organizational structure, etc. (De Jong et al., 2016). Some scholars have established organizational performance models, which can include factors such as organizational structure, organizational processes, working relationships, and work design into the model. From the perspective of organizational behavior, team member characteristics, the complexity of completing tasks, and organizational conditions hurt organizational performance. Team innovation focusing on functions will also positively impact organizational performance (Eryigit & Uslu, 2016). When an efficient work system performs various duties, staff engagement, employee work results, and the organization's financial performance all significantly impact organizational performance (Zhongxing & Jiao, 2019). Organizational learning and human resource

management also impact organizational performance(Xia & Zhibao, 2020). The management style is related to the leadership style. Some scholars have used empirical methods to study the impact of transformational leadership style on various dimensions of organizational performance. For example, the moral role model of transformational leaders will have significant positive and far-reaching effects on the three performance dimensions. Managers with a transformational leadership style will change the strategic approach of the entire team, thereby further optimizing organizational performance (Zhou & Wu, 2018). Continuing in-depth research also found that when people with different technical backgrounds have consistent goals in collaboration, leader heterogeneity can promote organizational performance improvement, and leader differentiation empowerment hurts organizational performance(Subramony et al., 2018). In addition, Delmas & Pekovic(2018)used 146 teams as specific research samples in an in-depth study of factors that affect the organization and found that the close relationship between salary satisfaction and various tasks positively impacts organizational performance(Delmas & Pekovic, 2018).

To sum up, scholars have identified the impact of factors such as the number of teams, task processes, leadership traits, salary satisfaction, and sense of competence, trust, and employee behavior on organizational performance. From the perspective of environmental and technological changes, there has been increasing attention to the impact of various factors on organizational performance in big data analytics. This study examines the effects of talent management on organizational performance, considering the existing regulatory factors from an internal perspective.

2.5.1 Task Performance

Çalışkan & Koroğlu(2022)define task performance as: "Behaviors recognized by the company's internal performance appraisal system and required by the job description"(Çalışkan & Koroğlu, 2022). Borman(2018) studied that task performance is the efficiency with which the incumbent completes the work of the position and will vary depending on the employee's job, either directly by implementing part of their technical process or by providing required materials or services to the organization(Borman, 2018). According to scholarly research, this article finds that task performance refers to performance within an individual's job role. It is a job

performance indicator based on the worker's characteristics, work content, and task completion. It is primarily affected by individual work experience, workability, and work-related professional knowledge.

Reviewing relevant literature on task performance, current empirical research mainly focuses on the following aspects: Cross-cultural management, diversity management, and leadership styles. This lays an essential foundation for further exploration of this study: research foundation and theoretical support.

Regarding cross-cultural management, Miao et al. (2018) surveyed 146 middle-level managers in the Hong Kong government. Managers conducted empirical research and showed that leaders' emotional intelligence relates to employees' task performance and job satisfaction (Miao et al., 2018). There is a positive correlation between happiness and organizational loyalty. Some studies have shown a positive correlation between expatriates' cultural intelligence and their expatriate performance (Elayan et al., 2023).

Regarding diversity management, the sample study by EL Telyani et al. (2022) of Australian public service organizations showed that it helps improve organizational performance (EL Telyani et al., 2022). At the same time, research by many scholars has shown that diversification management is conducive to decision-making innovation within the organization, brings an excellent social reputation to the organization, and ultimately improves the organizational efficiency of the enterprise (Mutsuki & Hun, 2019).

In terms of leadership style, Walumbwa (2018) examined the impact of different types of leadership styles on the performance of business groups. The study found that leaders' caring, charismatic leadership and intellectual stimulation positively promote organizational performance (Walumbwa, 2018). Zhao (2020) used China and India as research samples to explore the role of self-efficacy in the relationship between transformational leadership behavior and task performance (Zhao, 2020). The research showed that transformational leadership impacts organizational commitment, job satisfaction, and task performance, with significant positive effects. Jianglin et al. (2019) used structural equation modeling to conduct an empirical study on 316 samples.

They found that transformational leadership style positively impacts team innovation performance(Jianglin et al., 2019).

Therefore, this study mainly measures the result attributes of employee task performance, explores employees' specific performance in task completion, and understands employees' progress and competency status in completing specific goals, tasks, and responsibilities.

2.5.2 Contextual Performance

Contextual performance is extra-task behavior outside work norms. The organization's formal reward system does not reward it but plays a vital role in completing and improving organizational task performance(Organ, 2019). Research shows that employees' proactive work performance behaviors can effectively improve customer satisfaction, and dedication behaviors beyond task regulations at work can often bring more significant benefits to the company(Wei, 2021). In summary, personality and attitudinal factors mainly affect relationship performance, organizational support, and attitudes toward work. Contextual performance refers to interpersonal and purposeful behaviors related to psychological and social relationships. These activities help complete administrative work, including spontaneous behaviors, organizational citizenship, prosaical behavior, dedication to the organization, and voluntary behaviors for informal task activities(Khan, 2020).

Many scholars have analyzed the factors influencing relationship performance and found that personal personality, work, and organizational characteristics impact relationship performance(Organ, 2019). Through empirical research, it has been found that there is a high correlation between individual personality characteristics and relationship performance(Ying & Ying, 2020). Therefore, in an organization, employees with good interpersonal relationships are more likely to receive promotions or salary increases than those with outstanding work abilities. In addition, it also summarizes two dimensions of relationship performance: interpersonal promotion and work dedication, which is helpful to better elaborate on relationship performance(Zhou & Shalley, 2024).

Yongzhuang and Yao(2021) conducted a sample survey of 113 hotel employees and confirmed the interaction between organizational justice, job satisfaction, and relationship performance(Yongzhuang & Yao, 2021). They pointed out that organizational justice improves employee relationship performance, proving a significant correlation between job satisfaction and relationship performance. In an empirical study on the impact of relationship performance-related factors, employee job satisfaction mediates organizational justice and relationship performance. Xuemei & Xiuwen(2020)pointed out that relationship performance significantly positively affects organizational trust and that improving employees' confidence in the organization can effectively reduce turnover intentions(Xuemei & Xiuwen, 2020).

Therefore, scholars have engaged in valuable discussions regarding the influencing factors of relationship performance across individual and organizational levels, providing a useful reference for the research presented in this article. Studies on relationship performance frequently incorporate exploring task performance as a contributing factor. However, there needs to be more existing research on this specific topic. Analyzing the employees of logistics companies from this perspective represents a unique and innovative approach.

2.5.3 Learning Performance

Learning performance is defined as a series of factors, including students' commitment to learning tasks, attitudes toward learning, and learning outcomes, all contributing to learning performance(Chan & Ko, 2019). Guimin (2020) defines learning performance as the results obtained by learners after a series of learning activities and the corresponding effectiveness evaluation. In other words, it incentivizes learners based on their learning ability(Guimin, 2020). Hwang et al. (2019)pointed out that the two aspects of learning performance and learning behavior constitute learning performance, where learning behavior refers to the process of participating in learning and the various learning performances produced by students(Hwang et al., 2019). Yang et al. (2021) view learning performance as based on a particular situation. Under the comprehensive action of internal and external factors, students improve their learning quality through continuous learning and finally obtain effectual output(Yang et al.,

2021). Based on existing research, learning performance is defined as learning outcome output, ability improvement, and future development.

Regarding the research on learning performance, these views are mainly the same. Sülkü & Koçak(2019)proposed the use of discrete Coquet integral clustering operation for learning performance evaluation and found that discrete Coquet integral is better than the K-Mean clustering method(Sülkü & Koçak, 2019). Umek et al. (2017)proposed that in blended learning, three aspects affect student learning performance: online courses, face-to-face learning, and teacher feedback (Umek et al., 2017). Chan & Ko(2019)proposed that in the personal response system, the factors that affect learner engagement and their learning performance are student interface, teacher attitude, and technical ability(Chan & Ko, 2019). In the context of online learning, Ejubovic and Puška(2019) explore the positive effects of self-regulated learning on students: computer self-efficacy of student interface, teacher attitude, and technical competence, and the social dimension defined by five factors. Research has shown that setting goals alone does not significantly affect student satisfaction and academic achievement(Ejubovic & Puška, 2019). Yongqi et al. (2020)systematically analyzed the role of ethical norms in educational virtual communities in learning a performance based on the four levels of behavior, cognition, emotion, and will and proposed four major influencing factors: moral awareness, values, the balance of giving and giving, and Interactive behavior(Yongqi et al., 2020).

Through a review and analysis of domestic and international research on learning performance, this study found that scholars typically research learning performance from three key dimensions: measurement indicators, influencing factors, and relational studies concerning learning performance. In studying the factors that affect learning performance, scholars both domestically and internationally have begun with various learning models, including distance learning, online learning, and blended learning, to explore in-depth social factors such as individual students, families, teachers, and peers, as well as aspects of interactivity, interface design, and the impact of technical elements such as task-technology fit and contextual experience on students' learning performance.

2.5.4 Innovative Performance

The academic community has no consensus on “performance” (Neely, 2020). Moreover, different scholars have different views on innovation performance. It was studied that innovation performance refers to the improvement in effects and efficiency enterprises achieve after investing certain resource elements in the innovation system, which is called innovation performance (Roper & Love, 2018). Zhang et al. (2019) summarized different literature and concluded that innovation performance mainly includes four aspects: innovation quantity, innovation speed, innovation level, and market leadership (Zhang et al., 2019). Schneider (2018) regards the improvement effect obtained by an enterprise’s investment in innovation system resources as innovation performance (Schneider, 2018). Benitez et al. (2022) study found that digital leadership affects corporate innovation performance through corporate platform digital capabilities. (Benitez et al., 2022). Based on the above scholars’ research on innovation performance, this study defines innovation performance as the sum of innovative behaviors and innovation results produced by enterprises focusing on specific organizational contextual factors. Therefore, the innovation performance in this study belongs to the macro-R&D and technological innovation performance under the organizational performance level.

Regarding the current research status of innovation performance, based on the perspective of organizational learning, it is advocated that learning is the key factor driving the internal knowledge creation or external knowledge acquisition of enterprises, which is the key to improving enterprise innovation performance (Curado et al., 2018; Holmqvist, 2003; Laursen & Salter, 2006). Curado et al. (2018) use the study of organizational learning capabilities as an example. To explore the antecedents that drive the innovation performance of small businesses, the author used a mixed research method of fuzzy set qualitative comparative analysis and structural equation modeling to study 367 Portuguese innovation-certified companies (Curado et al., 2018). Taking small enterprises as a sample, we empirically tested the positive promoting and mediating effects of organizational learning capabilities on corporate innovation performance.

Based on the strategic orientation perspective, judging from existing research, scholars have confirmed the relationship between strategic orientation and corporate innovation performance through many studies. Existing research mainly focuses on customer orientation (Al-Malak & Tarabieh, 2011; Schneider, 2018), market orientation (Adams et al., 2019), technology orientation (Chen et al., 2021), and competitor orientation (Atuahene-Gima, 2005) and other strategic directions have an impact on corporate innovation performance. Based on a data sample of 1,603 French manufacturing companies, Adams et al. (2019) empirically tested that three types of strategic orientations (i.e., customer orientation, technology orientation, and customer and technology integration orientation) directly impact corporate innovation performance (Adams et al., 2019). Moreover, it pointed out that the marketing mix strategy moderates this relationship.

Based on the institutional perspective, this paper mainly explores the impact of the institutional environment as a driving factor and boundary conditions on corporate innovation performance. Based on existing research, scholars primarily focus on the effects of formal and informal institutions on corporate innovation performance when exploring the relationship between institutional environment and corporate innovation performance. For example, Wang et al. (2022) used questionnaire data from 227 Chinese manufacturing companies to explore the relationship between the completeness of the legal system between knowledge protection and corporate cooperation performance (Wang et al., 2022).

They pointed out that the entirety of the legal system can strengthen the relationship between the two. Some scholars have studied the fact that intellectual property protection can enhance companies' willingness to carry out innovative activities or disclose relevant technical knowledge by protecting innovation results (Grimaldi et al., 2021; Xie et al., 2013). Some scholars also find that intellectual property protection will inhibit the diffusion of knowledge among different enterprises, which is not conducive to the learning activities of small and medium-sized enterprises with insufficient technical knowledge and will hurt the innovation performance of these enterprises (Schneider, 2018). Regarding informal institutions, Gulati (2020) studied the fact that social cohesion and trust among partners in the relationship network are the

main manifestations of informal institutions (Gulati, 2020). Based on existing research, scholars have mainly explored the relationship between social trust, sharing norms, and corporate innovation performance. The logic behind this is that trust and cohesion between companies can enhance the willingness of companies to share knowledge, which is conducive to the flow of knowledge between different enterprises, and ultimately, enterprises improve innovation performance by acquiring and utilizing knowledge resources in the network (Muller & Peres, 2019; Papa et al., 2020; Tsai et al., 2013).

To sum up, scholars have conducted numerous studies on the factors influencing corporate innovation performance, and the research perspectives are continually expanding, providing profound insights for understanding and grasping corporate innovation. Based on the existing research findings regarding factors that affect innovation performance, this paper conducts further in-depth research on the impact mechanism of talent management on the organizational performance of logistics enterprises. Additionally, it enriches the existing literature on enterprise innovation performance.

Table 2.4 Summary of Researchers' Variables of Organization Performance

Dependent Variables: Organizational Performance	Organizational Performance	Task Performance	Contextual Performance	Learning Performance	Innovative Performance
Delmas & Pekovic (2018)	√	√			
Jain & Moreno (2015)	√	√	√	√	
Shenyang (2021)	√	√	√		
Jinglun (2022)	√	√	√	√	
Yu (2020)	√				√
De Jong et al. (2016)	√			√	√
Eryigit & Uslu (2016)	√	√	√	√	√
Zhongxing & Jiao (2019)	√	√			
Xia & Zhibao (2020)	√	√		√	
Zhou & Wu (2018)	√	√	√	√	√

Dependent Variables: Organizational Performance	Organizational Performance	Task Performance	Contextual Performance	Learning Performance	Innovative Performance
Subramony et al.(2018)	√		√		
Mutsuki & Hun(2019)	√	√	√	√	√
Jianglin et al.(2019)	√	√	√	√	√
Organ(2019)	√		√		√
Ying (2020)		√	√		
Yong Zhuang & Yao (2021)	√	√	√	√	√
Xuemei & Xuen (2020)	√		√		
Chan & Ko (2019)	√	√		√	
Hwang et al (2019)	√	√		√	
Papa et al. (2020)	√	√	√	√	√
Guilin (2020)	√	√	√		√
Yang et al. (2021)	√	√		√	√
Sülkü & Koçak (2019)	√	√	√	√	√
Adams et al. (2019)				√	√
Wang et al. (2022)	√	√		√	√
Grimaldi et al. (2021)	√	√			√
Summary of this research	√	√	√	√	√
Theories: Management Control Theory, Resource-Based Theory, Organizational Learning Theory					

Ref: literature review database

In summary, the “strategic value” and “uniqueness” of talent management make the strategic significance of talent resources more prominent within the knowledge-based framework. This means enterprises implement talent management to maximize economic value and strategically enhance the added value of human capital, thereby gaining sustainable competitive advantages. Therefore, implementing a strategic talent management system in enterprises is driven not only by economic factors but also by value creation and strategy, maintaining the alignment of business strategy, human resources, and talent management strategy, which will also be one of the fundamental

ideas of this paper. Based on this, this paper summarizes the research progress in developing strategic talent management theory, proposes the definition and connotation of strategic talent management adopted in this study, and identifies a lack of relevant research on the construction of strategic talent management systems. Furthermore, the development and diffusion of talent management systems are primarily conceptual discussions with few empirical studies. On the other hand, this chapter also focuses on the relationship between organizational commitment, talent management, and enterprise performance, indicating the possible intermediary role of organizational commitment, which needs further exploration regarding its degree of influence.

2.6 Related Literature

2.6.1 The Impact of Talent Management on Organizational Commitment

The intricate relationship between talent management and organizational commitment has emerged as a focal point in contemporary human resource management research. A growing body of literature illustrates that effective talent management strategies foster employee loyalty and significantly enhance organizational performance and commitment.

Riyanto et al.(2021) underscore the importance of employee awareness regarding the value and impact of their work in cultivating loyalty(Riyanto et al., 2021). The research indicates that employees who comprehend their contributions to the organization develop a stronger allegiance to the company. This finding necessitates that organizations identify what employees enjoy and excel at and how they can deliver value. Companies must cultivate an environment that nurtures valuable and dedicated employees, especially those who demonstrate loyalty. Building on this notion, Employees who see themselves as a recognized talent within the organization show a higher level of commitment than those who do not (Labolo, 2021). This highlights the critical aspect of recognition in talent management practices. Companies must ensure that they effectively communicate talent recognition to nurture and maintain organizational commitment.

There is a significant link between high-value, high-commitment employees and superior HR outcomes(Afeshat, 2019). It is essential to align organizational goals with employee aspirations(Collings & Mellahi, 2019). Their findings indicate that organizations benefiting from committed employees experience enhanced overall effectiveness, reinforcing the argument that effective talent management is crucial for achieving strategic goals. Aligning employee objectives with organizational objectives enhances motivation and amplifies employees' contributions to the organization.

Moreover, research by Arasanmi and Krishna(2019)highlights the vital roles of talent retention and development in fostering levels of employee commitment(Arasanmi & Krishna, 2019). Their research reaffirms that prioritizing talent retention and development strategies helps organizations build a loyal workforce, which is critical to long-term sustainability and success. Malkawi (2017) synthesizes these insights by framing talent management as a strategic approach to position skilled individuals in roles that maximize their talents and organizational needs(Malkawi, 2017). This strategy aims to cultivate and enhance employee skills and provide adequate compensation, increasing employee loyalty and commitment while minimizing turnover rates.

There is a strong correlation between organizational commitment and performance levels, assuming that commitment should not depend solely on having qualified personnel; Instead, it should focus on fostering a culture of commitment to improve employee stability(Mishra & Kumar, 2019). Finally, Masud and Daud (2019) delve into the affective dimensions of organizational commitment, defining affective commitment as a deep affective connection between employees and their organization(Masud & Daud, 2019). Their research further affirms that this affective attachment is integral to understanding and enhancing organizational performance.

In conclusion, there is a significant positive correlation between the literature's collective support for talent management and organizational commitment variables. Effective recognition, alignment of goals, strategic talent retention, and development are essential components contributing to a committed workforce. Therefore, Organizations must implement comprehensive talent management strategies focusing on recruiting high-quality talent and emphasizing employee engagement and loyalty.

2.6.2 The Impact of Organizational Commitment on Organizational Performance

The interplay between organizational commitment and performance has gained significant scholarly attention over the past decade. Numerous studies have highlighted that higher levels of organizational commitment led to improved employee and organization performance outcomes. Gonzalez-Morales (2019) finds that organizational commitment is positively associated with individuals' sense of belonging to the organization. When employees perceive themselves as integral to the organization's success, their commitment levels increase, enhancing individual and organizational performance (Gonzalez-Morales, 2019). This finding suggests that fostering a culture of recognition is crucial for improving organizational commitment. Commitment is formed when individuals associate their interests with consistent organizational activities. In this context, organizational commitment manifests as a dedication to remaining with the company, enhancing personal job satisfaction, and contributing to overall organizational effectiveness (Gabay-Mariani, 2020). This perspective underscores the importance of aligning individual and organizational goals to cultivate commitment.

Employees who remain in the organization bring valuable experience, skills, loyalty, and the right attitude, all of which contribute to improving organizational performance (Georges, 2020). By surveying 463 white-collar organizations in Canada and the U.S., Georges robustly demonstrates that employees' involvement and contributions make exiting the organization more challenging, fostering outstanding commitment and organizational performance. Dost et al. (2017) quantitatively analyzed organizational commitment and established a solid link to performance, reporting a coefficient value of 0.713 ($t=12.107$, $p<0.05$) (Dost et al., 2017). Adnan et al. (2018) explored this relationship through a case study at Kansai, revealing that different forms of organizational commitment—*affective*, *continuance*, and *normative*—have varying impacts on performance, with standardized coefficients indicating significant positive relationships ($\beta = 0.169$, $p<0.05$; $\beta = 0.185$, $p<0.05$; $\beta = 0.608$, $p<0.05$) (Adnan et al., 2018). Their study solidifies that organizational commitment significantly predicts overall performance, indicating that enhanced commitment directly correlates with improved outcomes.

There is a positive correlation between organizational commitment and organizational performance (Sumlin et al., 2021). The research advocates for employers to actively strengthen organizational commitment to boost performance, reinforcing that commitment can catalyze desired performance outcomes. Further empirical studies by Ling et al. (2019) involving over 300 employees from a power enterprise reaffirm that organizational commitment significantly correlates with organizational performance (Ling et al., 2019). Notably, they posit that organizational commitment is an intermediary factor influencing performance, indicating the complex mechanisms through which commitment affects organizational efficacy. Siwen et al. (2023) elaborate that different dimensions of organizational commitment affect organizational performance in distinct ways, emphasizing the nuanced relationship between these variables. Their research highlights a robust correlation that suggests organizations must cultivate commitment across various dimensions to optimize performance (Siwen et al., 2023). Additionally, studies by Sumlin et al. (2021) in Sri Lankan leasing companies further confirm that organizational commitment significantly impacts performance (Sumlin et al., 2021). A strong correlation exists between affective, normative, and continuance commitments and organizational performance (Andrew, 2017). Their findings illustrate that continuance commitment, in particular, plays a crucial role in influencing performance. They highlight that organizations must understand the varying influences of commitment types to harness their full potential. Organizations must focus on enhancing all forms of commitment to achieve improved performance.

In conclusion, the literature demonstrates that organizational commitment is critical to organizational performance. The synthesis of findings indicates that fostering a strong culture of recognition, aligning personal and organizational goals, and actively promoting the various dimensions of commitment can significantly enhance organizational performance. By prioritizing organizational commitment, companies will likely strengthen employee satisfaction and loyalty and drive systemic performance improvements that contribute to long-term organizational success.

2.6.3 The Impact of Talent Management on Organizational Performance

Extensive academic research has focused on talent management's importance as a critical driver of organizational performance. Various studies have illuminated how effective talent management strategies can help improve organizational performance.

