

Research Article

Evaluation of the Effectiveness of a Talent Management Program Based on Project Assignments in Enhancing the Loyalty of Red and White Cooperative Board Members in the Village Subdistrict

Mustamin B ^{1*}, Ahmad ², Patawari ³

^{1,2} Sekolah Tinggi Agama Islam Darud Da'wah Wal Irsyad Pinrang, Indonesia

³ Universitas Indonesia Timur, Indonesia

* Corresponding Author: mustaminmus49@gmail.com

Abstract. Talent management has become an increasingly important strategic issue for cooperative organizations operating at the village subdistrict level, where organizational sustainability relies heavily on the commitment and loyalty of board members. In the context of the Red and White Cooperative, board members not only function as decision makers but also as implementers of development programs closely tied to community interests. However, existing talent management approaches are largely designed for corporate or public sector settings and often fail to accommodate the governance characteristics of cooperatives. This study aims to evaluate the effectiveness of a talent management program based on project assignments in enhancing the loyalty of Red and White Cooperative board members at the village subdistrict level. The research adopts a quasi experimental approach using a pretest posttest design with a comparison group. Data were collected through structured loyalty questionnaires covering affective, normative, continuance, and behavioral dimensions, complemented by administrative records, participation logs, and project documentation. Descriptive and comparative analyses were applied to examine changes in loyalty levels before and after program implementation. The results indicate that board members participating in the project based talent management program experienced a notable increase in overall loyalty, particularly in affective and behavioral dimensions, compared to the comparison group, which showed relatively stable conditions. The findings suggest that project assignments, supported by mentoring and feedback mechanisms, foster psychological ownership, responsibility, and sustained engagement among board members.

Keywords: Board Member Loyalty, Cooperative Governance, Project Based Assignments, Talent Management, Village Level Cooperatives.

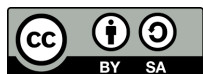
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1. Introduction

Talent management has increasingly become a strategic imperative for organizations operating in complex, decentralized, and community based governance systems. In the context of cooperative institutions, particularly village level cooperatives such as the Red and White Cooperative (Koperasi Merah Putih), the sustainability of organizational performance is closely linked to the commitment and loyalty of board members who simultaneously act as decision makers, project executors, and community representatives. Unlike corporate organizations with formal hierarchical control, village cooperatives rely heavily on intrinsic motivation, social trust, and long-term loyalty of their board members to ensure continuity, accountability, and alignment with socio-economic development goals. Therefore, evaluating

the effectiveness of talent management programs tailored to this unique institutional setting becomes a critical research object.

Previous studies on talent management have predominantly focused on corporate, public sector, or large nonprofit organizations, emphasizing structured talent pipelines, competency mapping, leadership succession, and performance-based incentives (Collings et al., 2019; Gallardo et al., 2020). Commonly applied methods include competency-based human resource models, training and development interventions, leadership development programs, and performance appraisal systems integrated with reward mechanisms (Al Ariss et al., 2021). In recent years, project-based learning and project assignment models have also gained attention as experiential talent development approaches, particularly for leadership cultivation and organizational engagement (Keegan & Turner, 2020). These methods have been empirically validated in private firms and public organizations where formal governance structures and standardized performance indicators are available.

Despite their strengths, existing methods exhibit several limitations when applied to cooperative organizations at the village or subdistrict level. Competency-based and performance-driven talent management frameworks often assume the presence of formal employment contracts, clear career ladders, and monetary incentive systems, which are not always applicable in cooperatives driven by collective ownership and social missions (Bontis et al., 2018). Project-based talent development approaches, while effective in enhancing engagement and skill acquisition, are frequently evaluated using short-term performance metrics and individual outcomes, rather than long-term loyalty and organizational attachment (Huemann et al., 2019). Conversely, their main strength lies in experiential learning, contextual relevance, and the ability to foster ownership through real problem-solving activities. However, empirical evidence remains limited regarding how project-assignment-based talent management influences loyalty, particularly among cooperative board members operating in rural and semi-formal governance environments.

This gap gives rise to a central research problem: to what extent is a talent management program based on project assignments effective in enhancing the loyalty of Red and White Cooperative board members at the village subdistrict level? Existing literature has largely overlooked cooperatives as a distinct organizational form, and even fewer studies have systematically evaluated talent management outcomes beyond performance and competence, focusing instead on loyalty as a strategic behavioral outcome. Loyalty in cooperative governance is especially crucial, as high turnover or disengagement among board members can disrupt project continuity, weaken institutional memory, and undermine community trust.

