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Effectiveness of Talent Management Implementation on Employee Performance in a Mining Services Company

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Abstract
This study examines the effectiveness of talent management implementation and its influence on employee performance in a mining services company in Indonesia. A qualitative approach was employed using semi-structured in-depth interviews with purposively selected informants from the human resources function. Data were analyzed using thematic analysis. The findings indicate that talent management practices are implemented in a limited and reactive manner, functioning primarily as administrative processes rather than as strategic initiatives. The study also reveals a paradox in which the organization demonstrates strong performance in operational and safety management but lacks systematic talent development practices. Consequently, employee performance relies more on individual experience and supervisory direction than on structured competency development and career planning systems. This study highlights the need to transform talent management into a strategic function to enhance employee performance and sustain organizational competitiveness. The findings are based on a single organization and a limited number of participants. This study provides empirical insights into talent management in high-risk industries and emphasizes the importance of integrated and strategic talent development.

Keywords: *Employee Performance, Mining Services Industry, Qualitative Research, Talent Management*

1. INTRODUCTION

In the context of intensifying global competition, organizations operating in high-risk and highly dynamic industries must continuously strengthen their organizational capabilities to remain competitive and sustainable. One of the most critical resources that determine organizational resilience is human capital, particularly in sectors where operational precision, safety compliance, and technical expertise are indispensable for maintaining productivity and minimizing operational risk. Consequently, employee performance has become a key determinant of organizational sustainability. In this regard, effective human resource management plays a central role in ensuring that employees possess the competencies, adaptability, and professional capabilities required to meet the evolving demands of the industry. Within this framework, talent management has emerged as a strategic approach that enables organizations to identify, develop, and retain individuals who are capable of contributing to long-term organizational performance and sustaining competitive advantage (Chen, Xu, & Yao, 2022; Jenke et al., 2022; Khatri, Munishi, & Pastory, 2022; Yura & Andryei, 2022).

The mining services industry represents a particularly complex organizational environment characterized by high operational risks, strict regulatory requirements, and rapid technological developments. These conditions create significant challenges for organizations, especially in developing economies, where operational demands frequently intersect with resource constraints and evolving regulatory frameworks. Therefore, companies operating in this sector must maintain a workforce that is not only technically competent but also adaptable and capable of responding to changing operational conditions. PT Yusrina Borneo Quantum (YBQ), a mining services company specializing in drilling and blasting operations, operates in this demanding industrial context. Established in 2007 and formally incorporated in 2016, the company provides technical services for mining, quarrying, and infrastructure development. Although PT YBQ has demonstrated a strong commitment to operational excellence and occupational safety, as reflected in its ISO 9001, ISO 14001, and ISO 45001 certifications, the development of human resources, particularly in relation to talent management, remains an area that requires more systematic and strategic attention (Jenke et al., 2022; Mocek, 2023; Wang & Sifamen, 2024; Yevtushenko, Tverdokhliebova, Ponomarenko, Zapolovskyi, & Yevtushenko, 2023).

In contemporary organizational studies, talent management is widely recognized as a critical mechanism for enhancing employee performance and strengthening organizational competitiveness. Talent management is generally conceptualized as an integrated set of strategic human resource practices, including competency-based recruitment, employee training and development, career planning, talent mapping, and succession planning. These practices are designed to ensure that organizations can cultivate and retain individuals with the competencies necessary to achieve sustainable performance improvement. Recent studies emphasize that talent management should be aligned with broader organizational strategies to create long-term value rather than merely functioning as an administrative activity. When implemented strategically, talent management can enhance employee performance, strengthen organizational adaptability, and improve resilience in uncertain and high-risk business environments (Chen et al., 2022; Khatri et al., 2022; Saxby, 2024; Yura & Andryei, 2022).

Despite its recognized importance, empirical evidence suggests that many organizations continue to encounter difficulties in effectively implementing talent management practices. Several studies indicate that talent management initiatives are often fragmented, reactive, and administrative in orientation, limiting their capacity to generate meaningful improvements in employee development and performance outcomes. Under such circumstances, employee performance tends to depend primarily on individual experience and managerial supervision rather than systematic and continuous competency development systems. This issue is particularly significant in mining service organizations, where sustained performance improvement relies heavily on ongoing skills development, knowledge transfer, and clearly defined career pathways that support both operational reliability and employee retention (Gichuki, 2023; Khatri et al., 2022; Saxby, 2024; Yura & Andryei, 2022).