Talent management programs are integral to increasing productivity and achieving greater profits, significantly contributing to an organization's competitive advantage (Abdullahi et al., 2022). This conclusion emphasizes the need for organizations to invest in systematic talent management practices to optimize their operational success. Building upon this assertion, Al Aina and Atan (2020) found that in the service industry, there is a direct relationship between talent retention and organizational performance (Al Aina & Atan, 2020). Retaining skilled talent is essential for maintaining high-performance levels, particularly in a competitive service landscape. This highlights the strategic importance of talent management in ensuring service quality and customer satisfaction, which are pivotal for organizational success. Further reinforcing the interrelated nature of talent management and performance, Gonzalez-Morales (2019) asserts that these elements exist within a mutually reinforcing cycle (Gonzalez-Morales, 2019). Identifying, selecting, developing, and retaining high-quality talent significantly improves organizational performance. This cyclical relationship illustrates that effective talent management is not merely a set of discrete activities but a cohesive approach that aligns employee capabilities with organizational goals.

Talent management, which focuses on developing social capital and labor networks, is critical in mediating the relationship between human resource management (HRM) and organizational performance (Glaister et al., 2018). The research involving 198 surveyed companies posits that nurturing interpersonal connections among employees can enhance collaboration and innovation, essential for achieving high-performance outcomes. In a study conducted on information technology (IT) companies in India, talent management directly impacts organizational performance (Yuniati et al., 2021). Their analysis of 206 professionals indicates that effective management of IT professionals fosters organizational growth and enhances profitability. El Dahshan et al. (2018) investigated the effects of talent management on

performance within the healthcare sector, focusing on nurses in Egypt(El Dahshan et al., 2018). The findings indicated that a departure from conventional HRM styles favoring tailored talent management practices significantly impacted performance. Such sector-specific adaptations underscore organizations' need to align their talent management strategies with their operational context.

Organizational performance can be improved by strengthening the dimension of talent management(Almohtaseb et al., 2020). Findings revealed a relationship between talent management dimensions and organizational performance. The study advocates for Egyptian companies to enhance their talent management practices to realize improved performance metrics. Similarly, Najm and Manasrah (2017) found that among 183 bank employees in Jordan, effective talent management positively impacted organizational performance(Najm & Manasrah, 2017). Their results suggest that organizations should implement performance metrics to assess and enhance the growth of talented employees. Similarly, Ogbari et al. (2018) found a positive correlation between talent management and organizational performance(Ogbari et al., 2018).

In conclusion, those results indicate a highly positive and significant relationship between talent management and organizational performance. It also extensively examines human resources management and recommends that logistics companies actively adopt talent management strategies to improve performance and strengthen organizational confrontation and creativity.

2.7 Hypotheses

2.7.1 Conceptual Framework

As mentioned in the review, a model of talent management affecting organization performance, such as talent management, organizational commitment, organizational performance, and other academic concepts and variables, is combined with the research theme of the paper by reviewing relevant literature and theories. The following models and conceptual frameworks are proposed. This model includes the relationship between talent management, organizational commitment, and

organizational performance, which are assumed to have a direct positive impact on talent management, and they have corresponding relationships before. The researcher can define the research concept as follows:

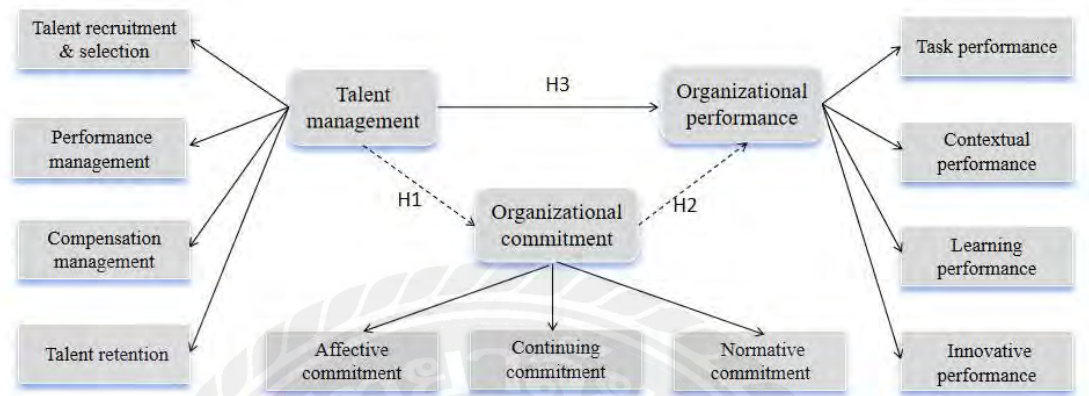


Figure2.1 Conceptual Framework

(Source: Researcher, 2023)

From the above framework, several hypotheses can be listed as follows:

Hypothesis H1: Talent management has a significant direct effect on organizational commitment.

H2: Talent management has a significant indirect effect on organizational performance through organizational commitment.

H3: Talent management has a significant direct effect on organizational performance.

2.7.2 Operational Definition

2.7.2.1 Talent Management

Talent management refers to the activities and strategies of an organization that effectively attract, develop, motivate, and retain human resources to achieve its strategic objectives. It mainly includes employee recruitment, training and development, performance management, compensation and benefits, employee relations, turnover management, etc. Collings and Mellahi (2019) proposed a talent management model, including the integration and inter-connectedness of talent management

processes(Collings & Mellahi, 2019). Through a systematic and holistic approach, talent management includes attracting, identifying, recruiting, developing, motivating, promoting, and retaining talent with the potential to contribute sustainably to the organization's success. To gain a competitive advantage, organizations will also increase their productivity by hiring the right employees for the correct positions and developing relevant competitiveness based on the organization's strategic goals(Hongal & Kinange, 2020). Talent management aims to optimize the organization's overall performance through reasonable human resources allocation and effective human resources development, improve employee satisfaction and loyalty, and thus promote the organization's sustainable development and competitiveness.

2.7.2.1.1 Talent Recruitment and Selection

Talent selection means a series of activities based on talent recruitment to identify and select the most suitable candidate for a specific position or role. Talent selection involves assessing and comparing candidates' abilities, skills, experience, background, and adaptability to determine the best choice. The process typically includes interviews, skills tests, assessment centers, background checks, and reference checks to fully understand the candidate's abilities and suitability. The goal of talent selection is to ensure that the best talent is selected to meet the organization's or business's needs and bring about long-term growth and success. Through a careful selection process, organizations can ensure that the candidates they hire are a good match for their values and company culture and have the skills and potential needed to achieve the organization's goals.

2.7.2.1.2 Performance Management

Performance management is an organizational management method and process aimed at improving the performance of employees and the organization's overall performance through measures such as setting clear work objectives, evaluating employee performance, providing feedback and coaching, and developing reward and development plans. Performance management aims to ensure employees are aligned with the organization's purposes and provide employees with ongoing career development and growth opportunities.

2.7.2.1.3 Compensation Management

Compensation management means organizing and managing compensation systems and policies within a business or organization. It involves determining and managing employee pay structures, pay levels, performance pay, benefits, and other forms of wage compensation and the regulation and enforcement of compensation systems. Compensation management aims to establish a fair, reasonable, and attractive compensation system to attract and retain talents, motivate employees' enthusiasm and hard work, and improve the performance and competitiveness of the organization. It also helps to maintain internal pay justice and balance and avoid the negative impact of excessive or unfair pay gaps on employee morale and work motivation.

2.7.2.1.4 Talent Retention

Talent retention means that the organization adopts measures and strategies to ensure that good people remain in the organization and continue to create value. It involves attracting, retaining, and developing highly qualified employees to ensure that the organization can respond to a competitive environment for talent and meet the needs of continued growth and success. Through effective retention strategies, organizations can retain key talent, increase employee loyalty and engagement, improve organizational performance and innovation, and reduce costs and instability caused by turnover. At the same time, talent retention also helps to pass on the organization's knowledge and experience and maintain the organization's competitiveness and long-term development.

2.7.2.2 Organizational Commitment

Organizational commitment means employees' loyalty and commitment to the organization and their affective connection and responsibility to the organization. It reflects how employees identify with the organization's values, goals, and culture. It is expressed in their long-term engagement and willingness to work hard for the organization. Organizational commitment can be divided into three aspects: affective, continuous, and normative. The importance of organizational commitment to the organization lies in promoting the employee's work motivation and job satisfaction, enhancing the employee's loyalty and retention intention, and improving the employee's

work performance and personal development. Organizations can strengthen employee commitment and generate greater employee engagement and organizational success by creating a positive work environment and providing development opportunities and reward systems.

2.7.2.2.1 Affective Commitment

Affective commitment means an employee's affective connection and intense loyalty to the organization. It reflects the employees' satisfaction, sense of belonging, and pride in the organization and the degree to which they identify with its values, goals, and culture. The importance of affective commitment to an organization lies in the fact that it can enhance employee engagement, loyalty, and work engagement and improve employee job satisfaction and performance. Employee passionate commitment can promote good organizational culture and teamwork and improve employee cohesion and stability. Organizations can promote affective commitment by focusing on employees' work experiences and needs, providing challenging and developmental work assignments, building supportive and recognized employee relationships, and promoting positive organizational values and culture.

2.7.2.2.2 Continuance Commitment

Continuance commitment means the willingness and behavior of employees to participate in and continuously invest in the organization for a long time. It reflects the employee's connectivity and loyalty to the organization and their expectations and commitment to its future growth. The importance of continuous commitment to an organization lies in its ability to increase employee loyalty and work engagement, reduce the cost and variability caused by employee turnover, and increase employee stability and organizational continuity. Organizations can provide a good work environment and development opportunities to enhance continuous commitment, pay attention to employees' career development and work needs, establish good communication and feedback mechanisms, and provide personal growth and incentive mechanisms.

2.7.2.2.3 Normative Commitment

Normative commitment means employees recognizing and abiding by the organization's values, norms, and codes of conduct. It reflects the employee's affective connection to and sense of responsibility for the rules and regulations, ethics, and professional conduct established by the organization. The importance of normative commitment to an organization lies in the fact that it helps maintain its reputation and image and improves the compliance and credibility of the organization's behavior. When employees actively comply with the norms and guidelines of the organization, the risks faced by the organization can be reduced, and a positive working atmosphere and corporate culture can be established. To strengthen the commitment to the code, organizations can guide employees to comply with the code and code of conduct by establishing clear rules and regulations code of ethics, conducting ethics training and professional conduct code education, and strengthening ethical guidance and supervision mechanisms within the organization.

2.7.2.3 Organizational Performance

Organizational performance means the performance and achievement of the organization in completing the set goals and tasks. It is measured by assessing and comparing the gap between an organization's actual and expected performance. Organizational performance can be evaluated from multiple perspectives, including the following aspects: task performance, contextual performance, learning performance, and innovation performance. Performance evaluation usually combines quantitative and qualitative indicators and determines the performance evaluation method and indicator system according to the organization's characteristics, objectives, and business needs. Effective performance management and improvement can help organizations improve work efficiency, competitiveness, and innovation and promote long-term development and sustainable success.

2.7.2.3.1 Task Performance

Task performance means an employee's performance and achievements in completing a task or project. It is a measure that assesses the level and quality of an employee's performance at a particular job. It is a measure that evaluates the level and

quality of an employee's performance in a specific task. By assessing task performance, organizations can understand employees' working ability and performance level in particular studies, provide timely feedback and development opportunities for employees, and adjust task allocation and resource allocation to promote work efficiency and quality. Organizations can set clear task objectives and standards to evaluate performance effectively, provide necessary training and support, conduct regular performance evaluations and feedback, and provide appropriate incentive and reward mechanisms.

2.7.2.3.2 Contextual Performance

Contextual performance means employees' achievements in establishing and maintaining working relationships with others and in teamwork. It is a metric that assesses the quality of interaction, cooperation, and communication between employees and others. Contextual performance is critical to the success and growth of an organization. Strong contextual performance can promote teamwork, coordination, and trust, improve work efficiency and creativity, and enhance employee satisfaction and motivation. Organizations can encourage an open and positive communication culture to improve relationship performance by providing teamwork and interpersonal relationship management training, establishing effective decision-making and feedback mechanisms, and valuing employee participation and positive attitudes across teams.

2.7.2.3.3 Learning Performance

Learning performance means an employee's performance and achievements in learning and development. It assesses employees' ability and outcomes to acquire new knowledge, skills, and competencies. Learning performance can be evaluated from the following perspectives: learning outcomes, learning efficiency, learning motivation, continuous learning ability, and learning application. Learning performance is of great significance to the development of individuals and organizations. For employees, good learning performance can improve workability, increase career competitiveness, and promote personal career growth and development. For organizations, encouraging and supporting learning performance can improve their human capital and promote organizational innovation and growth.

2.7.2.3.4 Innovative Performance

Innovation performance means the performance and achievements of employees in innovation and creativity. It assesses the ability and results of employees to come up with new ideas, solve problems, drive change, and foster innovation. Innovation performance can be evaluated from the following aspects: innovative thinking, innovative contribution, innovation implementation, continuous innovation, and innovation impact.

Innovation performance is critical to the competitiveness and sustainable development of an organization. Encouraging and cultivating innovation performance can promote continuous improvement and innovation of the organization, improve the quality of products and services, and promote business growth and market competitiveness. To enhance innovation performance, organizations can create a culture and atmosphere that encourages innovation, provides resources and support, encourages employees to participate in innovation projects and activities, and establishes innovation systems and reward mechanisms. At the same time, it creates opportunities for cross-departmental cooperation and knowledge sharing, cultivates employees' innovative ability and innovative thinking, and encourages employees to try new methods and solutions. Employees should also actively pursue self-development and learning, open their minds, and be brave enough to try and accept changes to improve their innovative performance.

2.7.3 Explanation of Hypothesis

Hypothesis 1: Talent management has a significant direct effect on organizational commitment.

Meaning of Hypothesis

The more talent management practice is better managed, the more it affects organizational commitment.

Reason of Hypothesis

Talent management can directly affect employees' commitment to the organization by meeting their needs, building good relationships and trust, increasing

job satisfaction, and facilitating employee development. China's logistics enterprises are still labor-intensive enterprises, and they have low salaries, poor working conditions, high labor intensity, insufficient training, and a lack of rapid expansion to occupy the market and expand the scope of business. The above analysis of the factors affecting employees' organizational commitment in logistics enterprises shows that in rapid development, the humanized care of employees in logistics enterprises has become increasingly prominent. At the same time, the constantly developing logistics industry has also provided a broad stage for developing logistics talents, which has become an essential support for talent management in logistics enterprises. Therefore, talent management can significantly improve employees' organizational commitment.

Hypothesis's supporting theory or research.

Theories and research supporting the relationship between talent management and organizational commitment mainly include the following aspects. Gary Becker (1964) proposed the human capital theory, and George Homans (1958) proposed the social exchange theory. Combined with their views, the training and development of employees (human capital investment) by organizations can be regarded as an input in social exchange. Employees' perception of these investments affects their commitment, and human capital enhances employees' skills and productivity while raising their expectations of returns from the organization, which can build stable and mutually beneficial relationships through long-term investment and support. Such long-term relationships not only enhance employees' professional skills (human capital) but also enhance employees' organizational commitment (social exchange).

Riyanto et al. (2021), Labolo (2021), Afeshat (2019), and Collings (2019) mentioned that efficient talent management could enable employees to obtain high-value and high-commitment organizational commitment, and it is an essential factor affecting the effectiveness of organizational commitment. In addition, Arasanmi & Krishna (2019), Malkawi (2017), and Mishra and Kumar (2019) found that talent recruitment, talent selection, talent retention, compensation management, and other factors are positively related to organizational commitment. Furthermore, Masud and Daud (2019) studied the three categories of organizational commitment and found that they have a significant relationship with organizational performance.

Hypothesis 2: Talent management has a significant indirect effect on organizational performance through organizational commitment.

Meaning of Hypothesis

More talent management practice is better managed through individuals' commitment, which will increase organizational performance.

Reason of Hypothesis

Low-value organizational commitment will reduce the realization of organizational performance, which in turn will lead to the weakening of corporate competitiveness. Therefore, organizational commitment can enhance employee investment and effort, increase employee satisfaction and loyalty, promote employee cooperation and team effectiveness, and improve customer satisfaction. The logistics industry is a human-intensive industry, and the organizational commitment of enterprises can make talents feel that corporate governance is superior, positive strategic planning, etc., to improve organizational cohesion and performance. Moreover, compared with other industries that do not have direct links with consumers, logistics employees usually provide direct service to consumers, and organizational commitments bring a high degree of dedication and strong belief in increasing service quality, further contributing to organizational performance.

Hypothesis's supporting theory or research.

Theories and research supporting the relationship between organizational commitment and performance mainly include the following aspects: George Homans (1958) proposed social exchange theory, and Ronald Anthony (1965) proposed Management control theory. Combined with their views, social exchange theory emphasizes that employees' high commitment to the organization will enhance their acceptance and execution of the control mechanism, thus promoting organizational performance improvement. The organization can enhance employees' commitment and performance by maintaining a fair exchange relationship and effective management control.

Gonzalez-Morales (2019), Gabay-Mariani (2020), and Georges (2020) proposed that organizational commitment is an essential factor affecting organizational

performance. In addition, Sumlin et al. (2021) and Adnan et al. (2018) mentioned that emotion, continuation and normative commitment are the main factors of organizational commitment through quantitative method research. For this reason, Ma Ling (2019), Siwen et al. (2023), Bandula & Jayatilake (2016), and Anthony (2017) proposed that affective, continuation and normative commitment in organizational commitment have a significant impact on organizational performance and are positively correlated. Therefore, fair returns and effective control mechanisms can enhance employees' commitment to the organization and promote high organizational performance.

Hypothesis 3: Talent management has a significant direct effect on organizational performance.

Meaning of Hypothesis

The more talent management practice is better managed, the more it affects organizational performance.

Reason of Hypothesis

Inefficient talent management will reduce the realization of organizational performance, which in turn will lead to the weakening of corporate competitiveness. Therefore, talent management can directly affect employee performance by optimizing organizational structure and processes, improving employee and innovation capabilities, and incentive and reward mechanisms. Work performance and organizational performance, thereby achieving significant direct impact and enhancing the competitiveness of enterprises. The human capital advantage of logistics enterprises comes from two parts: one is the advantage of human capital stock; that is, enterprises recruit and retain as many people as possible to meet the requirements of logistics enterprises. This requires the human resource management department to constantly revise human resource planning and policies according to the characteristics of the logistics industry, use creative measures to attract talents, recruit adequate talents suitable for the strategic development needs of enterprises, and pursue the maximization of human capital. Secondly, in the context of intelligent logistics enterprises, high-quality talents have a more significant impact on the performance of

logistics enterprises. Talent management can effectively improve corporate performance through management practices such as cooperation and innovation combined with corresponding policies.

Hypothesis's supporting theory or research.

Theories and research supporting the relationship between talent management and organizational performance mainly include the following aspects: Gary Becker (1964) proposed the Human Capital theory, and Ronald Anthony (1965) proposed the Management control theory. Combined with their views, management control theory emphasizes the importance of clear goals and performance evaluation. The organization can ensure that the direction of employees' work is consistent with the organization's goals. By combining human capital investment and management control mechanisms, the continuous improvement of employees' abilities and the optimization of organizational processes can motivate employees to improve organizational performance.

Abdullahi et al. (2022), Al Aina & Atan (2020), Gonzalez-Morales (2019), Glaister (2018), Yuniati et al. (2021), and El-Dahshan et al. (2018) mentioned that talent management is related to organizational performance and is an essential factor affecting its realization. In addition, research by Almohtaseb et al. (2020), Najm and Manasrah (2017), and Ogbari et al. (2018) proposed that talent recruitment, talent retention, and other elements of talent management are positively correlated with organizational performance.

Chapter 3

Research Methodology

This paper mainly uses quantitative research methods supplemented by qualitative research. Based on the management theory, a prediction model is constructed by collecting data and comprehensively analyzing the correlation between analyzing variables. In the context of talent management, Chinese-listed logistics companies introduce organizational commitment as an intermediate variable to explore the factors that affect organizational performance.

The details in this chapter will be separated into 6 parts as follows:

3.1 Research Design

3.2 Population and Sample

3.3 Research tools

3.4 Data Collection Strategy and Procedure

3.5 Research Ethics

3.6 Research reporting

3.1 Research Design

3.1.1 Documentary Research

Research papers answer research questions or analyze the current status of a research field by collecting, reviewing, and analyzing existing academic materials such as relevant literature, books, journal articles, and reports. They build a research framework and develop hypotheses by understanding the theoretical underpinnings and prior research findings related to talent management and organizational performance. The research focuses on the connotations and concepts of talent management, organizational performance, and organizational commitment. The related concepts and research results have been studied in China and abroad, leading to several conclusions.

On this basis, this article will conduct further in-depth research, strengthen the reliability and comprehensiveness of the findings, and innovate the research outcomes.

3.1.2 Empirical Research

Empirical research involves collecting and analyzing quantifiable data using specific scientific methods and techniques to verify a theory, hypothesis, or problem. It aims to reveal the patterns and causes of objective phenomena through empirical data analysis and to follow the corresponding steps to collect, organize, and analyze relevant data on talent management and organizational performance in SF-listed logistics companies. This paper selects the employees of SF Logistics Company as the research object, including the grass-roots, middle, and senior management. According to official institutional data from the China Stock Exchange, as of December 31, 2023, there were 48 listed logistics companies in China with a total of 451,041 employees. SF Holding Co., Ltd. employs 162,823 people, making it the most significant workforce among China's listed logistics companies. This company was chosen as the research subject due to its sufficient sample size and representativeness.

Quantitative data were collected by designing questionnaires and distributing them within SF Holding Co., Ltd. Additionally, we interviewed the managers of SF Express, gathered qualitative data through in-depth interviews and observation, and analyzed, interpreted, and expanded upon the research results obtained from the questionnaire survey.

3.2 Population and Sample

The first step is to identify the research company: In this study, SF Holding Co., Ltd. (from now on referred to as SF Express) has 162,823 employees and was established in Shunde, Guangdong, in 1993. After years of development, it has become China's leading comprehensive express logistics service provider, the fourth-largest express delivery company in the world, and the company with the most significant number of employees among China's listed logistics companies. It has established branches in every province (<https://www.sf-express.com/chn/sc>). It primarily provides

express delivery, logistics, warehousing, supply chain management, and other services, with a comprehensive service network covering the entire country.