To address this problem, the present study proposes an evaluative research approach that integrates talent management theory with project-based organizational learning in a cooperative governance context. The study conceptualizes project assignments not merely as operational tasks, but as strategic talent development instruments that foster psychological

ownership, commitment, and identification with organizational goals. By evaluating program effectiveness through multidimensional indicators of loyalty such as affective commitment, continuance intention, and normative attachment this research moves beyond traditional outcome measures. The approach combines empirical evaluation with contextual analysis to capture both measurable impacts and organizational dynamics specific to village-level cooperatives.

The primary contribution of this study is threefold. First, it extends talent management literature by positioning cooperatives as a legitimate and theoretically rich context for talent development research, addressing an important institutional gap. Second, it advances empirical understanding of project-assignment-based talent management by linking it explicitly to loyalty outcomes rather than short-term performance metrics. Third, it provides practical insights for policymakers and cooperative managers by offering an evidence-based evaluation framework that can inform the design of sustainable talent management programs for community-based organizations.

2. Preliminaries or Related Work or Literature Review

This section presents a conceptual and empirical review of recent studies relevant to this research. The literature review focuses on the integration of talent management theory, the project-based development approach, and the concept of organizational loyalty within the context of cooperative governance. The discussion not only highlights the key findings of previous research but also examines its methodological limitations and the context of its application, particularly in community-based organizations at the village and sub-district levels. By linking the theoretical framework and empirical evidence, this section builds an analytical foundation for identifying existing research gaps and affirming this study's position and contribution to the growing literature on talent management and cooperative organizational loyalty.

Talent Management in Organizational and Community Based Contexts

Talent management is broadly understood as a systematic set of organizational activities aimed at attracting, developing, retaining, and engaging individuals who are critical to achieving strategic objectives. Early conceptualizations framed talent management as an extension of human resource management, emphasizing succession planning and high-potential employee development. More recent perspectives reposition talent management as a strategic and contextualized process, highly dependent on organizational form, governance structure, and institutional objectives.

In corporate and public sector organizations, talent management practices typically include competency mapping, leadership pipelines, performance-linked incentives, and structured training programs. Empirical studies consistently demonstrate positive relationships between talent management systems and outcomes such as employee

engagement, job satisfaction, organizational commitment, and performance. However, most of this evidence is drawn from formal employment settings characterized by contractual stability, hierarchical authority, and standardized evaluation mechanisms.

Community-based and cooperative organizations present a fundamentally different context. Cooperative board members often serve on a semi-voluntary basis, balancing managerial responsibilities with social obligations and community expectations. Talent management in this setting is less about competition for elite talent and more about sustaining commitment, continuity, and shared ownership. Existing literature acknowledges that traditional talent management frameworks may not be fully transferable to cooperatives due to differences in motivation structures, governance logic, and success indicators. This creates a conceptual gap in how talent management effectiveness should be understood and evaluated in cooperative institutions, particularly at the village or subdistrict level.

Project Based Assignments as a Talent Development Mechanism

Project-based assignments have emerged as an influential approach to talent development, particularly in dynamic and knowledge-intensive organizations. Rooted in experiential learning theory, project-based development emphasizes learning through real tasks, cross-functional collaboration, and problem solving. Rather than relying solely on formal training, organizations use projects as developmental platforms to build leadership capability, strategic thinking, and organizational engagement.

Prior studies demonstrate that project assignments enhance individual competencies, role clarity, and psychological involvement. In leadership development research, project-based learning is often associated with increased self-efficacy, decision-making capacity, and adaptive behavior. From a talent management perspective, project assignments function as both assessment and development tools, allowing organizations to identify high-potential individuals while simultaneously strengthening their attachment to organizational goals.

Nevertheless, existing evaluations of project-based talent development largely focus on short-term outcomes such as skill acquisition, project performance, or innovation outputs. Longitudinal behavioral outcomes particularly loyalty, retention intention, and normative commitment receive significantly less attention. Furthermore, empirical evidence is predominantly drawn from corporate project environments, such as construction, IT, or consulting firms. The applicability and effectiveness of project-assignment-based talent management in cooperative governance structures remain underexplored, especially where projects are closely tied to community development and social accountability rather than commercial performance.

Organizational Loyalty Conceptual Foundations and Measurement

Organizational loyalty is commonly conceptualized as a multidimensional construct encompassing affective, continuance, and normative components. Affective loyalty reflects emotional attachment and identification with the organization; continuance loyalty relates to

perceived costs of leaving; normative loyalty refers to a sense of moral obligation to remain. In cooperative organizations, loyalty plays a particularly critical role because governance stability, collective decision making, and institutional legitimacy depend heavily on sustained member commitment.