Although previous studies have extensively examined the relationship between talent management and employee performance, several important research gaps persist. Much of the existing literature focuses on large corporations or relatively stable sectors, such as manufacturing and general services, providing limited insight into talent management practices within high-risk and technically demanding industries. Furthermore, empirical studies employing qualitative approaches to examine how talent management is implemented in organizational contexts remain relatively scarce. Consequently, there remains a limited understanding of how talent management functions in practice within mining service organizations, particularly in developing country contexts where institutional, operational, and managerial conditions may differ significantly from those examined in prior research (Chen et al., 2022; Jenke et al., 2022; Wang & Sifamen, 2024; Yura & Andryei, 2022).

Addressing these gaps, this study evaluates the effectiveness of talent management implementation and its influence on employee performance within a mining services company. By adopting a qualitative research approach and drawing on in-depth interviews with human resource practitioners, this study aims to provide a nuanced understanding of how talent management practices are implemented in organizational settings, the challenges encountered during their implementation, and the extent to which these practices contribute to employee performance outcomes. This study contributes to the growing body of literature on talent management by providing empirical insights from a high-risk industry context and highlighting the implications of administrative versus strategic approaches to talent management. From a practical perspective, the findings are expected to assist organizations operating in similar industrial environments in developing more integrated and sustainable talent management systems that can enhance employee performance and strengthen long-term organizational competitiveness (Chen et al., 2022; Gichuki, 2023; Khatri et al., 2022; Yura & Andryei, 2022).

The remainder of this paper is organized as follows. The following section reviews the relevant literature on talent management and employee performance. The research methodology is then presented, followed by a presentation and discussion of the research findings. Finally, the article concludes with key theoretical and practical implications and recommendations for future research (Chen et al., 2022; Jenke et al., 2022; Saxby, 2024; Yura & Andryei, 2022).

2. LITERATURE REVIEW

2.1 Talent Management

Talent management has been increasingly recognized as a strategic component of contemporary human resource management, particularly in organizations operating within complex and high-risk industries. In an increasingly competitive and uncertain business environment, organizations must not only attract qualified individuals but also develop and retain employees who possess the competencies required to sustain long-term organizational performance. Therefore, talent management functions as a systematic approach that enables organizations to identify, nurture, and deploy human capital in ways that align with organizational objectives and strategic priorities (Faeni et al., 2025).

From a conceptual perspective, talent management encompasses a range of integrated human resource practices designed to ensure that organizations possess individuals with the capabilities to achieve sustainable performance. These practices include competency-based recruitment, employee training and development, career management, talent mapping, and succession planning. When implemented effectively, such practices allow organizations to cultivate a workforce that is both technically competent and adaptable to changing organizational and environmental conditions (Chen et al., 2022; Khatri et al., 2022; Yura & Andryei, 2022).

Recent studies emphasize that talent management should not be viewed merely as an administrative function but as a strategic mechanism for strengthening organizational capability and competitiveness. Strategic talent management aligns human resource development initiatives with broader organizational goals, thereby enabling organizations to build internal capabilities that support innovation, operational reliability, and long-term sustainability. In high-risk sectors such as mining, the strategic management of talent is particularly important because operational performance depends heavily on employees' technical expertise, experience, and decision-making abilities (Jenke et al., 2022; Saxby, 2024).

Despite its growing importance, empirical research suggests that many organizations continue to encounter difficulties in effectively implementing talent management practices. In several cases, talent management initiatives remain fragmented and reactive, functioning primarily as administrative procedures rather than as integrated development systems. Such conditions limit the ability of talent management to support continuous employee development and organizational learning. Consequently, organizations may struggle to develop the internal competencies required to maintain sustainable performance in dynamic and uncertain environments (Gichuki, 2023; Khatri et al., 2022).

Furthermore, the implementation of talent management practices must consider the broader organizational context in which these practices are applied. In industries characterized by high operational risk, technological complexity, and strict regulatory requirements, talent management systems must be designed to support employee development and operational reliability. This requires organizations to adopt more systematic and strategic approaches to talent development, ensuring that employees are equipped with the competencies necessary to perform effectively in demanding operational environments (Wang & Sifamen, 2024; Yevtushenko et al., 2023).