SF Express faces many common challenges in talent management and organizational performance that are also present in other logistics enterprises. Therefore, choosing SF Express as the research subject is representative to a certain extent. This company was selected as the research subject due to its sufficient sample size and representativeness. The name of the company and the total number of employees in each region are shown in Table 3.1

Table 3.1 Number of SF Express Companies and Total Number of Employees in each Region

SF Express company distribution area	Number and name of companies in each region of SF Express	Number of employees per company
Central China	Henan SF Express Co., LTD	6288
	Hubei SF Express Co., LTD	5042
	Hunan SF Express Co., LTD	5101
North China	Hebei SF Express Co., LTD	7813
	Beijing SF Express Co., LTD	6513
	Tianjin SF Express Co., LTD	4362
	Sanxi SF Express Co., LTD	5005
	Neimenggu SF Express Co., LTD	5582
East China	Shandong SF Express Co., LTD	5369
	Jiangsu SF Express Co., LTD	5862
	Shanghai SF Express Co., LTD	4327
	Zhejiang SF Express Co., LTD	5793
	Anhui SF Express Co., LTD	4912
East China	Jiangxi SF Express Co., LTD	5042
	Fujian SF Express Co., LTD	5204
South China	Guangdong SF Express Co., LTD	9921
	Guangxi SF Express Co., LTD	6832
	Hainan SF Express Co., LTD	5504
Northwest	Xinjiang SF Express Co., LTD	3847
	Ningxia SF Express Co., LTD	3905
	Qinghai SF Express Co., LTD	3407
	Shanxi SF Express Co., LTD	4796
	Gansu SF Express Co., LTD	4834
Northeast	Liaoning SF Express Co., LTD	5790
	Jilin SF Express Co., LTD	5589
	Heilongjiang SF Express Co., LTD	4644

SF Express company distribution area	Number and name of companies in each region of SF Express	Number of employees per company
Southwest	Sichuan SF Express Co., LTD	5509
	Yunnan SF Express Co., LTD	4380
	Guizhou SF Express Co., LTD	4907
	Chongqing SF Express Co., LTD	3890
	Xizhang SF Express Co., LTD	2853
Total	31	162823

Source: 2023 SF Express Corporate Report

In the second step, the company names of the research samples are determined: China is divided into seven regions, and the company with the most significant number of employees in each area is the most representative, as shown in Table 3.2.

Table 3.2 Number of SF Express Companies and Employees in each Region

SF Express company distribution area	Name of the company with the largest number of employees	Number of employees
Central China	Henan SF Express Co., LTD	6288
North China	Hebei SF Express Co., LTD	7813
East China	Jiangsu SF Express Co., LTD	5862
South China	Guangdong SF Express Co., LTD	9921
Northwest	Gansu SF Express Co., LTD	4834
Northeast	Liaoning SF Express Co., LTD	5790
Southwest	Sichuan SF Express Co., LTD	5509
Total	7	46017

Source: 2023 SF Express Corporate Report

The sample used in this study consists of the total number of employees at SF Express across seven regions in China. This study chooses the largest branch company in each area for investigation because the effectiveness of talent management and organizational commitment often requires the support of relevant management factors within the enterprise. Consequently, SF Express's well-structured corporate organization can produce more apparent research conclusions. Large-scale enterprises have relatively well-developed organizational structures and clear management logic, making them more suitable for research on talent management and organizational commitment.

As seen from the above table, the company with the most significant number of employees in the seven regions of China has 46,017 employees. The sample size was adequate and representative. Therefore, to determine the sample size of the population in this study, the researcher used the Yamane table (Yamane, 1967) with a confidence level of 95% and an error of no more than 5%. Using the ready-made Yamane table, the confidence level is 95%, the error is 5%, $n=N/(1+Ne^2)$, $e=0.05$, was used to determine the confidence level and sampling error. According to the formula, the minimum sample size of participants in the final survey was 396.55.

$$n = \frac{N}{1 + Ne^2}$$

Where n = sample size

N = population size

e = Probability of allowable error.

$$N=46017 / (1+46017*0.05*0.05)$$

$$n=396.55$$

The sample size is equal to 397. Therefore, this study requires a random sample of 397 Sf Express to be surveyed to ensure that the difference between the sample mean and the overall mean does not exceed 0.5 at the 95% confidence level. Structural equation modeling was adopted in the study. According to scholars, the sample size should be 10 to 20 times the number of items tested while not exceeding a maximum of 500 samples (Anderson & Gerbing, 1988; Bentler & Yuan, 1999). This study has 55 measurement items, and according to scholars, the sample size should be 550 and not more than 500. So, combining the sample calculation formula and the sample size requirement of structural equation modeling, the final sample size is determined as 420. Each region distributed questionnaires based on the number of employees and companies, as shown in Table 3.3.

Table 3.3 SF Express Employee Sample

SF Express Company Distribution Area	Name of the Company	Province	Employees	Percentage	Questionnaire Quantity
Central China	Henan SF Express Co., LTD	Henan	6288	12%	52
North China	Hebei SF Express Co., LTD	Hebei	7813	11.5%	48
East China	Jiangsu SF Express Co., LTD	Jiangsu	5862	11%	46
South China	Guangdong SF Express Co., LTD	Guangdong	9921	22%	92
Northwest	Gansu SF Express Co., LTD	Gansu	4834	12.5%	52
Northeast	Liaoning SF Express Co., LTD	Liaoning	5790	17%	72
Southwest	Sichuan SF Express Co., LTD	Sichuan	5509	14%	58
Total	7		46017	100%	420

3.3 Research Tools

3.3.1 Quantitative Research Method

They are using questionnaires as a tool in quantitative research. The questionnaire in this study is mainly targeted at all employees of SF Express and is distributed based on factors such as region, number of employees, nature of positions, etc. Respondents need to have a particular understanding and recognition of the company they work for, which is conducive to the authenticity and validity of the questionnaire and is also the conclusion for measuring the effectiveness of the survey. The questionnaire consisted of 55 questions used to calculate the variables in this study. The use of a 5-level rating scale characterizes the Likert scale. The questionnaire is divided into five parts: the most agreed (5 points) and the least agreed (1 point).

Part 1: General information about the respondents. This section has 5 questions (10%). Regarding general data, logistics company employees can use the checklist to answer questions about their gender, age, position, and experience.

Part 2: There are 55 questions in this section (90%). The questionnaire on talent management to understand the relationship between talent management, organizational performance, and organizational commitment, mainly to investigate the situation of talent recruitment and selection, performance management, compensation management, talent retention, and other elements, divided into 5 rating scales of Strongly agree -Strongly Disagree, there are scoring criteria as follows:

Level	Score
Strongly agree	5
Agree	4
Neutral	3
Disagree	2
Strongly Disagree	1

However, the meaning of the measured score can be interpreted as follows:

Score 5 means the level of importance of factors affecting Talent management in the organization is the most

Score 4 means the level of importance of factors affecting Talent management in the organization a lot

Score 3 means the level of importance of factors affecting Talent management in the organization is moderate

Score 2 means the level of importance of factors affecting Talent management in the organization is little

Score 1 means the level of importance of factors affecting Talent management in the organization is the least

In the case where the message has a meaning:

5 score means strongly agree

4 score means Agree

3 score means Neutral

2 score means Disagree

1 score means Strongly Disagree

The engagement score range is divided into 5 levels based on criteria for finding the breadth of class interactions. As follows:

Width of class interaction = (Highest score – Lowest score)/Number of floors

Width of class interaction = $(5 - 1) / 5 = 0.8$

The interpretation of the mean score for the importance of factors affecting Talent management to the organization can be divided according to the concept of Allan and Meyer (Allen & Meyer, 1993) As follows:

Average score:	The level of essential factors affecting Talent management in the organization
1.00 -1.80	There is the lowest level of Talent management.
1.81 – 2.60	There is a low level of Talent management.
2.61 – 3.40	There is a medium level of Talent management.
3.41 – 4.20	There is a high level of Talent management.
4.21 – 5.00	There is the highest level of Talent management

3.3.2 Qualitative Research Method

In-depth interviews are a commonly used qualitative research method that explores the interviewees' opinions, experiences, attitudes, and feelings to obtain detailed, comprehensive, and insightful information. The questionnaires provide a basic understanding of the quantitative relationships among talent management,

organizational commitment, and organizational performance; however, detailed qualitative results need to support how the diverse dimensions of these variables practically affect outcomes. Therefore, it is necessary to conduct in-depth interviews to provide supplementary information. The purpose of in-depth interviews is to understand the interviewee's perspectives and the motivations behind them and to explore their experiences, beliefs, emotions, attitudes, and relationship to a specific topic or issue. Researchers can obtain rich, in-depth, and diverse data that reveal underlying motivations, conflicts, needs, and expectations through deep listening and probing.

3.4 Data Collection Strategy and Procedure

3.4.1 Questionnaire

The questionnaire used by the researcher has been adjusted to be consistent with the aims that need to be measured or with the operational definition and concept theory of variables with the approval of the dissertation advisor. I have also taken it to a specialist to check for content validity and clarity of language use to ensure that all research tools are comprehensive and appropriate to the research content.

In testing for content validity by measuring the consistency of questions in the questionnaire with the objectives (Index of item-Objective Congruence: IOC), which has the following verification steps:

1. The IOC specialist compares the question construction diagram with the questionnaire created by the researcher.

2. The IOC specialist considers the questions relative to the measurement objectives.

The rating is as follows:

+1 means that you are sure that the questions are consistent with the measurement objectives.

0 means that it is not sure that the question is consistent with the measurement objective.

-1 means that you are sure the question is inconsistent with the measurement objective. Moreover, the expert scores were used to find the IOC value for each item from the formula.

The researcher is using IOC (Item Objective Congruence Index) to check Content Validity and seek comments from the following 5 specialists,

1. Dr. Liao Zhigao
2. Dr. Li Chunyou
3. Dr. Li Yingxia
4. Dr. Lian Haojie
5. Dr. Luo Xuemei

$$IOC = \frac{\sum R}{n} = 0.896$$

Where IOC = compliance index value

R = opinion score of each expert

N = total number of experts

IOC needs to be between 0.5-1.00 for every question.

- 1) Find the mean of the IOC and use the following judgment

Means between 0.5-1.00 means "the measurement is passing the criteria from experts."

Means below 0.5 means "the measurement needs to make change or correction."

Less than 0 means "the measurement is failing the experts qualify."

- 2) Take a questionnaire to try out at 40 and check the reliability. The formula of Cronbach's alpha coefficient is

$$\alpha = \left[\frac{n}{(n-1)} \right] \left[1 - \frac{\sum_{i=1}^n S_i^2}{S_T^2} \right]$$

Where α = a coefficient of reliability

n = the number of informants

$\sum_{i=0}^n$ = the variance of the sum of informants

S_i^2 = the ratio of the variance of each informant

S_f^2 = the ratio of inter-informants' variance

After expert evaluation and 40 sample tests, 55 questions were finally selected. According to Cronbach's Alpha criterion, the value was more significant than 0.7, indicating good reliability. The overall value of Cronbach's Alpha criterion is 0.937. Therefore, the questionnaire is very reliable, as shown in Table 3.4.

Table 3.4 Cronbach's Alpha Coefficient Result

Variable		Number of Questions	Cronbach's Alpha
Management	Talent Recruitment & Selection	5	0.866
	Performance Management	5	0.863
	Compensation Management	5	0.861
	Talent Retention	5	0.864
Organizational Commitment	Affective Commitment	5	0.861
	Continuing Commitment	5	0.865
	Normative Commitment	5	0.856
Organizational Performance	Task Performance	5	0.864
	Contextual Performance	5	0.861
	Learning Performance	5	0.864
	Innovative Performance	5	0.862
Total		55	0.937

3.4.2 Interview

John W. Creswell (1994), one of the leading scholars in the field of qualitative research, mentions in his book "Qualitative Inquiry and Research Design: Choosing among Five Approaches" that the recommended sample size for qualitative research, primarily phenomenological or theory generation research, is usually between 20 and 30. This suggestion has been widely cited and applied in practice.

Therefore, a Semi-structured in-depth interview form (SSI) will be used to listen to expert opinions from 21 senior employees, including managers from the company's management department and people who have worked in the management department

for over 10 years. Choose from China's listed logistics companies, SF Express, and assign them to each region, with 3 people per company, totaling 21 people. See Table 3.5.

Table 3.5 SF Express's Interviews with Employees

Area	Province	Position/Companies Name	
Central China	Henan	Manager	Henan SF Express Co., LTD
		Manager	
North China	Hebei	Manager	Hebei SF Express Co., LTD
		Manager	
East China	Jiangsu	Manager	Jiangsu SF Express Co., LTD.
		Manager	
South China	Guangdong	Manager	Guangdong SF Express Co., LTD
		Manager	
Northwest	Gansu	Manager	Gansu SF Express Co., LTD
		Manager	
Northeast	Liaoning	Manager	Liaoning SF Express Co., LTD
		Manager	
Southwest	Sichuan	Manager	Sichuan SF Express Co., LTD
		Manager	
Total		21	7

3.4.3 Data Collection

The researcher will collect two types of data: quantitative data (the majority) and qualitative data (the supplementary).

1. Quantitative Data

During the data collection process, the researcher will receive and send questionnaires to the human resources department of each company via email and distribute them to the designated sampling group. The Management Department then collects it. The data collection period is from January 2023 to August 2024, after which the researchers obtained vital information from the returned questionnaires. A total of 406 documents were processed and analyzed using computer programs. The statistics used in data analysis are frequency, average percentage (mean), and standard deviation (standard deviation: SD). They are used to analyze the relationship model that affects

organizational performance and test its assumptions, relationships, and structures— techniques for analyzing paths (path analysis) and causal relationships by building structural equations (SEM).

Therefore, the researcher used a quantitative research approach because it is an excellent way to explain the relationship between the predictor variables and the dependent variables. In this case, it explains the effects of talent management on organizational performance. This research design was deemed suitable by the researcher because of the need to identify and describe the impact of talent management on organizational performance and to understand the relationship between the dependent and independent variables being studied. This research will be undertaken at a single time, called cross-sectional design. A questionnaire will be distributed to employees of listed logistics companies in China to collect data and measure variables for the study. These results will be processed using SPSS software.

2. Qualitative Data

In addition to observations, the researcher also used an interview form during the interviews to obtain the opinions of the human resource management department of the specific company. Each regional company selects 3 people, totaling 21 people. Based on the convenience of the interviewees, online interviews were conducted via email and direct conversations (face-to-face) with the sample group of interviewees, with a flexible format. This study will use in-depth structured interviews to conduct in-depth arguments based on the collected information, supplement quantitative data, and provide a more straightforward discussion logic for this study.

3.5 Data Analysis

Data analysis is mainly the analysis of conclusions drawn after data collection. The data that have been collected should facilitate the answer and processing of the research questions. Therefore, selecting appropriate statistical methods and using the right statistical software (SPSS Version 21.0 and Amos Version 23.0) is necessary to analyze the data comprehensively. The specific situation is as follows:

1) Analyze the general characteristics of the respondents and the proportion of relevant indicators

2) Use descriptive statistical methods (such as frequency, percentage, mean, and standard deviation) to describe the characteristics that affect intermediate variables, independent variables, and dependent variables

3) Analyze the relationship values between factors that affect organizational performance and explore the hypothesis model of the relationship between them. First, structural equation modeling (Structural Equation modeling: SEM) analyses path technology (Path analysis). Secondly, the principle of maximum estimation (Maximum Likelihood: ML) is used to estimate the absolute value of the path and study the direct and indirect influencing factors of organizational performance. Finally, the Amos Version 23.0 statistical program summarizes the factors affecting organizational performance.

Guidelines for testing hypotheses

Verify the impact of talent management on organizational performance and construct an SEM model by analyzing structural equations, frameworks, etc. Path analysis technology estimates the absolute value based on the maximum estimation principle (Maximum Likelihood: ML). Use AmosVersion23.0 software to analyze direct and indirect variables and summarize the corresponding variable influence paths. The variable path format is as follows: Figure 3.1

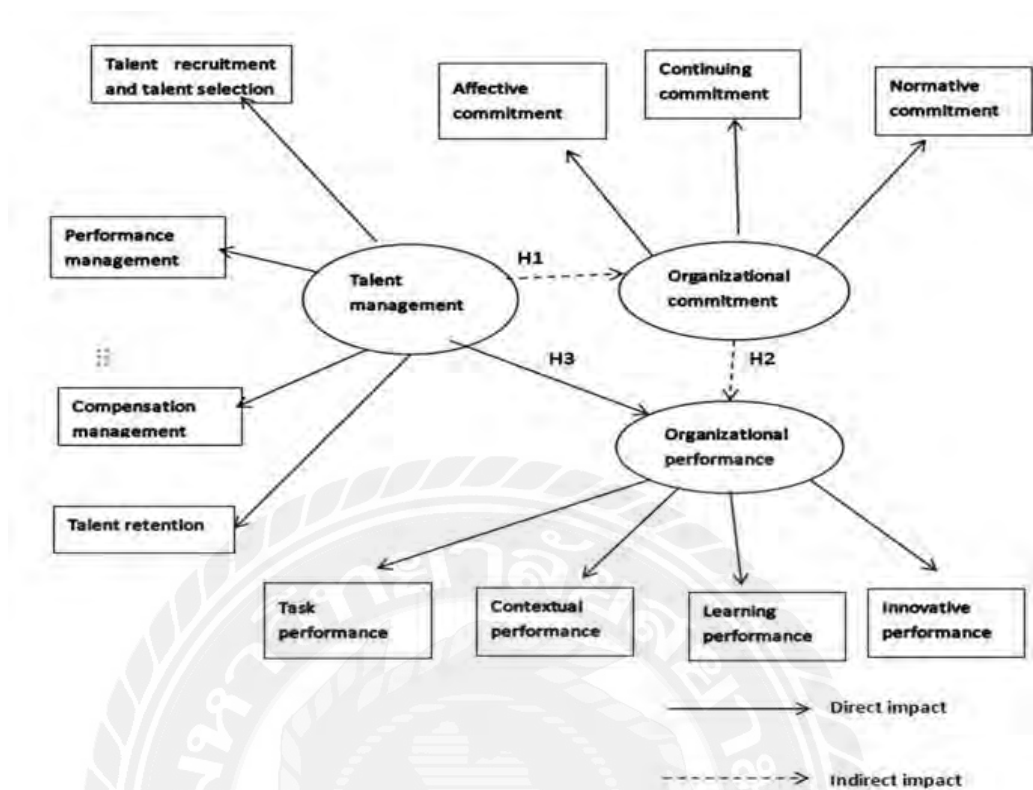


Figure 3. 1 Path Analysis Model of Research Variables

The SEM structural equation contains independent, dependent, and intermediate variables. Talent management (independent variable) includes the four sub-elements of talent recruitment and selection, performance management, compensation management, and talent retention. Organizational commitment (intermediate variable) consists of three sub-elements: affective dedication, normative commitment, and continuance commitment. Organizational performance (Factor Variable) includes four sub-elements: task performance, contextual performance, learning performance, and innovation performance. The SEM model verifies whether talent management affects organizational performance indirectly through organizational commitment as an intermediate variable or directly affects organizational performance. That is to confirm whether the above hypotheses (H1, H2, and H3) are established.

The study compared the research model with the theoretical model, in which the researcher defined the intelligence model by analyzing the relationships between the hypothesized structural intrinsic variables. Use t-Value and p-Value values to test hypotheses and display the relationship between variables and values. Standard

regression weights and import absolute value, baseline, baseline error, fundamental error (S.E.), and other indicators analyze the regression results. Theoretically, the p-value must be statistically significant and have a specific moderate match. The research of this paper uses the following statistical indicators: Chi-square Probability Level, Relative Chi-square, Goodness of Fit index, Root Mean Square Error of Approximation, and Population Discrepancy Function Value. See Table 3.6:

Table 3.6 The Model Fit Indices and their Acceptable Thresholds

Goodness of Fit Index (Statistic Abbreviation)	Goodness of Fit Index	Objective	Level of Acceptance	Interpretation
CMIN-P	Chi-square Probability Level	1) Determining the chi-square probability value must not be statistically significant.	>0.05	Pass
CMIN/df	Relative Chi-square	2) To verify that the model is consistent with the empirical data	<5	Pass
GFI	Goodness of Fit index	3) To measure the level of harmony in comparison with a value between 0-1.00	>0.90	Pass
RMSEA	Root Mean Square Error of Approximate on	4) To indicate the error value of the model, in the form of the root of mean squares error by approximating the value between 0-1.00	<0.08	Pass
FO	Population Discrepancy Function Value	5) Harmony function value when the model is consistent with the empirical data.	0.00-0.08	Pass

Ref: Sinchau, 2014

When testing the structural equation model, it was found that there was an inconsistency between the theoretical and empirical models, according to the statistics in Table 3.6. The researcher considered adjusting the parameters in the new

hypothetical model and testing the adjustment results. Such a model is to provide better statistics so that the model can be accepted for use in adjusting variables. Model adjustment may not be appropriate unless researchers have tested and screened the variables well. This method of restructuring the researcher's model can improve the statistical values. As follows:

Introduce the AMOS program to reduce the number of variables in the model. This program examines the error values of the dependent variables.

3) Obtain data through interviews. Qualitative analysis methods can be used through interviews. Based on the interview results, the data can be screened and analyzed, and corresponding expansion and interpretation can be carried out to supplement the quantitative analysis. Finally, a model and conceptual framework for the impact of talent management on organizational elements were constructed, and ways to improve corporate organizational performance were explored.

3.6 Research Ethics

The most crucial factor to keep in mind when carrying out a study is to keep the information provided by the respondents as private as possible. Maintaining the participants' confidence is critical so they are confident enough to share relevant information. The researcher and team kept the respondents' data and information to themselves and did not share it with anyone else. It was also considered to use widely recognized official language so that the questionnaire is clear and straightforward to comprehend for everyone. When asked questions like age and experience (a set was given so they felt comfortable sharing), no personal information was requested, and questions like religion or ethnic group were avoided to avoid offending anyone. Therefore, the research of this thesis has passed the Ethics Committee's Ethics Certificate, which is PIM-REC 038/2567.

Chapter 4

Research Result

This chapter mainly includes three parts:

4.1 Quantitative Analysis

4.2 Qualitative Analysis

4.3 Conclusion

This chapter primarily investigates the influence model of organizational performance in listed logistics companies in China based on talent management. It is organized into three main sections. The first section presents a quantitative analysis, employing a questionnaire survey and constructing a structural equation model to examine the impact of talent management on organizational performance. The second section entails qualitative research, which involves conducting in-depth interviews with managers of listed logistics enterprises in China and using content analysis to interpret the interview content. Finally, this chapter integrates qualitative and quantitative research to summarize the impact model of talent management on organizational performance.