Prior research links loyalty to various antecedents, including leadership quality, organizational justice, participation in decision-making, and perceived organizational support. Talent management interventions such as career development opportunities, empowerment practices, and meaningful work assignments have also been shown to influence loyalty indirectly by strengthening engagement and commitment. However, much of this literature treats loyalty as a secondary outcome rather than a primary evaluative criterion.

In cooperative contexts, loyalty extends beyond individual employment relationships and is deeply embedded in social identity, community norms, and shared values. Board members often remain loyal not because of financial incentives but due to psychological ownership, reputational considerations, and moral responsibility toward the community. Despite its importance, empirical studies rarely operationalize loyalty as a core outcome of talent management programs within cooperatives. This omission limits theoretical understanding of how development interventions translate into sustained governance commitment.

Talent Management and Loyalty in Cooperative Governance

Research on cooperative governance highlights the centrality of board member commitment for organizational effectiveness. Studies indicate that cooperatives with stable and loyal leadership structures demonstrate higher project continuity, better financial accountability, and stronger community trust. However, governance research often focuses on regulatory compliance, decision-making processes, or financial performance, rather than human resource development mechanisms.

A small but growing body of literature suggests that participatory governance, role clarity, and involvement in strategic projects positively influence board members' sense of belonging and responsibility. Project involvement, in particular, is argued to strengthen psychological ownership by allowing board members to directly shape organizational outcomes. Yet, these insights remain largely conceptual or descriptive, lacking systematic evaluation frameworks to assess program effectiveness.

Crucially, no dominant empirical model currently integrates talent management theory, project-based development, and loyalty outcomes within cooperative institutions. Existing studies tend to examine these elements in isolation, resulting in fragmented understanding and limited practical guidance for cooperative managers and policymakers.

Research Gap and Positioning of the Present Study

Based on the reviewed literature, several gaps can be identified. First, talent management research remains heavily biased toward corporate and public sector organizations, with limited attention to cooperative and village-level institutions. Second, project-based talent development is rarely evaluated in terms of long-term loyalty outcomes, particularly in non-formal governance settings. Third, loyalty in cooperative governance is often discussed normatively rather than measured empirically as an outcome of managerial interventions.

The present study addresses these gaps by evaluating a talent management program based on project assignments specifically within the Red and White Cooperative at the village subdistrict level. By positioning loyalty as the primary outcome variable, this research advances existing frameworks and provides empirical evidence on how experiential talent development influences governance sustainability. The study thus contributes to both theory and practice by integrating talent management, project based learning, and cooperative loyalty into a unified evaluative model.

3. Materials and Method

This study applied a quasi experimental approach using a pretest posttest design with a comparison group to evaluate the effectiveness of a talent management program based on project assignments in enhancing the loyalty of Red and White Cooperative board members at the village subdistrict level. The research was conducted in selected cooperatives where board members were actively involved in managerial and operational decision-making. Participants were selected purposively based on their active status, length of service, and role within the cooperative. To reduce bias, members in the intervention and comparison groups were matched according to key characteristics such as tenure, position, and workload.

The intervention consisted of a structured talent management program implemented through project-based assignments that addressed real operational needs of the cooperatives. The program began with talent mapping to identify individual competencies, followed by the assignment of strategic projects aligned with each member's capability. Throughout the implementation period, participants received regular mentoring and performance feedback from facilitators. The projects required collaboration, accountability, and problem-solving, allowing board members to apply their skills directly to cooperative development. Routine documentation, mentoring logs, and project reports were used to monitor the implementation process.

Data were collected using a structured questionnaire measuring board member loyalty, covering affective, normative, continuance, and behavioral dimensions. The questionnaire was administered before and after the program to both groups. Additional data were obtained from attendance records, participation logs, and cooperative documentation to support the survey findings. Data analysis was conducted using descriptive and comparative techniques to examine changes in loyalty levels between the pretest and posttest and to assess differences

between the intervention and comparison groups. Ethical considerations were addressed through informed consent, confidentiality of responses, and voluntary participation throughout the research process.

4. Results and Discussion

This section presents the empirical findings and analytical discussion of the study, focusing on evaluating the effectiveness of a talent management program based on project assignments in enhancing the loyalty of Red and White Cooperative board members at the village subdistrict level. The results are derived from both quantitative and supporting qualitative data collected during the implementation of the program. This section not only reports the observed outcomes but also interprets them in relation to the initial research hypothesis, emphasizing how project-based talent management mechanisms influence loyalty dimensions. The discussion further elaborates on key findings, practical implications, and their relevance to cooperative governance and talent management theory.