2.2 Employee Performance

Employee performance represents one of the most critical indicators of organizational effectiveness and sustainability. In organizational studies, employee performance generally refers to the extent to which employees can perform their assigned tasks in accordance with organizational goals, operational standards, and expected performance outcomes. High levels of employee performance contribute directly to productivity, operational efficiency, and the overall competitiveness of organizations (Haryanto, Wibisono, & Catrayasa, 2025).

In high-risk industries, such as mining services, employee performance is particularly crucial because of the operational complexity and safety considerations inherent in such environments. Employees are required to demonstrate technical competence and maintain strict adherence to operational procedures and safety protocols. In this context, employee performance is closely linked to the ability of individuals to apply their knowledge, skills, and experience effectively to perform their duties under demanding operational conditions (Jenke et al., 2022; Mocek, 2023). Several factors influence employee performance in organizational contexts. These include individual competencies, work experience, leadership support, communication effectiveness, and the availability of organizational systems that facilitate learning and professional development. For example, effective communication within organizations has been shown to play an important role in improving employee performance by enhancing coordination, responsibility clarity, and organizational alignment (Prahaladaiah, Udayakumar, & Soni, 2023).

In addition to individual and managerial factors, organizational systems, such as training programs, career development pathways, and knowledge-sharing mechanisms, also play a significant role in shaping employee performance outcomes. Organizations that provide structured opportunities for employee development are generally better positioned to enhance workforce capability and maintain consistent performance levels over time. Conversely, when employee development systems are limited or poorly structured, performance improvements tend to rely more heavily on individual experience and managerial supervision rather than systematic competency development (Chen et al., 2022; Saxby, 2024).

Within technically demanding industries, sustained improvements in employee performance require continuous investment in human capital. This includes providing employees access to training opportunities, professional development initiatives, and organizational support systems that facilitate learning and skill enhancement. Such investments enable organizations to strengthen their workforce capabilities and ensure that employees can respond effectively to evolving operational demands (Khatri et al., 2022).

2.3 Relationship Between Talent Management and Employee Performance

The relationship between talent management and employee performance has received increasing attention in contemporary organizational studies. Talent management practices are widely considered important drivers of employee performance because they provide the structural mechanisms through which organizations develop and utilize human capital. By systematically identifying and developing employees with high potential, organizations can enhance both individual and organizational performance outcomes (Putra, Prihastini, & Putri, 2025).

Empirical studies suggest that organizations that implement well-structured talent management systems are more likely to experience improvements in employee performance and overall organizational effectiveness. Talent management practices, such as targeted training programs, structured career development, and succession planning, contribute to the development of employee competencies and professional growth. Consequently, employees are better equipped to perform their responsibilities effectively and contribute to organizational objectives (Chen et al., 2022; Yura & Andryei, 2022).

However, the effectiveness of talent management in improving employee performance largely depends on how these practices are implemented within an organization. When talent management initiatives are integrated into organizational strategies and supported by appropriate development systems, they can foster a culture of continuous learning and performance improvement. Conversely, when talent management is implemented in a fragmented or administrative manner, its impact on employee performance may be limited. In such cases, employee performance tends to depend more heavily on individual experience and managerial guidance than on structured talent development systems (Gichuki, 2023; Saxby, 2024).

These challenges are particularly evident in industries characterized by high operational complexity and technical demands, such as mining services. Organizations operating in such environments require talent management systems that support employee development, operational reliability, and safety performance. Therefore, understanding how talent management practices are implemented and how they influence employee performance is essential for developing more effective human resource strategies (Jenke et al., 2022; Wang & Sifamen, 2024).

Based on these considerations, this study examines the effectiveness of talent management implementation and its implications for employee performance in a mining services organization. By exploring talent management practices within the organizational context, this study seeks to provide deeper insights into how strategic human resource management can support sustainable employee performance in high-risk industrial environments.