The quantitative research in this study relies on data; therefore, the accuracy of the data is a prerequisite for establishing the model relationships presented herein. To ensure the authenticity and effectiveness of the collected data, this study sets precise requirements for selecting survey samples. It primarily targets the managers of China's largest listed logistics company (SF Express) as survey participants to ensure the reliability, validity, and relevance of the questionnaire, thus enhancing the quality of the questionnaire and the data. The online survey utilized the Questionnaire Star professional survey website (<https://www.wjx.cn/>). 420 valid questionnaires were distributed, and 406 valid responses were collected, resulting in a validity rate of 96.67%.

4.1 Quantitative Analysis

4.1.1 Descriptive Statistical Analysis

Demographic analysis of the survey sample group reveals that there are 194 males, accounting for 47.78%, and 212 females, accounting for 52.22%. This indicates little difference in the proportion of male and female managers in listed logistics companies. Regarding age distribution, the largest group comprises individuals aged between 18 and 35, with 206 individuals accounting for 50.74%. The number of managers aged 36 to 55 is 161, representing 39.65%. Finally, the number of individuals over 55 and under 18 is 20 and 19, respectively, accounting for 4.68% and 4.93%. Overall, the managers of logistics companies are predominantly young and middle-aged.

Regarding academic qualifications, university undergraduates constitute the largest group, with 155 individuals accounting for 38.18%. This is followed by college students, numbering 110, who account for 27.09% of the total. Furthermore, there are 84 master's students, accounting for 20.69%. The most minor groups are those with doctoral and other degrees, accounting for 7.14% and 6.90%, respectively. Thus, most managers have completed their academic education.

Regarding management positions, there are 165 grassroots managers, accounting for 40.64%; 134 middle managers, representing 33%; and 85 senior managers, accounting for 20.94%. This suggests that the survey participants are relatively diverse, encompassing all management levels within logistics companies. Considering work experience, the largest group consists of those with 5 to 7 years of experience, totaling 193 individuals, which accounts for 47.54%. The next largest group comprises employees with 2 to 5 years of experience, totaling 125 individuals and accounting for 30.79%. Finally, the most minor groups are those with less than 2 years and more than 7 years of experience, with 60 and 28 individuals accounting for 14.78% and 6.89%, respectively. Most employees have work experience ranging from 2 to 7 years.

Table 4.1 Basic Information of Questionnaire Respondents

Items	Categories	N	Percent (%)	Cumulative Percent (%)
Gender	Male	194	47.783	47.783
	Female	212	52.217	100
Age	Under 18	19	4.68	4.68
	18-35	206	50.739	55.419
	36-55	161	39.655	95.074
	Over 55	20	4.926	100
Education Level	Junior college	110	27.094	27.094
	Undergraduate	155	38.177	65.271
	Master	84	20.69	85.961
	PH.D.	29	7.143	93.103
	Others	28	6.897	100
Position in the company	Senior Manager	85	20.935	20.935
	Middle Manager	134	33.005	53.94
	Staff	165	40.640	94.58
	Others	22	5.42	100
Work experience after graduation	Less than 2 years	60	14.778	14.778
	≥2 years- ≤5 years	125	30.788	45.567
	>5years-<7 years	193	47.537	93.103
	7 years or more	28	6.897	100
Total		406	100	100

In short, the practical sample data obtained in this study meets the research requirements from the respondents' essential information statistics perspective.

4.1.2 Percentage Distribution of Factors

1. Talent management

The four dimensions of talent management are Talent Recruitment and Selection (TS), Performance Management (PM), Compensation Management (CM), and Talent Retention (TR). There are 20 questions in total.

According to Table 4.2, there are 5 questions about talent recruitment and selection (TS); 73.9% (56.2% agree + 17.7% strongly agree) respondents agree that talent recruitment includes talent demand, talent recruitment plan, talent attraction, talent selection, and other links. 58.1% of respondents believe evaluating candidates, final selection, and recruiting people are essential to talent selection. 57.4% of respondents believe talent selection involves interviewing and assessing candidates' skills, experience, and qualities to ensure that the selected person is qualified for the

required position and a good fit with the organizational culture. 68.5% of respondents believe talent selection ensures that the organization can choose the most suitable talent to improve work efficiency, team performance, and overall development. 66.0% of respondents agreed that meeting business needs, improving organizational competitiveness, and achieving a reasonable match between talents and organizations are indicators of talent recruitment. Their Mean value=3.4360 and Standard deviation=1.2360 mean that talent recruitment and selection correlate with talent management.

According to Table 4.2, there are five problems with performance management (PM). 70.4% of respondents agree that performance management is an ongoing process that improves the performance of organizations, teams, and individuals and ensures that individual goals are aligned with organizational goals. 70.7% of the respondents believe that performance management includes performance planning, performance monitoring, performance evaluation, performance feedback, performance improvement plans, and other factors. 70.2% of respondents believe that performance management can improve organizational performance, clarify job expectations, and provide a basis for employee compensation and promotion. 75.1% of respondents believe that performance management can enhance employees' sense of belonging, participation, and satisfaction and ultimately get positive feedback and recognition from employees. 78.1% of the respondents believe that the organic combination of performance management, organizational commitment, and organizational performance can be conducive to the human resource management of listed logistics companies. Their Mean value=3.5640 and Standard deviation=0.9814 show that performance management has a particular influence on talent management.

As can be seen from Table 4.2, there are five problems in compensation management (CM). Compensation management was cited by 82.6 percent of respondents as an essential area of talent management, which involves providing compensation and benefits to employees to attract, motivate, and retain talent. 79.8% believe that compensation management includes salary formulation, measurement, and payment. The result shows that 75.6% of the respondents agreed that compensation management can motivate employees, attract and retain talents, achieve fairness and

justice, effectively control costs, and enhance the market competitiveness of logistics enterprises. 78.3% of the respondents believe that compensation management needs to comprehensively consider many factors, such as employees, organizations, and markets, to achieve a win-win situation for both organizations and employees. 78.8% of the respondents believe that compensation management can improve the organization's performance level, enhance employees' commitment and loyalty, and build a stable and efficient working environment: their Mean value=3.6860 and Standard deviation=0.8938. To sum up, compensation management has an impact on talent management.

According to Table 4.2, there are five problems with talent retention (TR). 78.8% of the respondents believe that talent retention is a variety of strategies and measures enterprises take to prevent the loss of core talents. 78.1% of respondents believe talent can be retained through compensation and benefits, career development opportunities, work-life balance, work environment, and employee performance. In 76.8% of respondents, talent retention can reduce employee turnover, increase employee satisfaction and loyalty, improve organizational performance, develop leadership talent, and reserve talent. 78.6% agreed that talent retention is significant for an organization's continued success and competitiveness. 79.8% of respondents believe talent retention can affect employees' commitment to the organization, optimize talent management strategies, and directly improve organizational performance. Their mean value=3.6560 and standard deviation=0.9338. Talent retention also plays a role in talent management.

Table 4.2 Percentage Distribution of Talent Management Scale

Statement	Strongly Disagree (%)	Disagree (%)	Neutrality (%)	Agree (%)	Strongly Agree (%)	Mean Value	Standard Deviation
TS1	10.1	10.1	5.9	56.2	17.7	3.4360	1.2360
TS2	11.6	17.7	12.6	40.4	17.7		
TS3	12.1	22.2	8.4	48.3	9.1		
TS4	9.1	17.2	5.2	41.4	27.1		
TS5	9.6	17	7.4	53.4	12.6		
PM1	5.2	15.6	8.9	58.8	11.6	3.5640	0.9814
PM2	3.0	21.0	5.5	63.1	7.5		
PM3	3.7	19.5	6.7	60.8	9.4		
PM4	4.2	15.3	5.4	71.4	3.7		
PM5	3.2	11.3	7.4	70.0	8.1		

Statement	Strongly Disagree (%)	Disagree (%)	Neutrality (%)	Agree (%)	Strongly Agree (%)	Mean Value	Standard Deviation
CM1	3.4	5.7	8.4	72.7	9.9	3.6860	0.8938
CM2	4.9	9.9	5.4	72.9	6.9		
CM3	3.9	8.9	11.6	70.2	5.4		
CM4	4.4	9.9	7.4	73.6	4.7		
CM5	6.7	6.4	8.1	69.7	9.1		
TR1	6.7	7.1	7.4	73.4	5.4	3.6560	0.9338
TR2	4.7	10.6	6.7	72.7	5.4		
TR3	5.7	10.6	6.9	70.9	5.9		
TR4	6.9	3.7	10.8	70.2	8.4		
TR5	6.2	5.9	8.1	71.7	8.1		

2. Organizational Commitment

The three dimensions of organizational commitment are Affective Commitment (AC), Continuing Commitment (CC), and Normative Commitment (NC). Each dimension has 15 questions.

According to Table 4.3, there are five questions on affective commitment (AC). 79.6% of respondents agreed that employees' affective engagement and sense of belonging to the organization are critical to the development of a logistics business, 62.7% of respondents agreed that Employees' loyalty, pride, and recognition of organizational values have a significant impact on organizational performance, 76.9% of respondents believe that employee loyalty and belonging, job satisfaction and happiness, long-term employee retention, organizational cohesion and stability, and organizational culture all have an impact. 78.3% of respondents believe organizations must foster employee emotion by building leadership relationships, providing meaningful work, and creating a work environment. 75.1% of respondents believe that organizations can facilitate the formation of affective commitment and derive sustained talent advantages and performance improvements from it: their mean value=3.5800 and standard deviation=1.0048. Thus, Affective commitment has a particular influence on organizational commitment.

According to Table 4.3, there are five questions on continuing commitment (CC). 73.6% of the respondents believe that employees maintain loyalty and a sense of belonging to the organization and are willing to contribute to the growth and success of the organization. Employees' affective involvement and a sense of belonging to the

organization are crucial to the development of logistics enterprises, and 75.1% of the respondents agree that employees' values, goals, and vision for the organization and a sense of belonging to the organization are crucial. 75.3% of respondents believe that continuous commitment can promote long-term employee retention, enhance organizational stability, improve employee job satisfaction and work efficiency, and support and promote the realization of organizational goals. 81.8% of the respondents believe that enterprises should improve talent management through the continuous commitment of employees, enhance the investment and loyalty of employees to the organization, and then promote the constant improvement of organizational performance. 75.2% of respondents agreed that ongoing commitment is an essential factor in how talent management is closely linked to organizational performance. Their mean value=3.6620 and standard deviation=0.9466. It can be seen that continuous commitment affects organizational commitment.

According to Table 4.3, there are five questions on normative commitment (NC). 74.4% of respondents believe that employees should have ethical or normative responsibility for their organizations, and 74.8% believe that recognition of organizational goals, values, and gratitude or responsibility for the organization can generate employee loyalty. 74.7% of respondents agreed that employees should identify with the organization regarding ethics, values, and social norms. Normative commitment can promote the long-term retention of employees, enhance the stability of the organization, improve the job satisfaction and work efficiency of employees, and support and promote the realization of organizational goals. 79.6% of respondents believe that normative commitment can increase organizational loyalty, encourage ethical behavior and integrity, improve employee retention, shape organizational image, and support social responsibility and sustainability. 78.3% of respondents believe that the alignment of employee and organizational values promotes a deeper connection between employees and the organization, contributing to the organization's long-term stability and performance improvement. Their mean value=3.6020 and standard deviation=1.0086. To sum up, normative commitment has a particular impact on organizational commitment.

Table 4.3 Percentage Distribution of Organizational Commitment Scale

Statement	Strongly Disagree (%)	Disagree (%)	Neutrality (%)	Agree (%)	Strongly Agree (%)	Mean Value	Standard Deviation
AC1	6.2	4.7	9.6	68.5	11.1	3.5800	1.0048
AC2	9.9	5.4	12.1	61.4	11.3		
AC3	7.6	10.6	4.9	67.5	9.4		
AC4	3.7	9.9	8.1	68.2	10.1		
AC5	4.4	8.4	12.1	66.7	8.4		
CC1	6.7	7.6	12.1	67.7	5.9	3.6220	0.9466
CC2	4.2	7.4	13.3	67.7	7.4		
CC3	6.4	11.3	6.9	66.7	8.6		
CC4	3.7	8.9	5.7	75.1	6.7		
CC5	7.6	12.3	4.9	70.0	5.2		
NC1	7.4	14.5	3.7	62.8	11.6	3.6020	1.0086
NC2	7.1	11.3	6.7	67.2	7.6		
NC3	6.2	11.8	7.4	68.0	6.7		
NC4	6.9	8.1	5.4	72.2	7.4		
NC5	6.7	6.7	8.4	71.9	6.4		

3. Organizational Performance

There are four dimensions of organizational performance: Task Performance (TP), Contextual Performance (CP), Learning Performance (LP), and Innovative Performance (IP). Each dimension has 20 questions.

According to Table 4.4, there are five questions on Task performance (TP). 76.6% of the respondents agree that the efficiency and effectiveness of individuals in fulfilling job duties and goals affect the realization of organizational performance. 73.9% of the respondents believe that employees' task performance can be measured by the quality, quantity, efficiency of task completion and the degree of goal realization. 74.6% of respondents believe task performance can achieve organizational goals, improve work efficiency and effectiveness, optimize resource allocation, promote employee development and career planning, and improve customer satisfaction. 75.6% of respondents believe that task performance is not only an important criterion to measure the ability of individuals to perform their duties but also a key factor for organizations to adjust management strategies, optimize team configuration, motivate staff development, and improve overall operational efficiency. 74.6% of respondents believe that talent management strategies can improve employees' task performance, and task performance helps to achieve organizational

goals and ultimately improve organizational performance. Their mean value=3.5500 and standard deviation=0.9998. In short, task performance is one of the critical factors affecting organizational performance.

According to Table 4.4, there are five questions on Contextual performance (CP). 76.8% of respondents agree that the ability and effectiveness of an individual or team to establish, maintain, and improve relationships with others (including colleagues, customers, suppliers, etc.) is necessary. 75.6% of respondents rated cooperation and coordination in working relationships as essential, as well as the ability to communicate, trust, cooperate, resolve conflicts, and build good working relationships. 74.1% of respondents believe it is possible to establish good interpersonal relationships, promote teamwork, communicate effectively, build trust, resolve conflicts, and establish long-term cooperative relationships through relationship performance. 78.8% of respondents believe that relationship performance fosters teamwork, communication, confidence, and conflict resolution, ultimately forming long-term, stable relationships that drive organizational growth and success. 74.3% of respondents believe that talent management strategies help improve employee relationship performance, thereby increasing employee commitment and loyalty to the organization and thereby contributing to the long-term success of the organization. Their mean value=3.5760 and standard deviation=0.9350. To sum up, Contextual performance has a significant impact on organizational performance.

According to Table 4.4, there are five questions on learning performance (LP). 77.5% of respondents agreed that the performance and effectiveness of an individual or team in acquiring, applying, and sharing knowledge, skills, and experience is essential. 76.4% of respondents agreed that learning activities are important in improving knowledge, skills, and attitudes. 79.6% of respondents believe that learning performance can be measured in terms of knowledge acquisition, level of skill development, attitude and behavior change, application, and execution. 73.4% of respondents believe learning performance can enhance professional competence and promote innovation and problem-solving. 72.0% of respondents believe that organizations and individuals can design and implement learning and development plans more targeted to effectively improve learning performance and achieve long-term

personal growth and organizational development: their mean value=3.5960 and standard deviation=0.9556. Therefore, learning performance has an impact on organizational performance.

According to Table 4.4, there are five questions on Innovative performance (IP). 77.1% of respondents believe that innovation performance includes developing and implementing new products, services, processes, or methods. 75.6% of respondents agreed that innovation output, quality, efficiency, impact, culture, and environment were the main factors in measuring innovation performance. 77.6% of respondents believe that innovation performance can enhance market competitiveness, improve efficiency and reduce costs, grow business and open up new markets, foster a culture of innovation, and adapt to and lead change. 75.1% of respondents believe that through innovation performance, organizations can effectively plan and implement innovation strategies, evaluate the results of innovation activities, and make improvements and optimizations to maintain a competitive advantage in a changing market environment. 78.6% of respondents agreed that an organization committed to innovation and able to develop and retain key talent would be more likely to achieve sustained success and growth. Their mean value=3.6220 and standard deviation=0.8912. In a word, innovation performance has an impact on organizational performance.

Table 4.4 Percentage Distribution of Organizational Performance Scale

Statement	Strongly Disagree (%)	Disagree (%)	Neutrality (%)	Agree (%)	Strongly Agree (%)	Mean Value	Standard Deviation
TP1	9.4	5.9	8.1	72.9	3.7	3.5500	0.9998
TP2	7.4	13.1	5.7	67.2	6.7		
TP3	6.9	13.3	5.2	67.0	7.6		
TP4	5.2	11.6	7.6	71.9	3.7		
TP5	6.7	11.6	7.1	70.2	4.4		
CP1	6.7	8.9	7.6	73.6	3.2	3.5760	0.9350
CP2	5.2	13.1	6.2	71.4	4.2		
CP3	4.4	13.1	8.4	69.2	4.9		
CP4	4.7	10.3	6.2	75.1	3.7		
CP5	6.4	10.6	8.6	70.9	3.4		
LP1	7.1	5.7	9.6	70.4	7.1	3.5960	0.9556
LP2	7.1	10.1	6.4	72.2	4.2		
LP3	3.2	9.6	7.6	74.9	4.7		
LP4	6.9	12.6	7.1	66.3	7.1		
LP5	5.2	13.1	9.9	65.3	6.7		

Statement	Strongly Disagree	Disagree (%)	Neutrality (%)	Agree (%)	Strongly Agree	Mean Value	Standard Deviation
IP1	4.4	10.3	8.1	73.2	3.9	3.6220	0.8912
IP2	4.9	11.3	8.4	71.7	3.9		
IP3	2.7	11.6	8.1	72.9	4.7		
IP4	5.2	11.8	7.9	70.9	4.2		
IP5	3.4	10.3	7.6	72.2	6.4		

4.1.3 Explore factor analysis

The data were further analyzed for validity using Exploratory Factor Analysis (EFA), beginning with the Kaiser-Meyer-Olkin (KMO) and Bartlett's Test of Sphericity. The KMO value assessed the suitability of the questionnaire data for factor analysis, while Bartlett's test was employed to evaluate the presence of significant correlations among the variables. Generally, KMO values greater than 0.7 are considered suitable for factor analysis, and Bartlett's test result with a significance level less than 0.05 indicates a correlation among the data.

As shown in Table 4.5, the KMO value is 0.885, which exceeds the threshold of 0.7, thus meeting the prerequisites for factor analysis. This implies that the data are appropriate for factor analysis. Additionally, the data passed Bartlett's test of sphericity ($p < 0.05$), indicating that the research data is suitable for factor analysis.

Table 4.5 KMO Test

KMO		0.885
Bartlett test	Approx. Chi-Square	12974.908
	df	1485
	p-value	0

Table 4.6 analyzes the factor extraction situation and the amount of information extracted from the factors. From the above table, it can be seen that the factor analysis extracted a total of 11 factors with Eigenroot values greater than 1. The variance explained by the rotation of these 11 factors 6.490%, 6.485%, 6.358%,6.269%,6.231%,6.225%,6.171%,6.153%, 5.851%,5.812%,5.676%, and the cumulative variance explained by the rotation is 67.721%. It indicates that the questionnaire data has a high explanatory rate for the constructs. Meanwhile, the

number of common factors extracted from the questionnaire is consistent with the number of dimensions in the questionnaire's budget, indicating that the questionnaire is valid. The explained rate of the unroasted variance was 20.592% for the first factor, which is less than 40%, indicating no severe problem of common method bias in this study.

Table 4.6 Principal Component Analysis (PCA)

Factor	Eigenvalues			% of variance (Initial)			% of the variance (Rotated)		
	Eigen	% of Variance	Cumnor Variance	Eigen	% of Variance	Cumnor Variance	Eigen	%of Variance	Cumnor Variance
1	11.3	20.5	20.592	11.3	20.5	20.592	3.57	6.490	6.49
2	5.73	10.4	31.011	5.73	10.4	31.011	3.56	6.485	12.975
3	4.56	8.29	39.306	4.56	8.29	39.306	3.49	6.358	19.333
4	2.39	4.35	43.659	2.39	4.35	43.659	3.44	6.269	25.602
5	2.30	4.19	47.85	2.30	4.19	47.85	3.42	6.231	31.833
6	2.18	3.97	51.829	2.18	3.97	51.829	3.42	6.225	38.058
7	2.09	3.80	55.635	2.09	3.80	55.635	3.39	6.171	44.228
8	1.92	3.49	59.132	1.92	3.49	59.132	3.38	6.153	50.382
9	1.75	3.18	62.319	1.75	3.18	62.319	3.21	5.851	56.232
10	1.55	2.82	65.139	1.55	2.82	65.139	3.19	5.812	62.045
11	1.42	2.58	67.721	1.42	2.58	67.721	3.12	5.676	67.721
12	0.81	1.49	69.21	-	-	-	-	-	-
13	0.76	1.38	70.598	-	-	-	-	-	-
14	0.72	1.31	71.917	-	-	-	-	-	-
15	0.72	1.31	73.23	-	-	-	-	-	-
16	0.69	1.25	74.485	-	-	-	-	-	-
17	0.65	1.19	75.68	-	-	-	-	-	-
18	0.64	1.17	76.855	-	-	-	-	-	-
19	0.63	1.15	78.011	-	-	-	-	-	-
20	0.61	1.12	79.131	-	-	-	-	-	-
21	0.58	1.06	80.193	-	-	-	-	-	-
22	0.55	1.01	81.211	-	-	-	-	-	-
23	0.51	0.93	82.142	-	-	-	-	-	-
24	0.51	0.92	83.071	-	-	-	-	-	-
25	0.48	0.88	83.952	-	-	-	-	-	-
26	0.47	0.86	84.815	-	-	-	-	-	-
27	0.44	0.80	85.623	-	-	-	-	-	-
28	0.43	0.78	86.404	-	-	-	-	-	-
29	0.40	0.74	87.147	-	-	-	-	-	-
30	0.39	0.71	87.866	-	-	-	-	-	-

Items	Factor Loading										
	TS	PM	CM	TR	AC	CC	NC	TP	CP	LP	IP
TS4			0.749								
TS5			0.812								
PM1											0.7
PM2											0.7
PM3											0.6
PM4											0.7
PM5											0.7
CM1								0.76			
CM2								0.79			
CM3								0.76			
CM4								0.69			
CM5								0.77			
TR1						0.77					
TR2						0.74					
TR3						0.78					
TR4						0.76					
TR5						0.77					
AC1	0.8										
AC2	0.73										
AC3	0.79										
AC4	0.73										
AC5	0.82										
CC1				0.76							
CC2				0.79							
CC3				0.74							
CC4				0.77							
CC5				0.74							
NC1		0.828									
NC2		0.762									
NC3		0.778									
NC4		0.707									
NC5		0.763									
TP1										0.79	
TP2										0.76	
TP3										0.73	
TP4										0.69	
TP5										0.74	
CP1									0.79		
CP2									0.65		
CP3									0.74		
CP4									0.74		
CP5									0.75		
LP1					0.84						

Items	Factor Loading										
	TS	PM	CM	TR	AC	CC	NC	TP	CP	LP	IP
LP2					0.73						
LP3					0.77						
LP4					0.79						
LP5					0.71						
IP1							0.81				
IP2							0.76				
IP3							0.74				
IP4							0.78				
IP5							0.77				

4.1.4 Reliability, Validity, and Confirmatory Factor Analysis

This study used SPSS 27.0 and AMOS 23.0 to conduct reliability testing, validity testing, and confirmatory factor analysis on 406 valid questionnaires. The first step is to test the reliability and validity of the questionnaire data. The second step is to perform structural equation modeling when the reliability and validity tests are qualified.