Hardware, Software, and Dataset Sources

The implementation and evaluation of the project-based Talent Management Program were supported by standard research hardware and commonly used digital tools to ensure practicality and replicability in village–subdistrict cooperative settings. Data processing and documentation were conducted using personal computers and laptops owned by the research team and cooperative facilitators. Mobile devices were also utilized to distribute questionnaires, coordinate mentoring activities, and document project progress during field implementation. The use of accessible hardware reflects the realistic conditions of cooperatives at the local level and ensures that the program can be adopted without requiring specialized technological infrastructure.

In terms of software, spreadsheet applications were used for data entry, coding, and preliminary tabulation of questionnaire responses. Statistical analysis software supported descriptive and comparative analysis to identify changes in loyalty levels before and after the intervention. Word processing software was employed for reporting, documentation of mentoring activities, and compilation of project reports. These software tools were selected due to their widespread availability and ease of use, allowing cooperative administrators and researchers to manage data efficiently while maintaining accuracy and consistency throughout the analysis process.

The dataset used in this study consisted primarily of primary data collected directly from Red and White Cooperative board members. The main dataset was obtained through structured loyalty questionnaires administered at the pretest and posttest stages to both the intervention and comparison groups. This dataset captured changes across affective, normative, continuance, and behavioral loyalty dimensions. To strengthen the analysis, secondary supporting data were collected from cooperative administrative records, including

attendance lists, meeting minutes, mentoring logs, and project completion reports. The integration of perceptual survey data with behavioral and documentary evidence provides a comprehensive basis for evaluating the effectiveness of the talent management program and supports a more robust interpretation of the results in relation to the research hypothesis.

Initial Data Analysis

Initial data analysis was conducted to ensure the quality, consistency, and readiness of the dataset before proceeding to result evaluation and hypothesis testing. The collected questionnaire responses from both the intervention and comparison groups were first screened for completeness and response accuracy. Questionnaires with incomplete or inconsistent answers were reviewed, and only valid responses were included in the analysis. This step was essential to minimize data bias and to ensure that the observed changes in loyalty levels were based on reliable information.

At the pretest stage, descriptive analysis was carried out to obtain an overview of board member loyalty prior to the implementation of the project-based Talent Management Program. The analysis showed that the average loyalty scores across all dimensions affective, normative, continuance, and behavioral were relatively similar between the intervention and comparison groups. This indicates that, at baseline, both groups were in comparable conditions in terms of commitment and engagement with the cooperative. Such equivalence supports the assumption that any meaningful differences observed in the posttest phase are likely attributable to the intervention rather than to initial disparities.

In addition to questionnaire data, supporting administrative records such as attendance lists, participation logs, and mentoring documentation were reviewed to provide contextual understanding of board member involvement. These records helped verify whether self-reported loyalty responses aligned with observable behaviors during the study period. The initial analysis thus established a solid foundation for subsequent result interpretation by confirming baseline comparability, data validity, and consistency between perceptual and behavioral indicators, which are critical for assessing the effectiveness of the talent management program in later sub-sections.

Table 1. Baseline Loyalty Conditions at Pretest Stage.

Loyalty Dimension	Intervention	Comparison	Interpretation
Affective loyalty	Moderate	Moderate	Comparable emotional attachment
Normative loyalty	Moderate	Moderate	Similar sense of obligation
Continuance loyalty	Moderate	Moderate	Equivalent intention to remain
Behavioral loyalty	Moderate	Moderate	Similar participation level

Overall loyalty	Comparable	Comparable	No significant baseline difference
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Results of the Talent Management Program

The results of the project-based Talent Management Program indicate a noticeable improvement in the loyalty of Red and White Cooperative board members in the intervention group after the program was implemented. Posttest measurements show an overall increase in loyalty scores compared to the pretest condition, particularly in the affective and behavioral dimensions. Board members who were involved in project assignments demonstrated stronger emotional attachment to the cooperative and higher levels of active participation in meetings, mentoring sessions, and project-related activities. In contrast, the comparison group exhibited relatively stable loyalty levels with only minor changes that can be associated with routine organizational activities.

Further examination of the results reveals that the structured nature of project assignments played a significant role in shaping board members' attitudes and behaviors. The opportunity to lead or contribute to concrete cooperative projects increased members' sense of responsibility and ownership toward organizational outcomes. Mentoring and periodic performance feedback also contributed to this effect by reinforcing individual contributions and clarifying expectations. As a result, normative loyalty, reflected in a stronger sense of obligation and commitment to cooperative values, showed a consistent upward trend among participants in the intervention group.