2.4 Resource-Based View

The Resource-Based View (RBV) has emerged as a prominent theoretical framework in strategic management, emphasizing the role of internal organizational resources as key determinants of sustained competitive advantage. According to RBV, organizations achieve superior performance not merely through external market positioning but through the effective utilization of Valuable, Rare, Inimitable, and Non-Substitutable (VRIN) resources embedded within the organization. In this context, human capital is widely recognized as one of the most strategic resources, as it embodies knowledge, skills, experience, and capabilities that are difficult for competitors to replicate (Khatri et al., 2022; Yura and Andryei, 2022).

In contemporary organizational settings, particularly in high-risk and technically demanding industries such as mining services, the strategic management of human resources is becoming increasingly critical. Talent management, a structured approach to identifying, developing, and retaining high-potential employees, can be understood as a mechanism through which organizations operationalize the principles of RBV. By systematically developing employee competencies and aligning them with organizational objectives, talent management enables organizations to transform human capital into a source of sustained performance and resilience (Chen et al., 2022; Saxby, 2024).

From an RBV perspective, the effectiveness of talent management practices is not solely determined by their existence but by the extent to which they are implemented strategically and integrated into the organization's long-term development agenda. When talent management is treated merely as an administrative function, its potential to create value and enhance competitive advantages becomes significantly limited. Conversely, when organizations adopt a strategic approach to talent development through continuous training, structured career planning, and succession management, they are better positioned to strengthen employee capabilities and achieve sustainable performance outcomes (Astuti & Alam, 2025; Gichuki, 2023; Wang & Sifamen, 2024).

In the context of this study, RBV provides a relevant theoretical lens for understanding the relationship between the implementation of talent management and employee performance. The findings of this study suggest that the underutilization of structured talent management practices reflects a gap in the strategic management of human capital. Consequently, employee performance tends to rely more on individual experience and supervisory guidance rather than systematically developed competencies. This indicates that the organization has not yet fully leveraged its human resources as strategic assets, thereby limiting its potential to achieve sustained competitiveness.

2.5 Conceptual Framework

Based on the theoretical perspectives discussed in the previous sections, talent management can be understood as a strategic human resource management practice aimed at developing and utilizing employee potential to support sustainable organizational performance. Effective talent management enables organizations to identify individuals with high potential, develop their competencies, and align professional growth with organizational goals. Through systematic practices such as competency-based recruitment, training and development, talent mapping, career development, and succession planning, organizations can create structured pathways for employee growth and performance enhancement.

In organizational contexts characterized by high operational risk and technical complexity, such as the mining services industry, talent management becomes increasingly significant. Organizations operating in such environments require employees who possess technical competence and the ability to adapt to changing operational demands and safety requirements. Therefore, talent management practices are expected to play a crucial role in strengthening employees' capabilities and ensuring consistent performance outcomes. Previous studies have shown that effective talent management systems can enhance employee motivation, professional development, and organizational commitment, which ultimately contribute to improved employee performance and organizational competitiveness (Chen et al., 2022; Khatri et al., 2022; Yura & Andryei, 2022).

However, the effectiveness of talent management practices depends largely on their implementation within an organization. When talent management is implemented strategically and integrated with organizational objectives, it fosters a culture of continuous learning and professional development. Conversely, when talent management practices remain fragmented or administrative, their contribution to employee development and performance improvement may become limited. Under such circumstances, employee performance may depend more heavily on individual experience and managerial supervision than on structured development systems (Gichuki, 2023; Saxby, 2024).

In the mining services sector, where operational reliability and safety performance are critical, developing structured talent management systems is particularly important. By implementing systematic talent development practices, organizations can strengthen workforce competency, improve operational effectiveness, and support long-term organizational sustainability. Consequently, understanding how talent management practices are implemented and how they influence employee performance is essential for developing more effective human resource strategies in high-risk industrial environments (Jenke et al., 2022; Wang & Sifamen, 2024).

Based on these theoretical considerations, this study proposes that the effectiveness of talent management influences employee performance within the organizational context. Systematically implemented talent management practices aligned with organizational strategy are expected to enhance employee competencies, support professional development, and ultimately improve employee performance outcomes.

2.6 Research Model

The conceptual relationship examined in this study focuses on how the implementation of talent management practices contributes to employee performance within an organization. Talent management is represented by five key practices identified in the literature, such as competency-based recruitment, training and development, talent mapping, career development, and succession planning. These practices collectively represent an organization's strategic efforts to develop and manage human capital.