4.1.4.1 Reliability Analysis

Cronbach's coefficient is mainly to measure the internal consistency of the data and then test the reliability of the data; it is generally considered that the Cronbach's coefficient value is more significant than 0.7 that the data's reliability is good from the analysis of the Cronbach's coefficient table, it is known that the Cronbach's alpha reliability coefficient of a total of 55 items in the total table is 0.928, which means that the data of the present study has better reliability as a whole. As shown in Table 4.8.

Table 4.8 Reliability Test

Cronbach's Alpha	N of items
0.928	55

1. Talent Management

The data collected by Cronbach's Alpha test and project-total correlation (CITC) test met the internal consistency and reliability requirements when Cronbach's Alpha was more significant than 0.7 and CITC was greater than 0.5. Cronbach's alpha

reliability coefficient of the four indicators of the independent variable ranges from 0.837 to 0.885, all of which are greater than 0.8, indicating that the reliability of this dimension is suitable. Corrected Item Total Correlation (CITC) values are more significant than 0.5, indicating that the reliability of each dimension is reasonable. As shown in Table 4.9.

Table 4.9 Reliability Analysis of the Talent Management Scale

Dimension	Item	Corrected Item Total Correlation	Cronbach's Alpha
TS	TS1	0.737	0.885
	TS2	0.697	
	TS3	0.728	
	TS4	0.718	
	TS5	0.730	
PM	PM1	0.664	0.837
	PM2	0.634	
	PM3	0.590	
	PM4	0.662	
	PM5	0.647	
CM	CM1	0.684	0.873
	CM2	0.754	
	CM3	0.692	
	CM4	0.650	
	CM5	0.726	
TR	TR1	0.702	0.885
	TR2	0.721	
	TR3	0.746	
	TR4	0.707	
	TR5	0.732	

2. Organizational Commitment

The Cronbach's alpha reliability coefficients for the three indicator dimensions of the mediator variable ranged from 0.880 to 0.896, which are all greater than 0.8, 0.880 to 0.896, which are all greater than 0.8, indicating that the reliability of the dimension is suitable. If the corrected item-total correlation (CITC) is more significant than 0.5, you can see that the reliability of each dimension is reasonable. As shown in Table 4.10.

Table 4.10 Reliability Analysis of Organizational Commitment Scale

Dimension	Item	Corrected Item Total Correlation	Cronbach's Alpha
AC	AC1	0.747	0.896
	AC2	0.724	
	AC3	0.771	
	AC4	0.728	
	AC5	0.752	
PM	CC1	0.733	0.880
	CC2	0.734	
	CC3	0.73	
	CC4	0.704	
	CC5	0.664	
NC	NC1	0.751	0.892
	NC2	0.748	
	NC3	0.759	
	NC4	0.707	
	NC5	0.716	

3. Organizational Performance

The Cronbach's alpha reliability coefficients for the four indicator dimensions of the dependent variable ranged from 0.856 to 0.877, which are all greater than 0.8, 0.856 to 0.877, which are all greater than 0.8, indicating that the reliability of the dimension is suitable. If the corrected item-total correlation (CITC) is more significant than 0.5, you can see that the reliability of each dimension is reasonable. As shown in Table4.11.

Table 4.11 Reliability Analysis of Organizational Performance Scale

Dimension	Item	Corrected Item Total Correlation	Cronbach's Alpha
TP	TP1	0.718	0.856
	TP2	0.661	
	TP3	0.683	
	TP4	0.611	
	TP5	0.678	
CP	CP1	0.686	0.856
	CP2	0.622	
	CP3	0.666	
	CP4	0.669	
	CP5	0.705	

LP	LP1	0.759	0.877
	LP2	0.675	
	LP3	0.724	
	LP4	0.728	
	LP5	0.657	
IP	IP1	0.714	0.871
	IP2	0.702	
	IP3	0.637	
	IP4	0.715	
	IP5	0.715	

4.1.4.2 Validity Analysis

Validation factor analysis was adopted in this study to test the scale's validity. According to relevant studies and standards, the minimum AVE value was 0.5 (Hair et al., 2010), while the minimum CR value was 0.7 (Fornell & Larcker, 1981). It has good convergence validity and combination reliability. The structural equation model is used in this study. AMOS and SPSS software were used throughout the study. Firstly, the fitness test of the model is carried out, and all the key indexes meet the requirements. Secondly, parameter estimation is used to determine the appropriate study results.

1. Talent Management

As seen from the following table 4.12, all the indicators meet the criteria, indicating that the model fits well and has structural validity. According to Table 4.12, after analyzing the fitting Index of variables, it can be seen that the CMIN/DF value of the initial model in this study is 1.707, the remaining GFI (Goodness of Fit index) value is 0.936, and AGFI (Adjusted Goodness of Fit Index) is 0.919. The approximate square error of RMSEA (Root Mean) is 0.042, IFI value is 0.971, TLI value is 0.967, CFI (comparative fit Index) value is 0.965, PGFI value is 0.971, and PNFI (canonical fit Index) value is 0.74. Therefore, the fitting coefficient of the path relation model is better. As shown in Table 4.12.

Table 4.12 Talent Management Indicators Fitting Results Measurement Model

Inspection Index	χ^2/df	GFI	AGFI	RMSEA	
Evaluation	<3	>0.	>0.9	<0.1	
Test Result	1.70	0.9	0.91	0.04	
Inspection Index	IFI	TL	CFI	PGF	PN
Evaluation	>0.9	>0.	>0.9	>0.5	>0.5
Test Result	0.97	0.9	0.97	0.74	0.81

This study used the leading CR and AVE values to evaluate convergent validity. All CR values were above 0.8, and AVE was used to assess the convergent validity of each construct. The AVE values for each construct exceeded 0.5, indicating that the factor explained at least 50% of the variance of its items. In addition, the factor loadings for all items exceeded 0.6 and were significant. This indicates that the data from this analysis have good convergent (convergent) validity. As shown in Table 4.13, Figure 4.1

Table 4.13 Validity Analysis of Talent Management Scale

Dimension	Item	Standard Load Factor	AVE	CR
TS	TS1	0.789	0.607	0.885
	TS2	0.753		
	TS3	0.791		
	TS4	0.78		
	TS5	0.782		
PM	PM1	0.738	0.509	0.838
	PM2	0.71		
	PM3	0.657		
	PM4	0.739		
	PM5	0.72		
CM	CM1	0.737	0.583	0.874
	CM2	0.825		
	CM3	0.749		
	CM4	0.702		
	CM5	0.797		
TR	TR1	0.752	0.606	0.885
	TR2	0.783		
	TR3	0.809		
	TR4	0.76		
	TR5	0.787		

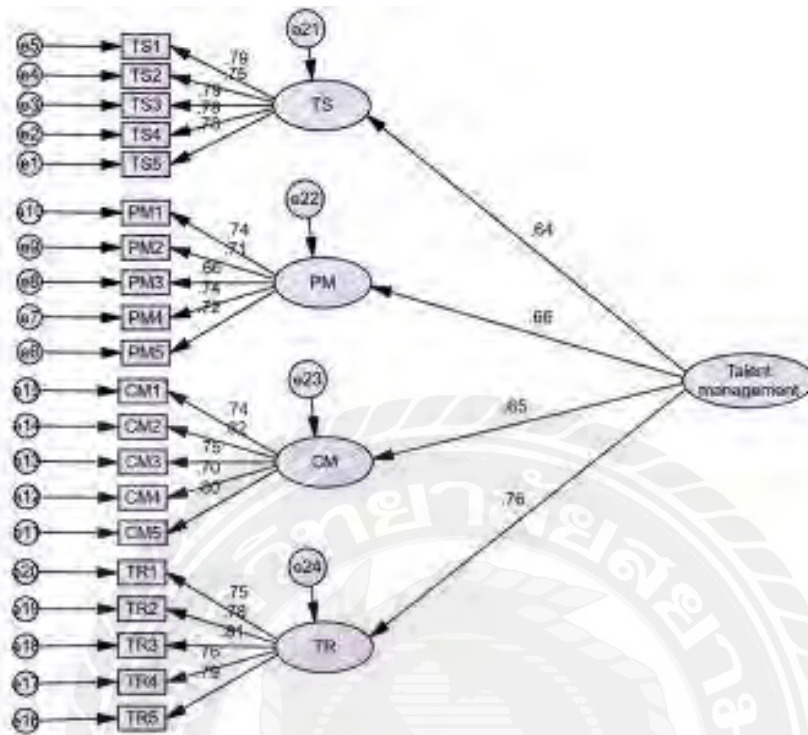


Figure 4. 1 Dynamic Confirmatory Factor Analysis Model of Talent Management

As seen from Table 4.14, the correlation coefficients between a factor and the other factors are less than the square root of that factor's AVE. This shows that all the constructs of the research model have some differentiated validity. The Pearson correlation coefficient does not exceed 0.9, and no covariance problem meets the requirements for analyzing and studying structural equation modeling.

Table 4.14 Distinguishing Validity

Dimension	TS	PM	CM	TR
TS	0.779			
PM	0.373	0.713		
CM	0.339	0.384	0.763	
TR	0.438	0.415	0.444	0.778

2. Organizational Commitment

As seen from the following table4.15, all the indicators meet the criteria, indicating that the model fits well and has structural validity. The CMIN/DF value of the initial model in this study was 2.441, the remaining GFI (Goodness of Fit Index)

value was 0.935, and the AGFI (Adjusted Goodness of Fit Index) was 0.911. The approximate square error of RMSEA (Root Mean) is 0.060, the IFI value is 0.965, the TLI value is 0.958, the CFI (comparative fit Index) value is 0.965, the PGFI value is 0.678, and the PNFI (canonical fit Index) value is 0.781. Therefore, the fitting coefficient of the path relation model is better.

Table 4.15 Organizational Commitment Indicators Fit Results Measurement Model

Inspection Index	χ^2/df	GFI	AGFI	RMSEA	
Evaluation Standard	<3	>0.9	>0.9	<0.10	
Test Result	2.441	0.935	0.911	0.06	
Inspection Index	IFI	TLI	CFI	PGFI	PNFI
Evaluation Standard	>0.9	>0.9	>0.9	>0.5	>0.5
Test Result	0.965	0.958	0.965	0.678	0.781

This study used the main CR and AVE values to evaluate convergent validity. All CR values were above 0.8, and AVE was used to assess the convergent validity of each construct. The AVE values for each construct exceeded 0.5, indicating that the factor explained at least 50% of the variance of its items. In addition, the factor loadings for all items exceeded 0.6 and were significant. This indicates that the data from this analysis have good convergent (convergent) validity. As shown in Table 4.16, Figure 4.2

Table 4.16 Validity Analysis of Organizational Commitment Scale

Dimension	Item	Standard Load Factor	AVE	CR
AC	AC1	0.796	0.634	0.897
	AC2	0.774		
	AC3	0.830		
	AC4	0.785		
	AC5	0.795		
CC	CC1	0.804	0.595	0.880
	CC2	0.789		
	CC3	0.794		
	CC4	0.754		
	CC5	0.713		
NC	NC1	0.794	0.624	0.893
	NC2	0.805		
	NC3	0.818		
	NC4	0.766		
	NC5	0.767		

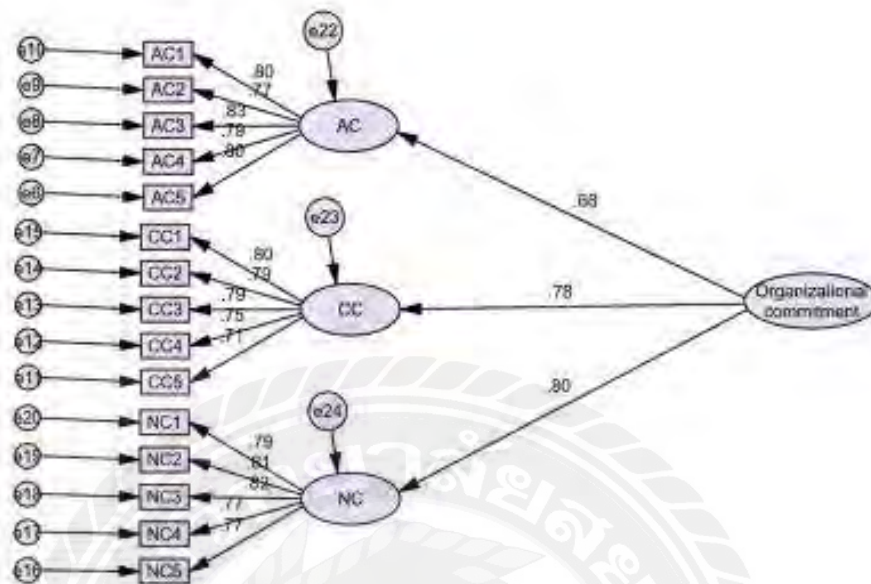


Figure 4.2 Dynamic Confirmatory Factor Analysis Model of Organizational Commitment

As seen from Table 4.17, the correlation coefficients between a factor and the other factors are less than the square root of that factor's AVE. This shows that all the constructs of the research model have some differentiated validity. The Pearson correlation coefficient does not exceed 0.9, and there is no covariance problem, which meets the requirements for analyzing and studying structural equation modeling.

Table 4.17 Distinguishing Validity Analysis

Dimension	AC	CC	NC
AC	0.796		
CC	0.472	0.772	
NC	0.49	0.554	0.79

3. Organizational Performance

As seen in Table 4.18, all the indicators meet the criteria, indicating that the model fits well and has structural validity. After analyzing the fitting Index of variables, it can be seen that the CMIN/DF value of the initial model in this study is 2.014, the remaining GFI (Goodness of Fit index) value is 0.926, and AGFI (Adjusted Goodness

of Fit Index) value is 0.906. The approximate square error of RMSEA (Root Mean) was 0.05, the IFI value was 0.957, the TLI value was 0.951, the CFI (comparative fit Index) value was 0.957, the PGFI value was 0.732, and the PNFI (canonical fit index) value was 0.803. Therefore, the fitting coefficient of the path relation model is better.

Table 4.18 Organizational Performance Indicators Fit Results Measurement Model

Inspection Index	χ^2/df	GFI	AGFI	RMSEA	
Evaluation Standard	<3	>0.9	>0.9	<0.10	
Test Result	2.014	0.926	0.906	0.05	
Inspection Index	IFI	TLI	CFI	PGFI	PNFI
Evaluation Standard	>0.9	>0.9	>0.9	>0.5	>0.5
Test Result	0.957	0.951	0.957	0.732	0.803

This study used the leading CR and AVE values to evaluate convergent validity. All CR values were above 0.8, and AVE was used to assess the convergent validity of each construct. The AVE values for each construct exceeded 0.5, indicating that the factor explained at least 50% of the variance of its items. In addition, the factor loadings for all items exceeded 0.6 and were significant. This indicates that the data from this analysis have good convergent (convergent) validity. As shown in Table 4.19, Figure 4.3.

Table 4.19 Validity Analysis of Organizational Performance Scale

Dimension	Item	Standard Load Factor	AVE	CR
TP	TP1	0.782	0.545	0.856
	TP2	0.707		
	TP3	0.769		
	TP4	0.669		
	TP5	0.758		
CP	CP1	0.747	0.544	0.856
	CP2	0.684		
	CP3	0.718		
	CP4	0.747		
	CP5	0.786		
LP	LP1	0.826	0.592	0.879
	LP2	0.726		
	LP3	0.787		
	LP4	0.794		
	LP5	0.709		
IP	IP1	0.77	0.576	0.871
	IP2	0.766		
	IP3	0.685		
	IP4	0.784		
	IP5	0.786		

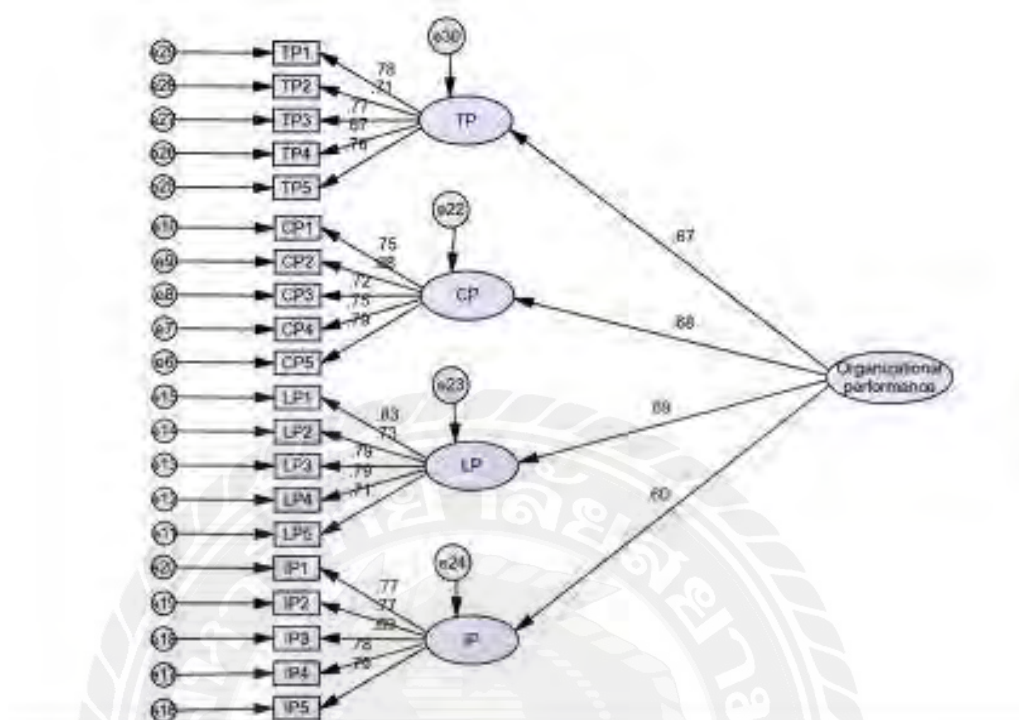


Figure 4. 3 Dynamic Confirmatory Factor Analysis Model of Organizational Performance

As seen from Table 4.20, the correlation coefficients between a factor and the other factors are less than the square root of that factor's AVE. This shows that all the constructs of the research model have some differentiated validity. The Pearson correlation coefficient does not exceed 0.9, and there is no covariance problem, which meets the requirements for analyzing and studying structural equation modeling.

Table 4.20 Distinguishing Validity Analysis

Dimension	TP	CP	LP	IP
TP	0.738			
CP	0.394	0.737		
LP	0.4	0.428	0.769	
IP	0.361	0.346	0.362	0.759

4.1.4.3 Confirmatory Factor Analysis

In this study, correlation analysis was used to correlate the dimensions of the variables. The validity and reliability methods were used to determine the structure of each dimension and related questions. The average score of each dimension was calculated as the score of each dimension, and the correlation analysis was carried out. Correlation analysis examines the correlation between variables, and the correlation coefficient is $-1 \sim 1$:

$-1 < r < 0$ indicates that the two variables are negatively correlated.

$r=0$ means the two variables are not related.

$0 < r < 1$ indicates that the two variables are positively correlated.

Table 4.21 shows that the correlation coefficients between the variables range from 0.038 to 0.554, and they are all greater than 0, which indicates a positive correlation between the variables.

Table 4.21 Results of Pearson's Correlation Analysis for Each Dimension

	TS	PM	CM	TR	AC	CC	NC	TP	CP	LP	IP
TS	1										
PM	0.373 ***	1									
CM	0.339 ***	0.384 ***	1								
TR	0.438 ***	0.415 ***	0.444 ***	1							
AC	0.190 ***	0.177 ***	0.223 ***	0.115 *	1						
CC	0.102 *	0.079	0.187 ***	0.049	0.472 ***	1					
NC	0.192 ***	0.081	0.209 ***	0.126 *	0.490 ***	0.554 ***	1				
TP	0.224 ***	0.238 ***	0.288 ***	0.241 ***	0.149 **	0.106 *	0.158 **	1			
CP	0.283 ***	0.180 ***	0.303 ***	0.271 ***	0.207 ***	0.168 ***	0.186 ***	0.394 ***	1		

LP	0.130 **	0.067	0.161 **	0.149 **	0.244 ***	0.038	0.146 **	0.400 ***	0.428 ***	1	
IP	0.166 ***	0.183 ***	0.212 ***	0.234 ***	0.171 ***	0.064	0.143 **	0.361 ***	0.346 ***	0.362 ***	1

Table 4.22 shows that the VIF value between the variables is between 1.297 and 1.648, which is less than 3. This indicates that there is no severe problem of covariance between the variables.

Table 4.22 Analysis of the Covariance Test

Item	VIF	Tolerance
TS	1.39	0.72
PM	1.382	0.724
CM	1.449	0.69
TR	1.521	0.657
AC	1.547	0.646
CC	1.616	0.619
NC	1.648	0.607
TP	1.411	0.709
CP	1.473	0.679
LP	1.455	0.687
IP	1.297	0.771

4.1.4.4 The Structural Equation Models and Hypothesis Testing

To test the fit of the model, structural equation modeling is required, and the relevant indicators are as follows: P-value > 0.05 ($p = 0.063$), which meets the requirement, indicating that the difference between the corrected model and the actual data is not significant and that the model fits well. $CMIN/df < 5$ (1.373) also meets the requirement, indicating that the overall fit of the modified model is perfect. $GFI > 0.90$ (0.978) passes the requirement, with a GFI value close to 1, indicating that the modified model fits very well. $RMSEA < 0.08$ (0.030) also meets the requirement, with the RMSEA value being minimal, indicating that the modified model's fitting error is minimal and the fitting effect is perfect. The FO value is between 0.00 and 0.08 (0.035), which satisfies the requirement. This FO indicator is within the optimal range, indicating that the modified model predicts very well. After modification, all fit indices meet the standard requirements, suggesting that the modified model fits very well. The

p-value is insignificant, and the index of CMIN/df, GFI, RMSEA, and FO reach the ideal level, indicating that this modified model accurately reflects the actual situation. Please refer to Table 4.23 for further details.

