

Analysis of Talent Management Implementation, Employee Productivity, and Retention in the Garment Industry in Gunungsitoli City

Kasih Sulastri Zebua^{1,*}, Prihatin Lumbanraja², Nisrul Irawati³

^a Master of Management, University of North Sumatra, Medan, Indonesia

¹ kasihsulastristudents.usu.ac.id; ² prihatin@usu.ac.id; ³ nisrul@usu.ac.id

* corresponding author

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ABSTRACT

This study aims to examine the implementation of talent management as a strategy to improve employee productivity and retention in the local garment manufacturing sector, with a focus on the case of CV. Konveksi Faoma Khoda in Gunungsitoli City. The research employs a qualitative descriptive approach with data collection methods consisting of in-depth interviews, direct field observations, and company documentation review. The study involved nine informants, including one production manager, six senior employees, and two newly recruited production employees. Data analysis was conducted through processes of reduction, presentation, and interpretation based on findings obtained from key informants. The results of the study indicate that the application of selective recruitment processes and structured job training plays a significant role in improving employees' technical skills, discipline, and work efficiency. In addition, employee retention is strengthened through a supportive organizational culture, a performance-based compensation system, and human resource development programs that provide job rotation opportunities. The integration of these three aspects creates a productive and harmonious work environment, fosters a sense of belonging, and enhances employee loyalty to the company. Overall, the findings confirm that consistently applied talent management practices can establish a balance between improving individual performance and ensuring organizational sustainability in the local garment industry.

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1. Introduction

The development of the garment manufacturing industry in Indonesia has shown significant growth in line with the increasing public demand for affordable and high-quality clothing products (Ramadhina, 2024). In this context, every garment company is required to maintain competitiveness by improving employee productivity and ensuring workforce sustainability. Employee productivity is a key indicator of operational success because it is directly related to production capacity and work time efficiency (Junaedi, 2023). Optimal performance can only be achieved when companies possess human resources who are competent, motivated, and committed to organizational goals (P. M. Lestari,

2024). In addition to productivity, employee retention also plays an important role in maintaining operational stability within a company (Faizah, 2024). High retention reflects the success of management in creating a work environment that supports employee well-being and job satisfaction (Kahira & Sonita, 2025). The combination of high productivity and strong retention is the key to business sustainability in the garment sector, including local industries such as Faoma Khoda in Gunungsitoli City.

Table 1. Employee Production Results for 2024

No	Month	Production Output	Number of Employees	Production Output Employee	Daily Production Output
1	January	1000	8	125	42
2	February	900	7	112	37
3	March	1020	7	127	41
4	April	1080	8	135	45
5	May	900	7	112	37
6	June	950	7	120	40
7	July	1000	7	125	42
8	August	1050	8	131	44
9	September	1100	8	137	46
10	October	1000	8	125	42
11	November	900	7	112	37
12	December	1100	7	137	46

Source: FK Convection Production Data, 2024

CV. Konveksi Faoma Khoda is one of the local garment industries that plays an important role in providing employment opportunities and fulfilling clothing needs in the Gunungsitoli region. However, the company faces serious challenges such as fluctuating productivity levels and a high employee turnover rate, which negatively impact production efficiency. Internal data presented in Table 1 show that monthly production output is inconsistent, indicating an imbalance between workforce capacity and production targets. This condition reflects problems in human resource management, particularly related to work motivation, workload, and satisfaction with the work environment (Yusril dkk., 2024). In addition, a turnover rate exceeding 10% per year demonstrates low employee retention, which can increase recruitment and training costs for new workers. This phenomenon can hinder the stability of the production process since experienced employees often serve as the backbone of company productivity (Nurmala dkk., 2024). Therefore, an effective managerial strategy is required for Faoma Khoda to reduce turnover and improve workforce productivity sustainably.

Table 2. Employee Turnover Data of FK Garment Company, Gunungsitoli 2023–2024

Month	2023				2024			
	Number of Humas Resources	Humas Resources Outflow	Human Resources Inflow	Total Human Resources	Number of Humas Resources	Humas Resources Outflow	Human Resources Inflow	Total Human Resources
Jan	15	1	0	14	15	1	1	15
Feb	14	0	0	14	15	1	0	14
Mar	14	0	0	14	14	0	0	14
Apr	14	1	0	13	14	0	1	15
May	13	0	0	13	15	1	0	14
Jun	13	0	1	14	14	0	0	14
Jul	14	0	1	15	14	3	3	14
Aug	15	1	0	14	14	0	1	15

Sep	14	0	0	14	15	1	2	16
Oct	14	1	0	13	16	0	0	16
Nov	13	1	1	13	16	2	0	14
Dec	13	0	2	15	14	0	0	14
Total		5	5			9	8	

Source: Data from CV. Konveksi FK, 2025

Labor productivity in the garment industry reflects the extent to which individuals can effectively and efficiently transform raw materials into finished products according to company targets (Octarini dkk., 2021). Productivity is not only influenced by employees' technical abilities but also psychological factors such as job satisfaction, motivation, and perceptions of organizational support (Raharjo dkk., 2025). At CV. Konveksi Faoma Khoda, irregular production results indicate obstacles stemming from suboptimal employee engagement. Variations in monthly production outcomes suggest the need to review supervision systems, workload distribution, and compensation policies (Pudito, 2019). If employees do not feel appreciated for their contributions, work morale and production quality will decline (Gustina dkk., 2025). In the long term, this situation can hinder the company's efforts to achieve sustainable productivity. Therefore, improvements in performance management and the work environment become strategic steps to stabilize production outcomes.