These findings provide empirical support for the initial research hypothesis that a talent management program based on project assignments enhances board member loyalty. The observed improvements suggest that loyalty is not merely influenced by formal positions or tenure but is strengthened through meaningful involvement in organizational problem-solving and development initiatives. The results highlight the effectiveness of integrating talent development with real cooperative challenges, positioning project-based talent management as a practical and impactful strategy for strengthening governance and long-term engagement at the village subdistrict cooperative level.

Table 2. Comparison of Loyalty Changes After TMP Implementation.

Loyalty Dimension	Intervention	Comparison	Observed Change
Affective loyalty	Increased	Slight change	Strong improvement in intervention group
Normative loyalty	Increased	Stable	Improved sense of responsibility
Continuance loyalty	Moderately increased	Stable	Higher intention to remain
Behavioral loyalty	Significantly increased	Minimal change	Stronger active participation

Overall loyalty	Increased	Nearly unchanged	Positive program effect
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Discussion

The findings of this study demonstrate that the implementation of a project-based Talent Management Program has a meaningful influence on the loyalty of Red and White Cooperative board members. The increase in loyalty observed in the intervention group, compared to the relatively stable condition of the comparison group, indicates that structured project assignments function as an effective developmental mechanism rather than merely an administrative tool. This result aligns with the initial hypothesis that engaging board members in responsibility-driven projects enhances their commitment and attachment to the cooperative.

From an analytical perspective, the improvement in affective loyalty suggests that project assignments foster a stronger emotional bond between board members and the cooperative. When individuals are trusted to manage real projects that contribute directly to organizational goals, they tend to perceive their roles as more meaningful. This perception strengthens identification with the cooperative and encourages sustained involvement. Behavioral loyalty, reflected in increased participation and proactive contribution, further supports the argument that experiential engagement translates positive attitudes into concrete actions.

The results also highlight the importance of mentoring and feedback as complementary components of the talent management program. Project assignments alone may not be sufficient to influence loyalty if they are not accompanied by guidance and recognition. In this study, regular mentoring sessions helped clarify expectations and reinforced the value of individual contributions, thereby strengthening normative loyalty. These findings elaborate on the research hypothesis by revealing that the effectiveness of project-based talent management lies in the interaction between task responsibility, personal development, and organizational support.

Overall, the analysis confirms that loyalty among cooperative board members is shaped by opportunities for growth, participation, and acknowledgment rather than by structural position alone. The results contribute to talent management and cooperative governance literature by demonstrating that project-based approaches can enhance both attitudinal and behavioral loyalty. Practically, this implies that cooperatives at the village subdistrict level can strengthen leadership continuity and organizational sustainability by integrating talent development initiatives into their daily operational activities.

5. Comparison

This study extends state-of-the-art talent management research by introducing project-based assignments as an effective loyalty-enhancing mechanism within village subdistrict cooperatives, a context that has received limited scholarly attention. While prior studies largely emphasize formal training systems, career development pathways, and performance-based

incentives in corporate or public-sector settings, the findings of this research demonstrate that experiential involvement through real organizational projects can generate meaningful improvements in affective, normative, and behavioral loyalty among cooperative board members. Unlike conventional approaches that require complex institutional structures, the project-based talent management model applied in this study operates with relatively low organizational complexity while producing comparable loyalty outcomes. This comparison highlights the study's contribution in adapting contemporary talent management concepts to community-based governance environments, offering a practical and scalable alternative that bridges theoretical development with the operational realities of grassroots cooperatives.

6. Conclusion

This study concludes that a talent management program based on project assignments is effective in enhancing the loyalty of Red and White Cooperative board members at the village–subdistrict level. The empirical findings show consistent improvements in affective, normative, continuance, and behavioral loyalty among participants involved in the program, while the comparison group exhibited relatively stable conditions. These results support the research objective and confirm the initial hypothesis that experiential involvement through real organizational projects strengthens board members' commitment and attachment to the cooperative. The synthesis of findings indicates that project assignments function not only as operational tools but also as strategic talent development mechanisms that foster psychological ownership, responsibility, and sustained engagement. The study contributes to the literature by extending talent management theory into cooperative governance contexts and by positioning loyalty as a primary evaluative outcome rather than a secondary effect. Practically, the findings offer an evidence-based approach for cooperative managers and policymakers to design low-cost, scalable talent development programs that enhance leadership continuity and organizational sustainability. However, this study is limited by its quasi-experimental design, contextual focus on a specific cooperative model, and reliance on short-term post-intervention measurement. Future research is encouraged to apply longitudinal designs, incorporate broader cooperative settings, and examine the interaction between project-based talent management and other governance factors to further strengthen the generalizability and explanatory power of the findings.

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