Table 4.23 Model Fit Intercept

Compliance	Criterion	Statistics	Results
P-value	>0.05	0.066	Passed
CMIN/df	< 5	1.361	Passed
GFI	> 0.90	0.978	Passed
RMSEA	< 0.08	0.030	Passed
FO	0.00-0.08	0.035	Passed

1. Direct Effect Validation

Based on the AMOS output (see Table 4.24, Figure 4.4), Talent management has a significant positive effect on both Organizational commitment (Estimate=0.27, Standardized Estimate=0.259, C.R. =3.595, $p < 0.001$) and Organizational performance (Estimate=0.381, Standardized Estimate=0.495, C.R. =5.826, $p < 0.001$). have a significant positive effect.

Improvement in Talent management can increase employees' organizational commitment, promoting overall organizational performance. Meanwhile, Organizational commitment (Estimate=0.139, Standardized Estimate=0.188, C.R. =2.745, $p=0.006$) also has a significant positive effect on Organizational performance, and the high degree of employees' identification with and loyalty to the organization is conducive to the enhancement of Organizational performance.

Table 4.24 Results of Structural Equation Modeling

Path			Estimate	S.E.	C.R.	P	Std. Estimate
Talent management	→	Organizational commitment	0.27	0.075	3.595	***	0.259
Organizational commitment	→	Organizational performance	0.139	0.051	2.745	0.006	0.188
Talent management	→	Organizational performance	0.381	0.065	5.826	***	0.495

The results show that the causal relationship between the variables of talent management, organizational commitment, and organizational performance is apparent. As can be seen from Figure 4.5, the coefficient path directly responds to the relationship between the variables. The research results show that talent management improves organizational commitment (H1) and organizational performance (H2), and talent management affects organizational performance through organizational commitment (H3).

2. Validation of the Mediating Effect

To verify the mediating effect in the structural equation modeling, the process plug-in in SPSS was used for the analysis, and the Bootstrap mediating effect test was used to test whether the mediating effect was significant. The method used was Bootstrap ML, with 5000 repetitions of the sampling number, to test the results of the mediating development, as shown in Table 4.25.

The analysis results show that talent management positively affects organizational performance (the estimated value is 0.381, $p=0.001$). At the same time, Talent Management can also indirectly promote Organizational performance by increasing employees' Organizational commitment (the estimated value of the indirect effect is 0.038, $p=0.007$). The overall effect (direct+indirect) is also significant (estimate of 0.419, $p=0.001$), and the indirect effect as a proportion of the total effect is 0.09 ($p=0.008$).

Table 4.25 Test Results of the Mediating Effect of Organizational Commitment

Path	Estimate	Lower	Upper	P
Direct effect	0.381	0.263	0.532	0.001
Indirect effect	0.038	0.011	0.09	0.007
Total effect	0.419	0.297	0.574	0.001
Effect share	0.09	0.025	0.214	0.008

3. Research Hypotheses Testing Results

The causal relationship between each variable is apparent (See Figure 4.4). The rest of the relationships are shown below.

TS means Talent recruitment and selection.

PM means Performance management.

CM means Compensation management.

TR means talent retention.

AC means affective commitment.

CC means continuous commitment.

NC means normative commitment.

TP means task performance.

CP means contextual performance.

LP means learning performance.

IP means innovation performance.

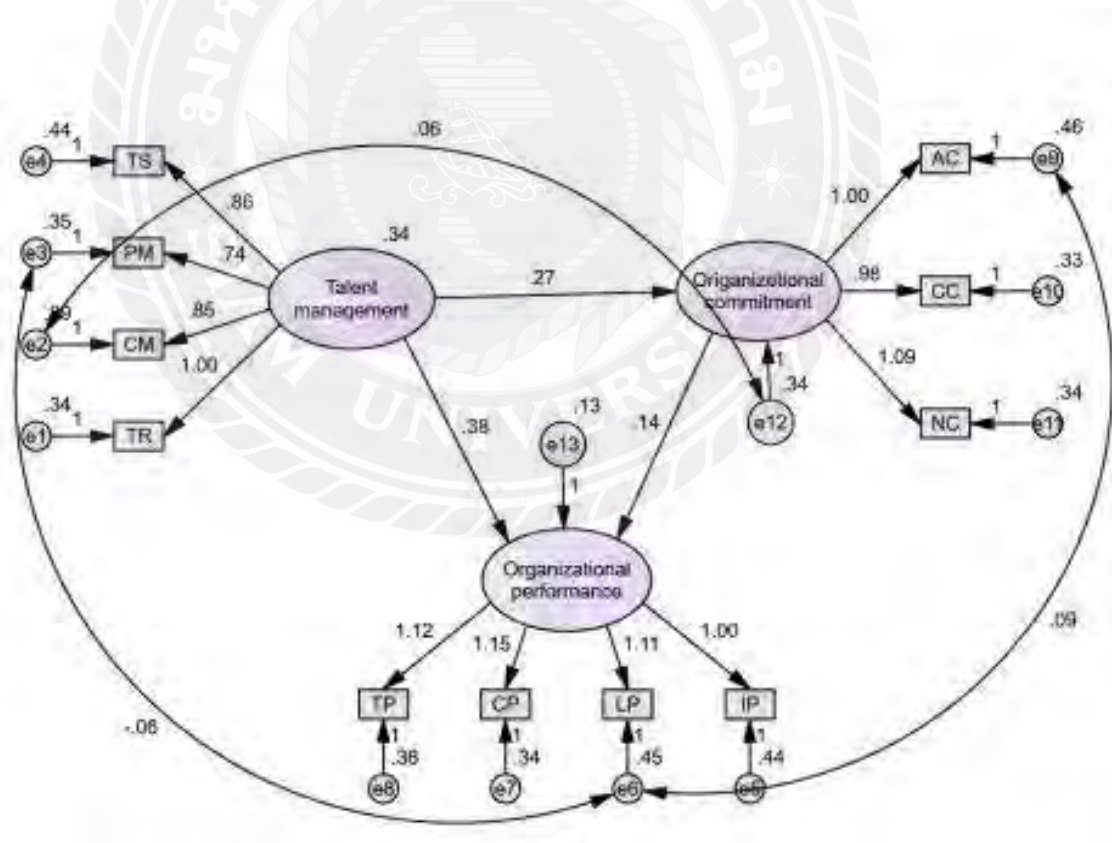


Figure 4.4 The Modified Structural Equation Model

H1: Talent management has a significant direct effect on organizational commitment. (Accepted)

The path value of Talent management → Organizational commitment is 0.259, and every 1 increase in the talent management variable increases the organizational commitment variable by 0.27. The regression weight is estimated at 0.27, with a standard deviation of about 0.075. Divide the regression weight estimate by the standard error estimate to get $z = 0.27/0.075 = 3.595$. The regression weight is estimated at 3.595 (CR) with a standard error greater than 0. The regression weight of talent management has a strong predictive effect on organizational commitment ($p < 0.001$) (double tail). Talent Management usually includes aspects such as recruitment, training, and career development that affect an employee's Organizational Commitment. Organizational commitment factors, such as company culture, leadership style, employee welfare, etc., are diverse. Although talent management significantly impacts organizational commitment, it is only a part. Other factors also have a significant impact on organizational commitment. Among them, Talent retention has the highest load in Talent management (1). The high load indicates that "talent retention" is the most critical dimension in measuring the latent variable of "talent management." Effective talent management strategies often include effective employee retention mechanisms such as competitive compensation, career development opportunities, and a positive corporate culture. Because talent retention directly affects the knowledge accumulation, team stability, and overall performance of enterprises, it is reasonable that it has the highest load in "talent management."

Therefore, Talent management directly impacts organizational commitment, and the better the talent management practice is managed, the more significant the impact. Talent management also significantly positively impacts employees' perceptions of organizational commitment.

H2: Talent Management has a significant indirect effect on organizational performance through organizational commitment. (Accepted)

The path value of Organizational commitment → Organizational performance is 0.188, and the regression weight estimate is S.E. It is 0.051. The regression weight is estimated at 2.745 (C.R.) with a standard error greater than 0, $p < 0.001$. Theoretically,

employees with higher commitment are more likely to work hard and thus improve Organizational Performance. However, organizational performance is a complex concept affected by many factors, such as market conditions, management practices, resource allocation, etc. Organizational commitment is only one aspect that affects performance. Secondly, the organization's commitment may not be fulfilled, and its influence on employees is limited; that is, the influence of organizational commitment on organizational performance exists, but it is relatively weak. Normative commitment has the highest load in Organizational commitment (1.09). Compared with other types of commitment (such as affective or continuous commitment), this sense of obligation has a more substantial explanatory power for organizational commitment.

Therefore, More talent management practices are better managed through individuals' commitment, which will increase organizational performance. Talent management can also indirectly contribute to organizational performance by improving employees' organizational commitment.

H3: Talent management has a significant direct effect on organizational performance. (Accepted)

The path value of Talent management → organizational performance is 0.495, and the regression weight estimate's standard error (S.E.) is about 0.065. The right of return was estimated at 5.826 (C.R.) with a standard error greater than zero, $p < 0.001$. The path coefficient of talent management directly affecting organizational performance is relatively high. In reality, the management system that employees can experience and the efficient talent management strategy can directly improve employees' working ability, efficiency, and innovation ability, significantly affecting the organization's overall performance. Talent management is one of your organization's most critical competitive advantages today and directly and powerfully impacts overall performance. Contextual performance has the highest contextual performance load in Organizational performance (1.15). In contrast, the high contextual performance load means that this "above duty" behavior has the most muscular explanatory power to the overall organizational performance in the model.

Therefore, the better talent management practices are managed, the more significant the impact on organizational performance. Talent management also significantly positively impacts employees' perceptions of organizational commitment.

4.2 Qualitative Analysis

4.2.1 In-depth Interview

An in-depth interview was conducted to understand the respondents' views on the factors affecting the organizational efficiency of listed logistics enterprises in China. Expert advice was obtained from 21 senior employees, including executives from the company's human resources management department and those who have worked in human resources management for over 10 years. A listed logistics company in China, specifically SF Express, was selected, with three individuals assigned to each region, totaling 21 participants. These individuals are experienced and capable of providing insights into the listed logistics companies' organizational performance issues, allowing for a comprehensive analysis. Please refer to Table 4.26 for further details.

Table 4.26 Basic Information of the Interviewee.

Interviewee	Subsidiary Company	Position
1.(I1)	Henan	Senior Manager
2.(I2)		Middle Manager
3.(I3)		Staff
4.(I4)	HeBei	Senior Manager
5.(I5)		Middle Manager
6.(I6)		Staff
7.(I7)	Jiangsu	Senior Manager
8.(I8)		Middle Manager
9.(I9)		Staff
10.(I10)	Guangdong	Senior Manager
11.(I11)		Middle Manager
12.(I12)		Staff
13.(I13)	Gansu	Senior Manager
14.(I14)		Middle Manager
15.(I15)		Staff
16.(I16)	Liaoning	Senior Manager
17.(I17)		Middle Manager
18.(I18)		Staff
19.(I19)	Sichuan	Senior Manager
20.(I20)		Middle Manager
21.(I21)		Staff

4.2.2 Content Analysis

In this study, the purpose of the interview, how the collected data would be used, and confidentiality were explained to the respondents before the interview. Secondly, collect their personal information and then introduce the main content of the interview to them. The interview process of this study aims to gain an in-depth understanding of SF Logistics' talent management, organizational commitment, and organizational performance.

4.2.2.1 Development of Talent Management in Logistics Companies

In this section of the interview, the interviewees were asked to share their views on the talent management practices at SF Express, including the content and influencing factors of talent management. The interview aims to understand SF Express's specific practices in talent selection and recruitment, salary management, performance management, talent retention, and other related aspects. Finally, the most critical factors in talent management are identified. The specific findings are as follows:

All 17 respondents from SF Logistics Company believe talent management encompasses talent recruitment and selection, compensation management, performance management, talent retention, and other relevant components. According to 18 respondents, the most critical aspects of these components are talent retention, talent recruitment and selection, performance management, and compensation management.

Regarding talent recruitment and selection practices, 20 participants indicated that the company emphasizes campus recruitment, mainly through collaboration with well-known universities, to attract fresh graduates majoring in logistics and supply chain management. Additionally, 17 participants believe the company focuses on identifying suitable candidates through referrals from existing employees during recruitment. Furthermore, 19 participants stated that the company prioritizes evaluating candidates' comprehensive qualities to ensure they possess professional skills and can adapt to their corporate culture. Moreover, 18 participants believe that SF Express employs big data and artificial intelligence technologies to analyze candidates' resumes, social media profiles, and online test results to align with job requirements accurately.

Simultaneously, online interviews and virtual reality technology enhance recruitment efficiency and improve the candidate experience.

Regarding the specific compensation management practices, 17 participants indicated that SF Logistics Company focuses on attracting and retaining talent through a diversified salary system. This system includes a redesign of compensation, which comprises a basic salary, performance bonuses, equity incentives, and various benefits. Additionally, 18 participants believe that the logistics company has optimized its salary structure by establishing position-based salaries, skill allowances, quarterly bonuses, and year-end bonuses while conducting regular market salary research to ensure that its salary levels remain competitive. Furthermore, 20 participants agree that the company has implemented various adjustment measures related to talent incentives and performance management. These measures include establishing performance-based pay, setting clear work goals and key performance indicators (KPIs), and conducting regular salary evaluations and adjustments to maintain fairness in the compensation system and its incentive effects.

Moreover, 18 participants believe that the company's flexible compensation plan can adapt to the needs of various positions and employees. For example, customized compensation packages are based on employees' needs, including basic salaries, performance bonuses, and flexible benefits. The company also offers flexible benefit options such as educational training, health club memberships, and childcare subsidies to address the individual needs of employees. The company has established an innovation incentive fund to reward employees who propose effective improvement plans and innovative ideas.

Talent retention is the most critical aspect of talent management, including compensation and benefits, career development, work environment, communication, and feedback. 17 people believe logistics companies enhance employee satisfaction and loyalty through employee participation and feedback mechanisms. Encourage employees to participate in the company's decision-making and improvement measures, such as setting up suggestion boxes, organizing regular employee forums, etc., to listen to employees' opinions and suggestions. Career development opportunities: Provide career development opportunities, help employees plan career development paths, and

adjust according to the needs of employees. 19 people believe that logistics companies should focus on the work-life balance of their employees and improve employee satisfaction through flexible work arrangements and health care measures, such as offering flexible working hours and remote working options to help employees better balance work and life. Set up employee health plans, including regular physical examinations, health consultations, and psychological counseling, and pay attention to employees' physical and mental health. Provide family support policies, such as parental leave, family days, etc., to help employees deal with family matters and improve employee job satisfaction. 20 people also mentioned that the logistics company's employee care and welfare plan is worthy of affirmation; for example, the logistics company provides a wealth of welfare benefits, including medical insurance, housing subsidies, children's education subsidies, etc., to meet the actual needs of employees; Also set up employee care fund, pay attention to the life difficulties and emergencies of employees, provide necessary support and help; Organize regular staff activities, such as team building, company Tours, family days, etc., to enhance the team cohesion and company belonging of employees.

In summary, talent management is a systematic process essential for logistics enterprises. Each component has unique significance in talent selection and recruitment, compensation management, performance management, and talent retention. For SF-listed logistics companies, the impact of these factors varies, and the specific practices implemented by these companies exhibit distinct characteristics. There is a close relationship between talent management and organizational performance; effective talent management can enhance employee abilities and skills, optimize talent allocation, improve employee satisfaction and retention, promote teamwork, motivate employees, and strengthen organizational culture. These factors collectively contribute to significantly improving the organization's overall performance. Therefore, enterprises should prioritize implementing talent management strategies and promote the continuous enhancement of organizational performance through systematic talent management measures.

Table 4.27 Talent Management Overall Questions Content Analysis

Independent Variable	Dimension of A Variable	Number of Consents/ Total	Keywords	Consents (%)
Talent Management	Talent Retention	20/21	Family support policy、 Staff care fund	95%
		19/21	Employee wellness program	90%
		17/21	Staff suggestion box, staff symposium	81%
	Talent Recruitment And Selection	20/21	School-enterprise cooperation, order-type talent training	95%
		19/21	Big data and artificial intelligence accurately match job demand software	90%
		18/21	Interview for AI technology	86%
		17/21	Employee reserve pool plan	81%
	Performance Management	19/21	Key performance appraisal	90%
		18/21	Program Innovation incentive fund	86%
		17/21	All-round assessment	81%
	Compensation Management	20/21	Flexible welfare measures	95%
		19/21	Customized compensation packages	86%
		17/21	Compensation distribution plan (Base, performance and equity plan)	81%

4.2.2.2 Development of Organizational Commitment of Logistics Companies

In this part of the interview, the interviewees were asked to talk about their views on the organizational commitment of SF Express, including the content and influencing factors of organizational commitment, and to understand the specific practices of SF Express in terms of affective commitment, continuous commitment, and normative commitment. Finally, the most important factors in the normative commitment are identified. The details are as follows:

21 respondents from SF Logistics Company believe that organizational commitment encompasses affective, continuous, normative, and other related aspects. 18 respondents ranked the importance of these components: normative commitment, affective commitment, and continuous commitment.

20 respondents believe that a solid corporate culture enhances employees' affective commitment. Logistics companies promote corporate culture and values through various channels, such as in-house publications, culture walls, training courses, and other media. The companies regularly organize team-building activities, including annual parties, outdoor development exercises, and festival celebrations, to enhance employee team cohesion. Notably, in recruitment and promotion, the company places significant emphasis on aligning employees' values with the corporate culture to ensure that employees can identify with and integrate into the company culture. 19 respondents agreed that corporate social responsibility (CSR) activities can enhance employees' affective commitment and sense of belonging to the organization. For example, employees are encouraged to participate in various volunteer activities, such as environmental protection initiatives and charity fundraising, which allow them to experience the company's commitment to social responsibility.

Furthermore, the company engages in social contribution projects, such as supporting education and assisting impoverished areas, aiming to bolster employees' identification with the organization. The company encourages employees to participate in CSR projects and decision-making processes, fostering a sense of contribution to the company's social impact. 18 respondents agreed that logistics companies enhance employee affective commitment through executive care and effective communication. Regular face-to-face meetings between executives and employees are conducted to understand employee opinions and suggestions, improving communication between management and staff. Moreover, transparent communication is advocated, ensuring the company's decisions and strategies are clear, regularly informing employees about organizational developments, and helping them understand the company's future direction and roles.

Logistics companies exhibit specific distinctive characteristics regarding continuous commitment. 20 respondents believe logistics companies can enhance employees' long-term commitment and sense of ownership through employee stock ownership plans. By implementing such plans, employees become shareholders and can participate in the company's long-term success. Additionally, equity incentives are allocated based on employees' contributions and performance, motivating them to

remain with the company and contribute to its overall performance. Notably, establishing equity lock-up periods encourages employees to hold company shares for an extended duration, enhancing their long-term commitment.

18 respondents assert that logistics companies provide comprehensive health protection and family support measures, such as regular medical check-ups and family holidays, which enable employees to better care for their health and families. These initiatives improve the quality of life for employees and strengthen their long-term commitment to the organization. Furthermore, 17 respondents suggest that seniority pay, performance bonuses, and annual rewards should be instituted to motivate employees to work toward the company's long-term goals. Moreover, publicly recognizing outstanding employees can enhance their pride and loyalty to the organization.

All respondents agree that normative commitment is the most crucial impact factor, and they recognize that logistics companies deserve acknowledgment for their sustainability and environmental commitments. These companies invest in research and development aimed at more efficient transport technologies and greener means of transport, set emission reduction targets, and take steps to minimize their carbon footprints. Renewable energy sources, such as solar and wind power, are also encouraged. 20 respondents affirmed logistics companies' innovation and entrepreneurial commitment that drive innovation and digitization within the logistics industry. They promote the digital transformation of the industry to enhance logistics efficiency and transparency. 18 respondents agreed with the logistics company's customer service commitment program, which provides personalized service solutions for each customer, ensures prompt and professional responses to inquiries and feedback, and shares real-time transportation information to increase transparency.

In summary, organizational commitment plays a crucial role in logistics enterprises. It typically involves multiple dimensions, each of which is interrelated. A high level of organizational commitment can enhance organizational performance by promoting team collaboration, fostering innovation, and improving customer satisfaction, among other factors. Organizations should strive to enhance their

employees' commitment to achieve higher performance by optimizing management practices and corporate culture.

Table 4.28 Organizational Commitment Overall Questions Content Analysis

Mediating Variable	Dimension of A Variable	Number of Consents /Total	Keywords	Consents (%)
Organizational Commitment	Normative Commitment	20/21	Sustainability and environmental commitments (reduce carbon footprint, use clean energy)	95%
		18/21	Personalized customer service solutions (door-to-door, peer-to-peer, artificial intelligence)	86%
	Continual Commitment	20/21	Long-term employee stock ownership plan	95%
		18/21	Regular medical check-ups and family holidays	86%
		17/21	Long-term goal matching program (seniority salary, annual bonus)	81%
	Affective Commitment	20/21	Cultural wall construction, annual party, festival celebration	95%
		19/21	Corporate Social Responsibility (CSR)	90%
		18/21	Executive Care activities, volunteer service	86%

4.2.2.3 Development of Organizational Performance of Logistics Companies

In this part of the interview, the interviewees were asked to talk about their views on the organizational performance of SF Express, including the content and influencing factors of organizational performance, and understand the specific practices of SF Express in task performance, learning performance, contextual performance, innovation performance, and other aspects. Finally, the most critical factors in contextual performance are identified. The details are as follows:

20 respondents from SF Logistics Company unanimously believe that organizational performance encompasses task performance, learning performance, continuous performance, innovation performance, and other related aspects. 19 respondents indicated that the importance of these components can be ranked as contextual performance, task performance, learning performance, and innovation performance.