In contrast, employee performance reflects the extent to which employees can carry out their responsibilities effectively in accordance with organizational standards and objectives. In this study, employee performance is influenced by the availability of structured development systems that enable employees to enhance their competencies and professional capabilities. Therefore, the conceptual relationship between the variables examined in this study can be illustrated in Figure 1.

Figure 1. Conceptual framework of talent management and employee performance

This conceptual model highlights that the effectiveness of talent management practices is expected to influence employee performance by strengthening their competencies and supporting continuous professional development. Through this framework, this study seeks to explore how talent management is implemented in practice within a mining services organization and how these practices contribute to employee performance outcomes.

3. METHODOLOGY

This study adopts a qualitative research approach to examine the effectiveness of talent management implementation and its influence on employee performance in the banking sector. A qualitative design is considered appropriate because this study seeks to develop an in-depth understanding of the organizational practices, experiences, and meanings associated with talent management rather than test hypotheses or quantify relationships. In line with Mark Saunders' perspective, qualitative research enables the exploration of complex social phenomena within their real-life contexts and provides rich contextual insights that may not be captured through quantitative approaches (Lamba, Van Tonder, & Raghavan, 2022; Naeem, Ozuem, Howell, & Ranfagni, 2023; Ozuem, Willis, & Howell, 2022; Saunders et al., 2023).

This research was conducted at PT Yusrina Borneo Quantum, a mining services company in Indonesia that specializes in drilling and blasting operations. The company operates in a high-risk and technically demanding environment, where human resource management, particularly talent management, plays a critical role in sustaining employee performance. This context provides a relevant and meaningful setting for examining how talent management practices are implemented and how they influence employee performance in practice (Prahaladaiah et al., 2023; Ruslan, Ismail, & Hanafiah, 2022; Vanderloo et al., 2025).

The primary data for this study were obtained through in-depth semi-structured interviews. A purposive sampling technique was employed to select key informants who possessed comprehensive knowledge of the organization's talent management practices. Four informants were involved in this study, consisting of individuals within the human resources function and related operational roles. These informants were selected because of their strategic involvement in designing, implementing, and evaluating talent management initiatives within the organization. Data collection was conducted iteratively, and the interviews continued until data saturation was achieved, indicating that no new significant information or themes emerged from the additional data (Lamba et al., 2022; Naeem et al., 2023; Ruslan et al., 2022; Tumiran, 2025).

Data collection was carried out using semi-structured interview guidelines, allowing the researcher to maintain alignment with the research objectives while providing flexibility for the informants to elaborate on their experiences and perspectives. The interview questions were developed based on five key indicators of talent management effectiveness identified in the literature: competency-based recruitment, training and development, talent mapping, career development, and succession planning. This approach enabled a systematic exploration of how these practices are implemented and how they contribute to employee performance (Fuchs, 2023; Goyanes, Lopezosa, & Jordá, 2025; McManus, Basini, & O'Driscoll, 2025; Nguyen-Trung, 2025).

The collected data were analyzed using thematic analysis following a structured and iterative process. The analysis began with data familiarization through repeated reading of the interview transcripts, followed by initial coding to identify meaningful data segments. These codes were organized into broader themes aligned with the key dimensions of talent management. Finally, the themes were reviewed, refined, and interpreted to generate insights linking empirical findings with existing theoretical perspectives. This analytical process enhances the transparency and rigor of the study, ensuring that the findings are grounded in systematically analyzed data (Cevik, Abu-Zidan, & Cevik, 2025; Farrugia, Oxburgh, & Gabbert, 2024; Lindberg, Palmér, & Hörberg, 2024).

Despite its strengths, this study has certain limitations. First, the relatively small number of informants and focus on a single organizational context may limit the generalizability of the findings. However, this focused approach allows for a deeper and more nuanced understanding of talent management practices in a specific organizational setting. Compared to large-scale quantitative studies, this qualitative design provides richer insights into how and why talent management practices may succeed or encounter challenges in influencing employee performance, particularly in high-risk industries (Stamere et al., 2026; Ullah, Elshamy, & Usmani, 2023; Yanto, 2023).