Regarding organizational performance, task performance is reflected in various aspects of logistics companies. 19 respondents recognized that logistics companies have enhanced their employees' task performance in warehouse management to improve the speed and accuracy of cargo handling. The companies have deployed advanced equipment, such as automated three-dimensional warehouses and robotic picking systems, to enhance storage and sorting efficiency. Additionally, they optimize inventory management through extensive data analysis to reduce overstock and stock shortages. 20 respondents agreed that logistics companies enhance parcel delivery tasks through intelligent scheduling systems to improve employees' work efficiency. These companies utilize intelligent scheduling systems to optimize distribution routes and task allocation, reducing distribution time and costs. They allocate tasks reasonably based on real-time data and predictive analysis to avoid overwork and resource waste. Finally, relevant training is provided to help employees proficiently use intelligent systems and enhance operational efficiency. 18 respondents expressed the need to upgrade employees' professional skills, and logistics companies offer systematic training courses that include delivery skills, safe operations, and customer service to ensure that employees possess the necessary skills

Respondents shared their views on the concrete embodiment of learning performance. 19 respondents believe that logistics companies enhance employees' abilities to apply new technologies through technical training to support the company's innovative development. They organize innovation workshops and internal technical exchanges to encourage employees to share their experiences with technology applications and creative ideas. The training results are applied to practical work, promoting the application of newly acquired skills to improve work efficiency and solve real-world problems. 18 respondents assert that logistics companies focus on

improving their employees' leadership skills to develop future managers and leaders. The companies offer specialized leadership training courses, including leadership skills, team management, strategic planning, and more. A mentorship system has also allowed experienced leaders to guide new managers and provide hands-on learning opportunities. 17 respondents agreed with the company's global learning program, which primarily involves the establishment of a globally unified online learning platform that offers transnational and cross-cultural training courses. This global knowledge-sharing platform allows employees to exchange best practices and success stories, facilitating learning across different geographic contexts.

Regarding feedback on innovation performance, logistics companies exhibit several notable strengths. 20 respondents believe that logistics companies promote the innovation and development of the logistics ecosystem through an open platform strategy. First, they establish an open logistics platform that allows third-party logistics companies, e-commerce platforms, and other partners to access and share logistics resources and data. Second, they support and invest in logistics technology startups to promote the application and development of new technologies. Ultimately, logistics data is shared with partners to facilitate collaborative innovation in the supply chain. 19 respondents believe logistics companies should set up innovation labs to explore and test new technologies and business models. This includes establishing dedicated innovation laboratories to examine the application of advanced technologies, such as blockchain, the Internet of Things (IoT), and robotics in logistics. They also collaborate with technology companies, universities, and research institutions to conduct pilot projects that verify the practical effects of new technologies, encourage employees to generate innovative ideas, and provide funding and resources to support successful innovations.

Respondents unanimously agree that logistics companies should enhance their environmental responsibility and market recognition through innovative initiatives in green logistics. For example, they could introduce electric delivery vehicles to reduce carbon emissions and promote green logistics, use recyclable and environmentally friendly packaging materials to minimize environmental impact and work with supply

chain partners to advance green logistics practices that optimize resource use and reduce ecological footprints.

All respondents agree that relationship performance is the most important influencing factor. 17 respondents noted that community cooperative logistics companies are committed to improving their relationships with the community and enhancing social responsibility. For example, they actively participate in community public welfare activities, such as education and environmental protection initiatives, to improve their corporate image and community relations. They collaborate with local communities to develop logistics services that meet specific community needs while creating employment opportunities. Additionally, they communicate regularly with community leaders to understand community needs and feedback, improving community satisfaction. 18 respondents believe logistics companies have enhanced their service capabilities and market competitiveness through cross-border cooperation with other enterprises. They optimize logistics solutions and improve delivery efficiency by establishing in-depth partnerships with large e-commerce platforms, such as Taobao and Tmall. They jointly integrate resources with traditional logistics companies and share economy platforms to develop new business models. Ultimately, these companies will establish an open logistics platform to encourage various enterprises and partners to collaborate and foster a robust ecosystem. 20 respondents believe logistics companies improve service quality and customer satisfaction by strengthening customer relationships. For instance, they provide personalized express solutions tailored to customer needs, including specific logistics services for e-commerce customers, such as next-day delivery and scheduled shipments. They hold regular communication meetings with key customers to collect feedback, fully understand customer needs and expectations, and establish a dedicated customer service team that offers 24/7 support to address customer inquiries and complaints.

In summary, effective talent management practices can enhance employees' organizational commitment, making them more engaged and loyal and improving organizational performance. Additionally, increased organizational commitment can enhance organizational performance, creating a virtuous cycle of mutual reinforcement.

Therefore, enterprises should focus on all aspects of talent management to ensure it effectively enhances employees' commitment and overall performance.

Table 4.29 In-depth Interview Overall Questions Content Analysis

Dependent Variable	Dimension of A Variable	Number of Consents/ Total	Keywords	Consents (%)
Organizational Performance	Contextual Performance	20/21	Personalized express solutions (next day, scheduled delivery)	95%
		18/21	Cross-border cooperation to create a sharing economy platform	86%
		17/21	Social welfare activities(educational assistance, environmental protection publicity)	81%
	Task Performance	20/21	Robot picking and Artificial intelligence technology	95%
		19/21	Intelligent scheduling and Internal control management	90%
		18/21	Automated stereoscopic warehouse	86%
	Learning Performance	19/21	Internal technical exchange meeting, academic salon	90%
		18/21	Leadership course training customization	86%
		17/21	Tutor training system	81%
	Innovation Performance	20/21	Open and shared logistics platform, supply chain collaborative innovation mechanism Innovation laboratory construction	95%
		19/21	Green Logistics Program (Environmentally friendly new materials and new energy applications)	90%

4.3 Research on the Influence Model of Talent Management on Organizational Performance in Logistics Enterprises

The research presented in this paper employs a mixed-methods approach, combining quantitative and qualitative research to obtain comprehensive findings. The results indicate that talent management directly impacts organizational commitment and performance while also indirectly influencing organizational performance through organizational commitment.

First, Talent-based management has a positive impact on organizational commitment. The four dimensions of talent management, namely talent recruitment and selection, performance management, compensation management, and talent retention, all positively impact on organizational commitment. Each dimension presents a bright spot in logistics enterprises, and the impact degree is in order of talent retention, compensation management, talent recruitment and selection, and performance management.

Second, talent-based management has a significant indirect impact on organizational performance through organizational commitment. Organizational commitment positively impacts the two sub-dimensions of organizational performance, and the degree of influence is as follows: normative commitment, continuous commitment, and affective commitment. It is worth mentioning that each sub-dimension has its characteristics in the specific practice of logistics enterprises.

Third, talent management has a significant direct impact on organizational performance. Talent management positively impacts the four sub-dimensions of organizational performance, and the degree of impact is as follows: contextual performance, task performance, learning performance, and innovation performance. The four sub-dimensions are well reflected in the management of logistics enterprises.

As seen from Tables 4.27, 4.28, and 4.29, logistics companies have applied specific practices in talent management, organizational commitment, and organizational performance to improve organizational performance. Based on the research results, this study puts forward some suggestions for the improvement of organizational performance of logistics enterprises, as shown in Figure 4.5

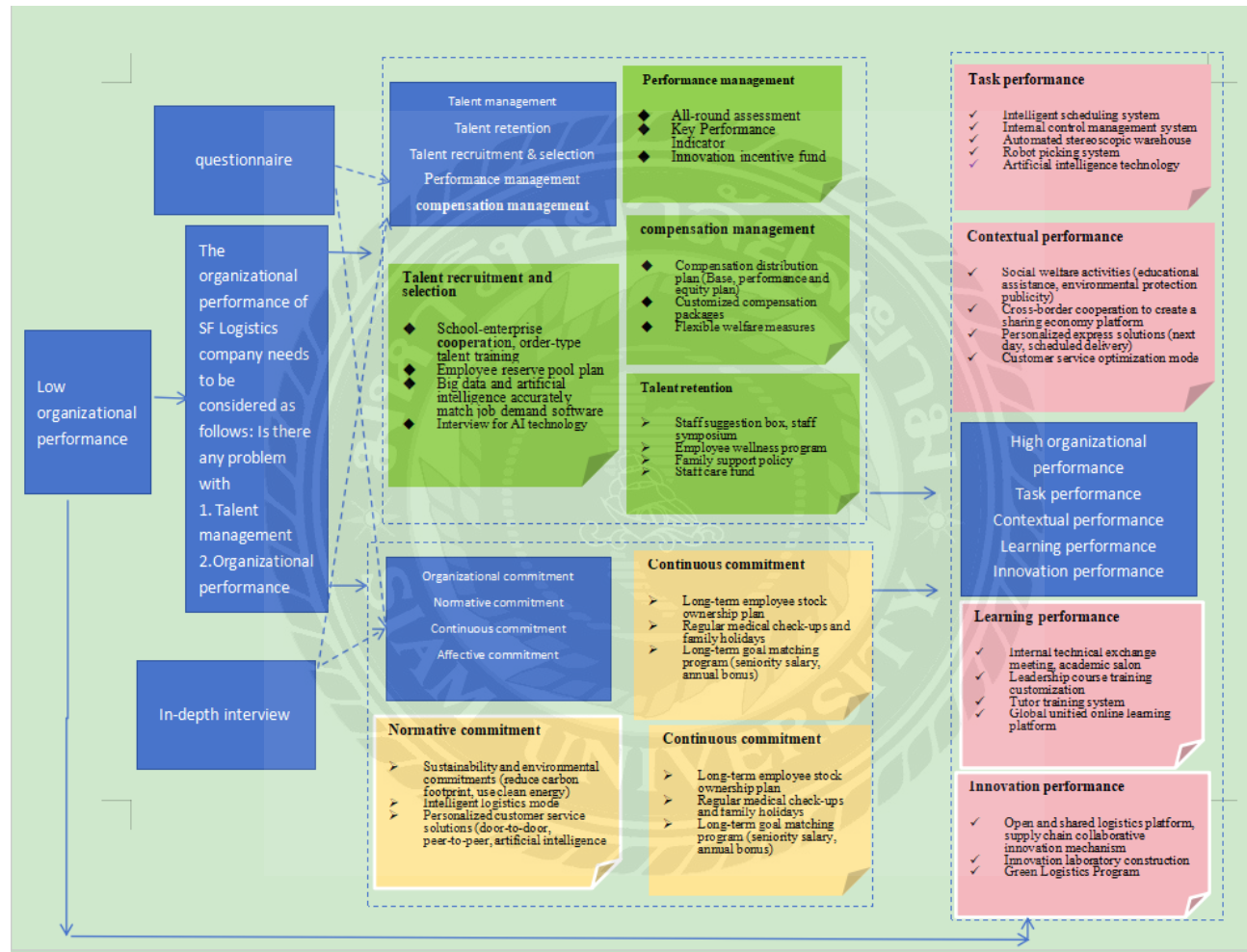


Figure 4. 5 A model of the Influence of Talent Management on Organizational Performance in SF-listed Logistics Enterprises

As can be seen from Figure 4.6, if it is found that the logistics company has a low level of organizational performance and the reason is related to other factors, this model cannot be used. It is necessary to reconsider the influencing factors and choose another model (which is outside the scope of this study). Suppose it is indeed related to talent management and organizational commitment. In that case, it is necessary to conduct questionnaire surveys and in-depth interviews with employees and take corresponding practical measures to improve the organizational performance of logistics enterprises. On this basis, the corresponding model is proposed.

1. Talent Management

Talent retention

- Family support policy、 Staff care fund
- Employee wellness program
- Staff suggestion box, staff symposium

Talent recruitment and selection

- School-enterprise cooperation, order-type talent training
- Big data and artificial intelligence accurately match job

demand software

- Interview for AI technology
- Employee reserve pool plan

Performance management

- Key Performance Appraisal Program
- Innovation incentive fund
- All-round assessment

Compensation management

- Flexible welfare measures
- Customized compensation packages
- Compensation distribution plan (Base, performance, and equity plan)

2. Organizational commitment

Normative commitment

➤ Sustainability and environmental commitments (reduce carbon footprint, use clean energy)

- Personalized customer service solutions (door-to-door artificial intelligence)
- Continual commitment
- Long-term employee stock ownership plan
- Regular medical check-ups and family holidays
- Long-term goal matching program (seniority salary)
- Affective commitment
- Cultural wall construction, annual party, festival celebration
- Corporate Social Responsibility (CSR)
- Executive Care activities、 volunteer service

3. Organizational performance

Contextual performance

- Personalized express solutions (next day, scheduled delivery)
- Cross-border cooperation to create a sharing economy platform
- Social welfare activities (educational assistance, environmental protection publicity)

Task performance

- Robot picking and Artificial intelligence technology
- Intelligent scheduling and Internal control management
- Automated stereoscopic warehouse

Learning performance

- Internal technical exchange meeting, academic salon
- Leadership course training customization
- Tutor training system

Innovation performance

- Open and shared logistics platform, supply chain collaborative

innovation mechanism, Innovation laboratory construction

- Green Logistics Program (Environmentally friendly new materials and new energy applications)



Chapter 5

Research Conclusion, Discussion and Recommendation

Based on the data and interviews in Chapter 4, this chapter summarizes, draws conclusions, and proposes strategies. These findings explain the relationship between the study variables, explain the implementation of the survey results, and suggest suggestions to improve SF Logistics Company's organizational performance. This chapter is further divided into 4 parts; the chapters are as follows:

- 5.1 Research Conclusion
- 5.2 Discussion
- 5.3 Recommendation
- 5.4 Future limitation and Future Research

5.1 Research Conclusion

First of all, the questionnaire of this study was designed according to the dimensions, with 5 questions in each dimension, totaling 55 questions. Yamane table (Lamola & Yamane, 1967) with 95% confidence level, error not more than 5%, $n = \frac{n}{1 + Ne^2}$, $e = 0.05$ was used to determine confidence level and sampling error. According to the formula, the minimum sample size of the final survey participants is 396.55, which equals 397. Therefore, the sample size of this study is 397, ensuring that the error rate is not more than 5% at the 95% confidence level. The structural equation model is adopted in this study. The sample size can be 10-20 times the number of items tested, but the total number of samples should not exceed 500 (Anderson & Gerbing, 1988; Bentler & Yuan, 1999). There are 55 measurement items in this study so that the sample size can be 550 people, not more than 500 people; such a sample size is appropriate. Therefore, through the sample calculation formula, according to the requirement of sample size for structural equation modeling, sample size 420 is appropriate. According to the number of employees and companies in each region, 420 questionnaires were distributed, and 406 were valid, with an effective rate of 96.7%

Secondly, a semi-structured in-depth interview form (SSI) was adopted. Chih-Pei & Chang (2017) mentioned that for qualitative research, primarily phenomenological or theory generation research, The recommended sample size is usually between 20-30 (Chih-Pei & Chang, 2017). This suggestion has been widely cited and applied in practice. Therefore, this interview listened to the expert opinions of 21 senior employees, including the company's management staff and those who have worked in the management department for more than 10 years. They were assigned to each region, 3 people in each company, and 21 people. Finally, SPSS and AMOS were used to collect and analyze the data, and interviews were used for further research.

This research investigates SF Logistics Company, proposing three hypothesis equations structured around an independent variable (talent management), a dependent variable (organizational performance), and a mediating variable (organizational commitment), encompassing 11 dimensions. The study explores the relationships between these variables, yielding insights that may guide organizational performance at SF Express. Data analysis employs statistical methods, including descriptive statistics and structural equation modeling (SEM).

Demographic data reveals that 194 males (47.78%) and 212 females (52.22%) participated in the study, with slightly more women than men. The predominant age group is 18 to 35. Regarding education, the largest group comprises 155 undergraduates, accounting for 38.17%. Regarding positions, the highest number of respondents held grassroots management roles (165), followed by middle and senior managers. The largest segment of employees had between 5 to 7 years of work experience, totaling 193 (47.5%).

The structural equation model was designed using AMOS software. Model fit was evaluated, with indices including GFI, AGFI, CFI, and TLI all exceeding 0.9, while RMSEA remained below 0.08, fulfilling model fitting requirements. SPSS and AMOS software facilitated data analysis, which included average distribution analysis and descriptive control variables. Additionally, the reliability and validity of the survey data were assessed. Reliability was gauged using Cronbach's Alpha and corrected item-total correlation (CITC) coefficients. Following successful reliability and validity assessments, equation modeling tests were executed, and the model fit met the criteria.

Path analysis was conducted to test hypotheses and derive conclusions, providing causal inferences for each variable of interest, with all three sub-variables derived from the critical variables evaluated to address the research questions.

Correlation analysis indicates significant relationships among talent management, organizational commitment, and organizational performance. Results from the structural equation model and in-depth interviews suggest a mediating effect of organizational commitment on these relationships.

5.2 Discussion

Through structural equation model verification, the analysis results are obtained, and three main questions are answered in this study:

1. What are the factors of talent management significantly effecting organizational performance of SF logistics enterprises in China?

Talent retention has a significant impact on organizational performance in talent management. SF Express has effective and specific practices for talent retention, such as the Staff suggestion box, staff symposium, employee wellness program, Family support policy, and Staff care fund. These specific practices are essential for improving organizational performance.

2. What are the impacts of organizational commitment as the mediating factor on organizational performance of SF logistics enterprises in China?

Among organizational commitment, normative commitment significantly impacts organizational performance because it has practical and specific practices in SF Express. For example, Sustainability and environmental commitments (reduce carbon footprint, use clean energy), Intelligent logistics mode, and Personalized customer service solutions (door-to-door, peer-to-peer, artificial intelligence). These specific practices are essential for the improvement of organizational performance.

3. How the model of talent management on organizational performance of SF logistics enterprises in China should be estimated?

The research results indicate that talent management has a direct impact on organizational commitment and organizational performance. Additionally, it can also affect organizational performance indirectly through organizational commitment. In the four dimensions of talent management, the degree of influence is talent retention, salary management, talent recruitment and selection, and performance management. In addition, the degree of influence of the three sub-dimensions of organizational commitment is normative commitment, continuous commitment, and affective commitment. Finally, the four sub-dimensions of organizational performance are contextual performance, task performance, learning performance, and innovation performance. They have been well reflected in the management of logistics enterprises.

5.2.1 Discussion on the Relationship between Talent Management and Organizational Commitment

The results of testing hypothesis 1: Talent management has a significant direct effect on organizational commitment. This finding validates social exchange theory, which holds that talent management practices promote and enhance employee engagement and organizational commitment (Dawson, 2019). Enterprises must focus on human capital development to improve organizational performance and remain invincible in the fierce market competition (Oladapo, 2014). Starr et al. (2007) proposed that talent management in organizations is mainly divided into three parts: talent attraction, talent development, and talent retention (Stahl et al., 2007). Therefore, SF Logistics Company fully reflects these three talent management processes, which can improve enterprises' organizational performance by embracing all aspects of talent management.

Empirical findings support these theoretical perspectives. Tamunomiebi and Worgu (2020) assert that retaining these talents for as long as possible is the most important (Tamunomiebi & Worgu, 2020). There is a significant link between high-value, high-commitment employees and superior HR outcomes (Afeshat, 2019). It is essential to align organizational goals with employee aspirations (Collings & Mellahi, 2019). There is a strong correlation between organizational commitment and performance levels, assuming that commitment should not depend solely on having qualified personnel; Instead, it should focus on fostering a culture of commitment to

improve employee stability(Mishra & Kumar, 2019). Finally, Masud and Daud (2019) delve into the affective dimensions of organizational commitment, defining affective commitment as a deep affective connection between employees and their organization(Masud & Daud, 2019). Their research further affirms that this affective attachment is integral to understanding and enhancing organizational performance.

From the social exchange theory perspective, the relationship between talent management and organizational commitment indicates that the interaction between employees and the organization is based on mutual giving and receiving. When an organization invests in talent management practices such as training, development, recognition, and support, employees feel valued and cared for, which enhances their organizational commitment. Organizations should prioritize investments in talent management practices, such as providing career development opportunities, training and learning programs, equitable compensation systems, and employee recognition initiatives. These investments should be viewed as returns to employees and can effectively enhance their commitment levels. Also, establishing effective communication channels allows employees to share their needs and expectations with management, enabling management to understand employees' perceptions and feedback. Active communication and feedback can foster employee trust and loyalty toward the organization. Furthermore, personalized development plans based on employees' individual differences and career objectives should be created to ensure employees see opportunities for personal growth within the organization, thereby enhancing their commitment.

From the expectation theory perspective, employees' level of commitment is closely related to their expectations of the support and rewards provided by the organization. When employees believe that their efforts (such as career development and training) can translate into success and expect tangible rewards (such as a pay raise or job promotion), they are likelier to demonstrate a high level of organizational commitment. Through scientific goal setting, organizations can enhance employees' sense of expectation and make them believe that efforts can bring the expected results. They also give employees regular performance feedback to help them understand how their efforts affect the achievement of goals and organizational performance. Finally,

build a supportive work environment that encourages teamwork and knowledge sharing to enhance employees' sense of belonging and engagement. Employees who feel respected and valued will be more inclined to show organizational commitment.

5.2.2 Discussion on the Relationship between Organizational Commitment and Organizational Performance

The results of testing hypothesis 2: Talent management has a significant indirect effect on organizational performance through organizational commitment. The intrinsic motivation theory emphasizes the importance of continuous feedback. Timely positive feedback can increase employees' job satisfaction and organizational commitment, thus improving organizational performance. Employees who experience satisfaction and enjoyment at work are likelier to show a higher commitment to the organization. High organizational commitment reduces turnover rates and improves job performance (Gruman, 2019). Another study also found that when employees feel autonomous at work, they have a greater sense of responsibility, and this initiative enhances employees' commitment to the organization and drives higher performance (Deci, 2020). Therefore, the role of organizational commitment in logistics companies must be addressed. It affects employees' work attitude and performance and directly relates to all aspects of the company's operation. Logistics companies can improve overall performance and achieve sustainable development by enhancing organizational commitment.

Empirical findings support these theoretical perspectives. Based on an empirical study of more than 300 employees in a power company, this paper explores the relationship between organizational commitment and employee organizational performance (Ling et al., 2019). It is found that there is a significant positive correlation between employee organizational commitment and organizational performance, and organizational commitment plays an intermediary role in the influence of organizational performance. Adnan et al. (2018) studied and found that ascertaining the impact of organizational commitment on organizational performance using a case study at Kansai, the quantitative approach revealed that affective, continuance and normative commitment influenced the performance of organizations with ($\beta=0.169$, $p<0.05$), ($\beta =0.185$, $p<0.05$), ($\beta=0.608$, $p<0.05$)(Adnan et al., 2018). Therefore, the

results of this study are also consistent with the research conclusions of the above scholars. In SF Logistics Company, the intermediary role of organizational commitment between talent management and organizational performance indirectly impacts organizational performance. Organizational commitment contributes to improving overall organizational performance. The positive work attitude, low absenteeism rate, and high performance of highly committed employees can directly contribute to the organization's business objectives and performance improvement.

From the perspective of intrinsic motivation theory. The theory of intrinsic motivation emphasizes the motivation generated by employees' interest in work content, sense of accomplishment, and realization of self-worth. High levels of organizational commitment are generally associated with positive employee behavior and higher job performance. Challenging and fulfilling work tasks can be designed to ensure that employees can achieve intrinsic satisfaction at work, which can be achieved by providing autonomy and participation in the decision-making process. Professional development and skills training opportunities enable employees to upgrade their skills and meet challenges in practice. Consider the internal motivations and values of employees in recruitment and human resource management, integrate with the culture and goals of the organization, ensure the fit between employee expectations and actual work, and adjust management strategies to meet employee needs promptly, thereby improving commitment and performance levels.

From the perspective of intrinsic motivation theory. The theory of intrinsic motivation emphasizes the motivation generated by employees' interest in work content, sense of accomplishment, and realization of self-worth. High levels of organizational commitment are generally associated with positive employee behavior and higher job performance. Challenging and fulfilling work tasks can be designed to ensure that employees can achieve intrinsic satisfaction at work, which can be achieved by providing autonomy and participation in the decision-making process. Professional development and skills training opportunities enable employees to upgrade their skills and meet challenges in practice. Consider the internal motivations and values of employees in recruitment and human resource management, integrate with the culture and goals of the organization, ensure the fit between employee expectations and actual

work, and adjust management strategies to meet employee needs promptly, thereby improving commitment and performance levels.

From the psychological contract perspective, this theory emphasizes employees' cognition of their expectations and obligations to the organization. Psychological contracts involve formal contract terms and include employees' implicit expectations of company culture, job content, salary, career development, etc. Therefore, logistics companies should establish effective communication channels to ensure that employees' expectations match the goals and commitments of the organization. Regular feedback mechanisms and one-on-one communication can promote trust, clearly state the support and security that the organization can provide (e.g., Development opportunities, performance review mechanisms, etc.) during employee onboarding and role changes, and ensure that employees understand their role and what is expected of them. Organizations can form good psychological contracts and achieve win-win outcomes through clear communication, adjusting employee expectations, providing support and development opportunities, and establishing fair management practices.

5.2.3 Discussion on the Relationship between Talent Management and Organizational Performance

The results of testing hypothesis 3: Talent management has a significant direct effect on organizational performance. Human Capital Theory emphasizes individuals' knowledge, skills, and experience as crucial factors in creating value in economic and organizational contexts. Individuals can improve their skills and expertise by investing in human capital and creating higher monetary value for businesses and society. (Becker, 2009). Human capital (such as employee skills and knowledge) positively impacts organizational performance. Employee participation is essential in this process, and improving employee participation can further enhance organizational culture and performance (Huang, 2018).

Therefore, in this study, task performance, relationship performance, learning performance, and task performance are adopted as the research dimensions of the organizational performance of SF Logistics Company, which has a specific theoretical basis and research significance. Sf Logistics will improve the organizational performance as an essential goal, and through all aspects of talent management,

improve the management level, give play to the role model of excellent employees, guiding employees towards purpose and within Work motivation as a guide, rather than unthinkingly obeying management. In this way, the talent management level of the company can be improved, and the staff can better resolve their confusion and dissatisfaction. Avoid being unquestioningly guided by changing systems; help employees develop and enhance the company's overall performance by assisting them to find a higher level of direction in their work.

The research's findings are congruent with the conclusions drawn from Najm and Manasrah (2017). Based on a sample of 183 bank employees from six Jordanian banks, we understand the relationship between talent management and organizational performance and believe that talent management has a positive and positive impact on organizational performance(Najm & Manasrah, 2017). A study of 16 companies in Nigeria found a positive correlation between talent management and organizational performance and suggested that companies with excellent talent should implement talent management(Sareen & Mishra, 2016). According to the investigation, effective talent management for SF Logistics will improve the organization's growth and profitability. Organizations need to develop metrics to help assess the progress of talented employees at different stages of their careers to enhance organizational performance.

From the human capital perspective, this theory emphasizes employees' knowledge, skills, and experience as essential resources for creating value. This theory holds that by investing in employee training and career development, enterprises can improve human capital and thus enhance organizational performance. Enterprises need to establish a complete talent management system, from talent recruitment and training to performance evaluation, to ensure that all aspects aim to improve employees' abilities and meet the organization's needs. Set up regular performance reviews and provide timely feedback to ensure employees understand the gaps between their performance and the company's expectations. Recognize and reward effective performance to promote the continued development of employees. This employee development-oriented management approach will help companies stand out and gain a sustainable advantage.

5.3 Recommendations

5.3.1 Recommendations for Talent Management

1. Findings:

(1) Talent management positively and significantly impacts SF Logistics's organizational commitment and performance, and talent retention is the most critical factor in talent management.

(2) Talent management includes career planning, recruitment, training and development, performance management, compensation and welfare design, employee relationship management, and many other aspects.

(3) Talent management's role in logistics enterprises is reflected in improving the efficiency and effectiveness of business operations, enhancing enterprise adaptability, promoting innovation, and improving the employee experience, which are critical factors for their success.

2. Recommendations:

According to the research findings, it is hoped that the suggestions put forward in this study will help Chinese logistics companies to focus on talent management:

(1) Ensure that talent management is aligned with the company's strategic objectives, understand the logistics company's long-term development direction, and formulate talent management strategies accordingly.

(2) Design a scientific recruitment process and use various assessment tools to ensure that the best candidate for the job is selected.

(3) The selection process focuses on matching industry experience and professional skills while considering the adaptability and cultural fit of the candidate.

(4) Regular staff training to improve their professional skills and management capabilities to help them adapt to new technologies and industry changes.

(5) Provide career development and promotion opportunities to motivate employees to grow.

(6) Form a positive corporate culture and shape the atmosphere of teamwork and innovation.

(7) Enhance employees' sense of identity and belonging to the company through various activities and incentive mechanisms

(8) Sf Logistics must be prepared to face difficulties, support the development of employees, improve employee satisfaction, and thus promote organizational performance improvement.

5.3.2 Recommendations for Organizational Commitment

1. Findings:

(1) Research shows that talent management directly impacts employees' organizational commitment, and normative commitment is the most critical factor in organizational commitment. Managers should care about employees' emotions and increase their affective involvement.

(2) Talent management plays a vital role in enhancing organizational commitment. By optimizing talent management processes, SF companies can strengthen employee loyalty and team cohesion, contributing to overall business success.

(3) Organizational commitment, as a mediating variable, plays a vital role in studying the impact of talent management on organizational performance. It not only enhances employee engagement and performance but also improves employee retention and organizational culture, contributing to the overall performance of the organization

2. Recommendations:

(1) The SF Express Logistics Company manager should prioritize factors that enhance employee commitment.

(2) The SF Express Logistics Company manager should consider the categories of employees. They are laying out essential elements that ensure commitment and engagement so they can reach the target of such objectives.

(3) To create a commitment, Proactive measures should be taken to recruit employees whose values and goals are congruent with organizational values and goals. Values identification and alignment are crucial to modeling organizational commitment.

(4) Establish effective communication channels to ensure that employees have access to information about organizational strategy, changes, and decisions. Solicit opinions and feedback from employees regularly and take corresponding improvement measures based on feedback, reflecting the organization's attention to employee opinions.

(5) Managers can provide a safe and comfortable working environment, pay attention to employees' working conditions and facilities, and offer flexible working arrangements and benefit policies to reduce stress.

(6) Managers of logistics enterprises should pay attention to cultivating leaders' emotional intelligence, and leaders should set an example by showing care, respect, and support.

(7) Logistics enterprise managers regularly recognize and praise the contributions and achievements of employees and affirm and encourage them. This can celebrate the success of the organization and the team and promote employee pride and belonging.

5.3.3 Recommendations for Organizational Performance

1. Findings:

(1) According to research, talent management can positively impact organizational performance through organizational commitment, and organizational commitment plays an indirect intermediary role. Contextual performance is the most critical factor in organizational performance.

(2) In SF Logistics Company, good talent management practices indirectly improve organizational performance by enhancing employee commitment. Improving organizational commitment can further promote employee work involvement and reduce turnover, thus promoting overall success and development.

(3) It provides a model of the impact of talent management on the organizational performance of SF Logistics enterprises in China, and managers can use this model to develop better management strategies and improve organizational performance.

2. Recommendations:

(1) Introduce advanced logistics management systems and automation equipment, such as warehouse management systems (WMS) and transportation management systems (TMS), to improve operational efficiency and accuracy.

(2) Monitor and optimize logistics processes with data analytics tools to track critical real-time performance indicators (KPIs) such as transportation costs, delivery times, and inventory levels.

(3) Establish and maintain good supplier relationships to ensure the stability and reliability of the supply chain and reduce the risk of supply chain disruption.

(3) Utilize advanced inventory management techniques to optimize inventory levels and reduce inventory costs while ensuring efficient supply chain operations.

(4) Establish a continuous improvement mechanism, identify improvement opportunities, and implement appropriate actions through employee feedback and performance data analysis.

(5) Encourage employees to come up with suggestions for improvement and ideas to support continuous innovation and drive the company ahead of the competition.

5.4 Research Limitations and Future Research

5.4.1 Research Limitations

1. This study uses SF Express Logistics Company as the research object to provide reference experience for other logistics companies in China. However, it has yet to be extended to different industries and regions, and the research results still have certain limitations.

2. The paper studies the mediating role of organizational commitment between talent management and organizational performance. However, due to the diversity of

individual and job characteristics, there will likely be more situational or individual variables in the impact path of talent management on organizational performance influence, ignoring more intermediary and moderating variables. In addition, the research in this paper is limited to the impact of variables at the team level on organizational performance, ignoring the effect of organizational culture, organizational atmosphere, and other external environments on the team.

5.4.2 Future Research

The study suggests that future researchers should include factors such as employee intermediary, employee satisfaction, employee engagement, and organizational citizenship behavior into the intermediate variables affecting organizational performance. Future research could determine the relationship between job engagement and organizational performance. Finally, future researchers could conduct the same studies using the same variables in different sectors or populations.

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Appendices



ใบรับรองจริยธรรมการวิจัยในมนุษย์
สถาบันการจัดการปัญญาภิวัฒน์

หมายเลขใบรับรอง: PIM-REC 038/2567

ข้อเสนอการวิจัยนี้ และเอกสารประกอบของข้อเสนอการวิจัยตามรายการแสดงด้านล่าง ได้รับการพิจารณาจากคณะกรรมการจริยธรรมการวิจัยในมนุษย์ สถาบันการจัดการปัญญาภิวัฒน์แล้ว คณะกรรมการฯ มีความเห็นว่าข้อเสนอการวิจัยที่จะดำเนินการมีความสอดคล้องกับหลักจริยธรรมสากล ตลอดจนกฎหมาย ข้อบังคับและข้อกำหนดภายในประเทศ จึงเห็นสมควรให้ดำเนินการตามข้อเสนอการวิจัยนี้ได้

ชื่อข้อเสนอโครงการ: The Model of Talent Management Effecting to Organizational Performance:
The Empirical Study of Listed Logistics Enterprises in China

รหัสข้อเสนอการวิจัย (ถ้ามี): (ไม่มี)

หน่วยงาน: Siam University

ผู้วิจัยหลัก: Li Yulong

ลงนาม

(อาจารย์ ดร.พิเชษฐ์ มุสิกะโปดก)

ประธานคณะกรรมการจริยธรรมการวิจัยในมนุษย์
สถาบันการจัดการปัญญาภิวัฒน์

วันที่รับรอง: 23 กรกฎาคม 2567

วันหมดอายุ: 23 กรกฎาคม 2568

เอกสารที่คณะกรรมการรับรอง

1. ใบรับรองการวิจัย
2. ข้อมูลสำเนาบันทึกข้อตกลงไม่เผยแพร่หรือเปิดเผยข้อมูลร่วมกันในการวิจัย และ ใบแสดงความยินยอมจากกลุ่มประชากรหรือผู้มีส่วนร่วมในการวิจัย
3. เครื่องมือที่ใช้ในการวิจัยได้รวบรวมพร้อมข้อมูล เช่น แบบสอบถาม แบบสัมภาษณ์ ประเด็นในบทสนทนาข้อมูล เป็นต้น

เงื่อนไขการรับรอง

1. นักวิจัยดำเนินการวิจัยตามที่ระบุไว้ในโครงการฯ สหการวิจัยอย่างเคร่งครัด
2. นักวิจัยรายงานเหตุการณ์ไม่พึงประสงค์ที่รุนแรงที่เกิดขึ้นหรือเปลี่ยนแปลงการวิจัยใดๆ ต่อคณะกรรมการพิจารณาจริยธรรมการวิจัยในมนุษย์ภายในกำหนด
3. นักวิจัยส่งรายงานความก้าวหน้าต่อคณะกรรมการพิจารณาจริยธรรมการวิจัยในมนุษย์ตามเวลาที่กำหนดหรือเมื่อได้รับการร้องขอจากคณะกรรมการ
4. หากการวิจัยไม่สามารถดำเนินการเสร็จสิ้นภายในกำหนด ผู้วิจัยต้องยื่นขออนุมัติให้ล่าช้าอย่างน้อย 1 เดือน
5. หากการวิจัยเสร็จสมบูรณ์ ผู้วิจัยต้องแจ้งปิดโครงการ ตามแบบฟอร์มที่กำหนด

Questionnaire

Dear Madam and Sir,

Thank you for taking time out of your busy schedule to participate in this survey!

This questionnaire aims to understand the model of the impact of talent management on organizational performance in China's listed logistics companies. This questionnaire is divided into two parts. The first part is your basic situation. The second part concerns talent management, organizational commitment, and organizational performance factors. Since the completeness and correctness of the data significantly impact the success or failure of the research results, please read each question carefully. There is no "right or wrong" answer as long as you answer according to the understanding of the logistics company you are working with. In the meantime, please take all of the questions. Your energy and time will make a significant contribution to academic research.

Thank you for your response. If you need further information or if we can help you complete or improve this questionnaire, please do not hesitate to contact me. Part I: Basic information about the respondent.

Li Yulong
Siam University

PART 1 Basic information

Remark: Please choose using ✓/ in or fill in the information in the blank.

1. Your gender

Male Female.

2. Your age

Under 18 18-35 36-55 Over 55

3. Your education level

Junior college Undergraduate

Master PH.D. Others.....

4. Your Position in the company

Staff Middle Manager Senior Manager Other.....

5. Your work experience

Less than 2 years ≥2 years - ≤5 years >5years - <7 years

7 years or more

PART 2: Potential of the influence factor.

Respondent’s description: This questionnaire aims to study The Model of Talent Management Effecting to Organizational Performance: The Empirical Study of Listed Logistics Enterprises; please answer the question according to your actual situation and mark ✓ on the sheet. The questionnaire indicators include the 5-level scoring method: 5 points indicating that they agree, 4 points, 3 points, and 2 points agree with degrees in descending order, and 1 point indicating that they strongly disagree.

Expert advice: Please consider whether the content of the following questions is consistent with the goals of the research variables and score, and give suggestions.

Serial No	General Information	Expert Rating						
		1	2	3	4	5	Total	Avg.
1.1	Talent Recruitment & Selection							
Q1	The company has a strict talent vacancy after the supplementary audit process.							
Q2	The company's resumes based on job analysis requirements match the required positions.							

Q19	My organization ensures that employees are motivated all the time.							
Q20	My organization ensures that employees attain a high level of satisfaction.							
2.1	Affective Commitment	1	2	3	4	5	Total	Avg.
Q 21	I plan to stay with this company for a long time.							
Q22	I feel the warmth of family in the company.							
Q23	I have an emotional attachment to the company. It is part of my career.							
Q24	I like to talk and discuss my organization with my acquaintances.							
Q25	I feel that the problems that arise in my organization are like my own problems.							
2.2	Continue Commitment	1	2	3	4	5	Total	Avg.
Q26	Because of my organization's tangible and intangible benefits, I choose to stay and remain loyal.							
Q27	My organization values me, and therefore, I am committed.							
Q28	To leave the organization would be more costly.							
Q29	I deeply love the company and love it as my home.							
Q30	I put my heart and soul into the company.							
2.3	Normative Commitment	1	2	3	4	5	Total	Avg.
Q31	I stay with my organization because they give me recognition and promotion.							
Q32	It is unethical to switch jobs only for benefits.							
Q33	I prefer to stay because of the amount of time and money spent on me by my organization.							
Q34	I think my work is my responsibility to do well.							
Q35	I feel responsible for improving the company's problems.							
3.1	Task Performance	1	2	3	4	5	Total	Avg.
Q36	I demonstrate expertise in all job-related tasks.							

Q37	I manage more responsibility than is typically assigned.							
Q38	I fulfill all the job requirements.							
Q39	I achieve the objectives of the job.							
Q40	I plan and organize to achieve the objectives of the job.							
3.2	Contextual Performance	1	2	3	4	5	Total	Avg.
Q41	I will turn to my leaders and colleagues when I encounter unknown or unexpected events for help.							
Q42	When I am in a situation where I need to make a quick decision, I consult my team.							
Q43	I can adapt to significant organizational changes (such as strategy adjustments, leadership changes, etc.).							
Q44	When there is a disagreement in a team, I understand and communicate with each other.							
Q45	In high-stress work situations, you usually have the support of your colleagues and leaders.							
3.3	Learning Performance	1	2	3	4	5	Total	Avg.
Q46	I believe in my ability to translate what I have learned into skills.							
Q47	I believe I can master the knowledge provided by my supervisor.							
Q48	I will learn and improve my job skills spontaneously.							
Q49	I take the initiative to learn from my supervisor's experience and expertise.							
Q50	I am willing to share my experience with my colleagues.							
3.4	Innovation Performance	1	2	3	4	5	Total	Avg.
Q51	I can achieve the goals I set out in new ways.							
Q52	I am willing to try new methods and ideas in my work.							
Q53	I can take the initiative to adjust and change the original working method.							
Q54	I can deal with several tasks at the same time.							
Q55	I can break the traditional way of thinking and working in my work.							

Please advise your expert on this study so that further amendments can be made.

Signed:

PART 3 Interview

Explanation.

1. This interview is 3 questions about the Organizational performance of SF Logistics company employees.

2. Please complete these questions, as your answers are essential for analyzing the data in the study. Please answer all questions truthfully to make the study accurate and valuable.

3. The information you provide in the interview is confidential, and the study results will only be presented in summary form. We extend our deepest gratitude to all those who sacrificed their valuable time to answer this interview.

The enterprise interview includes 3 questions:

1. Do you think talent management includes talent selection and recruitment, compensation management, performance management, and talent retention for SF logistics enterprises? Among these factors, what are the most critical factors affecting talent management?

1.1 What are the specific practices in talent selection and recruitment?

1.2 What are the specific practices in compensation management?

1.3 What are the specific practices in performance management?

1.4 What are the specific practices in talent retention?

2. Do you think Organizational commitment includes affective commitment, continuous commitment, and normative commitment of SF logistics enterprises? Among these factors, what are the most critical factors affecting Organizational commitment?

2.1 What are the specific practices in affective commitment?

2.2 What are the specific practices in continuous commitment?

2.3 What are the specific practices in normative commitment?

3. Do you think talent management includes task performance, learning performance, innovation performance, and Contextual performance of SF logistics enterprises? Among these factors, what are the most critical factors affecting talent management?

3.1 What are the specific practices in task performance?

3.2 What are the specific practices in learning performance?

3.3 What are the specific practices in innovation performance?

3.4 What are the specific practices in Contextual performance?



SF Express Company Profile

SF Express, the full name of SF Express Co., LTD., was founded in 1993 in Shunde, Guangdong Province. It is China's largest express logistics integrated service provider and the fourth largest globally.

1993: SF Express is founded by Wang Wei and initially focuses on urban delivery.

2000: SF Express expanded its business and gradually built a nationwide express delivery network.

2010: SF Express launches its international business and expands into global markets.

2016: The Company further expands its funding sources and international presence by listing in Hong Kong.

In recent years, SF Express has continuously promoted scientific and technological innovation, built intelligent warehousing and logistics systems, and carried out strategic layouts in new retail, cross-border e-commerce, and other fields.

SF Express's main business includes instant distribution, express service, cold transport service, medical service, etc. It provides customers with integrated supply chain solutions through procurement, production, circulation, sales, and after-sales. It adopts the direct operation mode, and the headquarters implements unified operation and management for all branches.

On February 24, 2017, SF Express was officially listed on the Shenzhen Stock Exchange. In December 2019, it was successively selected as one of the top ten emerging brands in the 2019 China Brand Power Ceremony and 61st in the 100 "China Brand Development Index" list by People's Daily. In January 2020, it won the "Sustainable Development Innovation Award" of the 2020 Caijing Evergreen Award. In November 2022, it was listed in the "2022 List of R&D Investment and Invention Patents of Private Enterprises" issued by the All-China Federation of Industry and Commerce. In August 2023, it ranked 377 in the "Fortune" 2023 World 500 list and is the only Chinese private express delivery company.

Sf Express occupies an essential position in the Chinese market and has an exceptional influence on the global logistics industry. Since its establishment in 1993,

SF Express has invested heavily every year to improve its service network managed by the company: from the corner of Zhongshan to the Pearl River Delta to the layout of the Yangtze River Delta. South China has expanded to East China, Central China, and North China;

Chinese mainland

By 2023, it has built 3 distribution centers, nearly 100 transit stations, and more than 2,000 business outlets, covering nearly 200 large and medium-sized cities and more than 900 county-level cities or towns in 32 provinces in China.

Hong Kong, China

In 1993, it set up a business outlet in China's Hong Kong Special Administrative Region. As of 2014, the business outlet has covered 17 out of 18 administrative regions (outlying Islands have not yet opened).

Taiwan of China

In 2007, we set up business outlets in Taiwan, covering major cities such as Taipei, Taoyuan, Hsinchu, Taichung, Changhua, Chiayi, Tainan, and Kaohsiung.

According to China Express Consulting, the network reported that SF Express company ranked among the top ten enterprises in the website's "2008 Domestic Express most competitive enterprises" survey, second only to the post-EMS.

Author's Biography

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