4. RESULTS AND DISCUSSION

The findings of this qualitative study demonstrate that the implementation of talent management at PT Yusrina Borneo Quantum remains limited and has not yet reached a strategic level. Based on the five key indicators of talent management effectiveness competency-based recruitment, training and development, career development, talent mapping, and succession planning–most practices are implemented inconsistently and are typically activated only in response to immediate organizational needs, such as workforce expansion or internal restructuring. This pattern suggests that talent management is largely perceived as an administrative function rather than a long-term strategic mechanism aimed at enhancing employee performance and organizational capability. As one informant noted, "*Talent management activities are usually carried out only when there is an urgent need, not as a continuous program*" (Informant 1). Such an administrative orientation limits an organization's ability to leverage talent management as a driver of sustainable human resource development and long-term performance outcomes (Balbastre-Benavent, Duque-Oliva, & Canet-Giner, 2024). This condition reflects the underutilization of human capital as a strategic resource, as emphasized in the Resource-Based View (RBV), where organizational performance depends on the effective management of valuable and rare internal resources.

A notable finding of this study is the absence of structured and continuous training programs and the lack of clearly defined career development pathways. This condition contributes to the stagnation of employee performance over time. Employees tend to perform their tasks in accordance with established standard operating procedures, which ensures operational consistency but provides limited opportunities for competency development beyond their routine responsibilities. An informant emphasized this issue by stating, "*There is no regular training schedule; training is only provided when there is a specific project requirement*" (Informant 2). Consequently, talent management does not function as a catalyst for continuous performance improvement, and employee performance remains stable without significant advancement. This finding aligns with prior research highlighting the importance of structured training and career development systems in enhancing productivity and sustaining employee performance, particularly in technically demanding industries (Chen et al., 2022; Khatri et al., 2022; Saxby, 2024; Yura & Andryei, 2022). This may be attributed to the organization's short-term operational focus, where immediate project demands are prioritized over the long-term employee development.

The results further indicate that employee performance is influenced more strongly by supervisory direction and accumulated work experience than by formal talent development systems. While supervisory guidance plays a critical role in maintaining operational standards and ensuring compliance with technical procedures, reliance on this approach alone may limit employees' motivation and their opportunities to develop new competencies. As reflected in the interview data, "*Most employees learn directly from their supervisors rather than through formal training programs*" (Informant 3). The absence of systematic training initiatives and structured development programs restricts professional growth, resulting in performance outcomes that are reliable but largely incremental in nature. This suggests that operational effectiveness derived from experience and supervision does not necessarily translate into sustained performance improvement in the absence of strategic talent development mechanisms (Chen et al., 2022; Khatri et al., 2022; Saxby, 2024; Yura & Andryei, 2022). This indicates that the organization relies more on experiential learning than on structured capability development, which may limit the creation of sustainable competitive advantages.

Another important finding of this study is the organization's strong emphasis on operational performance and occupational safety and health, compared to talent development initiatives. In the mining services industry, where operational risks are inherently high, prioritizing safety is necessary and justified. However, the findings indicate that this focus may inadvertently overshadow systematic employee development. One informant stated, "*The company places greater emphasis on safety programs than on employee development initiatives*" (Informant 4). This imbalance suggests that while safety management systems are well established and institutionalized, talent management has not yet been fully integrated into the organization's broader human-resource strategy. Consequently, organizations may face limitations in fostering long-term employee growth and sustaining performance improvement (Balbastre-Benavent et al., 2024; Jenke et al., 2022; Wang & Sifamen, 2024). This finding reveals a paradox in which an organization demonstrates excellence in safety management while simultaneously lacking strategic talent development.

In addition to what was found, the study also revealed what was not sufficiently evident in the organization. Formal talent mapping and succession planning mechanisms were largely absent, and there was limited evidence of systematic efforts to identify high-potential employees and prepare them for future strategic roles. This absence suggests that talent management is not yet utilized as a proactive tool for organizational sustainability but rather as a reactive response to short-term workforce needs. Consequently, employee performance development remains fragmented, and motivation may decline due to unclear career direction and limited advancement opportunities.

Overall, these findings indicate that talent management at PT Yusrina Borneo Quantum has not been implemented as a comprehensive and sustainable human resource development strategy. Instead, it is applied mainly in response to immediate organizational demands, limiting its capacity to support long-term employee performance and organizational resilience. While the findings are grounded in a single organizational context, they offer insights that may be relevant to other mining services companies operating in high-risk and technically demanding environments, where operational priorities often overshadow long-term talent development.

These results highlight that organizational success is not determined solely by technical expertise, safety compliance, or standardized procedures but also by the organization's ability to manage and develop employee potential in a structured and sustainable manner. Implementing a more systematic talent management approach, such as regular training programs, comprehensive talent mapping, succession planning, and transparent career development pathways, has the potential to enhance employee performance and strengthen organizational competitiveness in the highly competitive mining services sector. Nevertheless, the generalizability of these findings remains limited because of the qualitative and context-specific nature of the study. Further research across multiple organizations and industry settings is therefore needed to validate these findings and deepen the understanding of how strategic talent management can support sustainable performance in high-risk industries (Balbastre-Benavent et al., 2024; Chen et al., 2022; Khatri et al., 2022; Yura & Andryei, 2022).

5. CONCLUSIONS

5.1 Conclusion

This study aimed to evaluate the effectiveness of talent management implementation and its influence on employee performance at PT Yusrina Borneo Quantum, a mining services company in a high-risk and technically demanding industry. The findings indicate that talent management practices within the organization have not yet been implemented systematically and strategically. Instead, these practices tend to be applied inconsistently and reactively, particularly in response to short-term operational needs, such as workforce restructuring or adjustments in labor requirements.

The absence of a structured talent management framework limits an organization's ability to develop employee competencies sustainably and strategically. Consequently, improvements in employee performance tend to depend more on individual initiative, accumulated work experience, and supervisory guidance rather than on formalized development mechanisms such as structured training programs, career planning systems, and talent development initiatives.

Within the mining services industry, where operational reliability, safety compliance, and technical competence are critical, the lack of a comprehensive talent management system may hinder an organization's capacity to fully optimize employee potential and sustain long-term organizational competitiveness. These findings highlight the importance of integrating talent management into broader human resource management strategies to strengthen employee performance and support sustainable organizational development.

5.2 Research Limitations

Despite providing valuable insights into the implementation of talent management practices, this study has some limitations that should be acknowledged. First, the research was conducted within a single organizational setting, which may limit the generalizability of the findings to other organizations in different industries or institutional contexts. Organizational structures, managerial practices, and human resource policies may vary significantly across companies, potentially influencing the effectiveness of talent management. Second, the study relied primarily on qualitative data obtained through interviews with a limited number of participants. Although this approach enabled an in-depth exploration of organizational practices and managerial perspectives, the limited number of participants may have restricted the diversity of viewpoints captured in the analysis. These limitations suggest that the findings should be interpreted within the specific organizational context examined in this study and should not be generalized without careful consideration of the contextual differences.

5.3 Suggestions and Directions for Future Research

Based on the findings of this study, several practical and research-oriented recommendations are proposed. From a managerial perspective, organizations operating in high-risk and technically demanding industries are encouraged to develop structured, integrated, and sustainable talent management systems. Such systems should emphasize systematic talent identification, regular competency development programs, transparent career development pathways, and succession planning mechanisms that align employee development with organizational strategic objectives.

For future research, scholars are encouraged to expand the scope of investigation by involving multiple organizations or industries to obtain a broader understanding of how talent management practices influence employee performance across different organizational contexts. Future studies should incorporate more diverse data sources, such as organizational documents, performance records, and observational data, to enrich the empirical analysis.

In addition, the application of mixed-method approaches that combine qualitative and quantitative research designs may provide a more comprehensive understanding of the relationship between talent management practices and employee performance. Such approaches can strengthen empirical evidence and contribute to the development of more robust human resource management strategies in high-risk and technologically demanding industries.

AUTHOR CONTRIBUTIONS

HAH contributed to the conceptualization, research design, data collection, and manuscript drafting, including the analysis of interview data and thematic interpretation. ASD assisted in the supervision, validation, methodology development, and the writing review and editing of the manuscript, ensuring theoretical consistency and methodological rigor. Both authors read and approved the final manuscript.

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