Employee retention plays a crucial role in maintaining the continuity of company productivity. The high turnover rate at CV. Konveksi Faoma Khoda creates a cycle of repeated recruitment and training, ultimately increasing operational costs. According to Lestari (2025), organizations with high turnover are vulnerable to losing tacit knowledge essential to successful production processes. The loss of experienced workers can reduce work quality and speed, as newly recruited employees require adaptation time (Asriyanti dkk., 2024). Additionally, job uncertainty caused by turnover may lead to insecurity and lowered team morale (Kafilah dkk., 2025). Strengthening retention must be carried out by identifying factors that influence loyalty, such as fair compensation, harmonious interpersonal relationships, and career development opportunities (Adzka & Perdhana, 2017). If retention improves, companies can maintain operational stability and increase productivity consistently.

Productivity and retention problems in the garment industry are often triggered by human resource management systems that are not yet optimally structured (Silalahi dkk., 2025). According to Salsabilah (2025), small and medium enterprises frequently overlook the importance of workforce planning and systematic career development. CV. Konveksi Faoma Khoda faces a similar situation in which human resource management still focuses on short-term needs, such as fulfilling monthly production targets. The lack of training and performance evaluation makes it difficult for employees to continuously improve their competencies (Rafika, 2025). As a result, productivity tends to fluctuate because no system ensures improvements in skills and work efficiency. Employee retention is also affected because individuals do not see opportunities for growth within the company (Maika Bella dkk., 2024). Strengthening HR management systems becomes a fundamental step to create continuity between productivity and workforce loyalty (Putri dkk., 2023).

In efforts to improve productivity and retention, work motivation becomes a key aspect that must be considered by the company. Motivation drives individuals to strive to achieve organizational goals by increasing personal performance (Ayu & Suci, 2025). In the garment work environment, motivation is strongly influenced by compensation, work atmosphere, and relationships between employees and supervisors. If reward and recognition systems are disproportionate, employees may feel unappreciated, lowering productivity and willingness to stay (Sudi dkk., 2024).. CV. Konveksi Faoma Khoda needs to review incentive policies and employee welfare to create a more positive work spirit. Performance-based rewards can serve as a strategy to foster pride and attachment to the company. Therefore, increased motivation will positively affect work productivity and employee retention.

Working conditions and physical environment also have a significant impact on productivity and employee retention (Afiani & Mulyana, 2022). According to ergonomic theory, a comfortable, clean, and safe work environment can increase efficiency and reduce employee stress levels (Darmawan dkk., 2021). In garment production environments such as Faoma Khoda, lighting, ventilation, and workspace layout greatly influence the smoothness of production processes. When facilities are inadequate, fatigue increases and productivity declines. A non-supportive work environment may also accelerate employees' desire to leave the company (Tariana, 2024). Therefore, companies need to conduct comprehensive evaluations of safety and comfort standards to create conditions conducive to

optimal performance. Continuous improvements to the work environment can become a key factor in retaining productive and loyal employees.

In addition to internal factors, effective leadership also plays a strategic role in improving productivity and employee retention. Leaders who provide direction, support, and open communication can create harmonious working relationships (Aprilya dkk., 2025). At CV. Konveksi Faoma Khoda, a participative leadership style has the potential to increase employees' sense of ownership and commitment to their work. Conversely, authoritarian leadership may inhibit innovation and reduce workforce loyalty. According to Kossivi (2022), transformative leadership can build intrinsic motivation and long-term organizational commitment. Implementing inclusive leadership that empowers employees is an important step for Faoma Khoda to improve team productivity (Meda dkk., 2022). With adaptive leadership, the company can reduce turnover and build a productive work climate.

Training and skill development are fundamental components in improving productivity while increasing sustainable employee retention. Yousuf & Siddiqui (2021) explain that training investment not only improves individual competencies but also strengthens emotional bonds between employees and the organization. In the context of CV. Konveksi Faoma Khoda, structured and relevant training programs aligned with production demands particularly in technical sewing skills, time management, and quality control are increasingly important. Improving technical abilities supports operational efficiency, while strengthening soft skills encourages effective communication and collaboration. Employees who receive development opportunities tend to show higher loyalty because they feel valued and supported (Armaniah dkk., 2023). Therefore, workforce capacity development influences both individual productivity and long-term workforce stability, enabling companies to maintain high performance despite market fluctuations.

In addition, achieving optimal productivity and retention requires the implementation of objective and transparent performance evaluation systems. Effective performance evaluation functions as feedback for employees to enhance work quality while assisting management in determining promotion and compensation policies (Singh, 2019). Applying a Key Performance Indicators (KPIs) approach can serve as a measurable tool in systematically assessing employee contributions. Clear evaluation systems enable employees to understand performance standards, motivating them to improve outcomes. Transparency in evaluation processes also increases trust in company management. Zaky (2020) states that fairness in performance assessment is positively related to job satisfaction and employee retention. Therefore, consistent performance evaluation can help build a productive work culture within Faoma Khoda.

This research offers novelty by examining strategies for simultaneously improving productivity and employee retention in small-scale garment industries in local regions, specifically CV. Konveksi Faoma Khoda in Gunungsitoli City, which has rarely been the focus of previous studies. Most earlier research discussed talent management, productivity, or retention separately, leaving minimal exploration of the integrative relationship among these components in locally based garment businesses. Additionally, this research highlights a real issue faced by the company, with a turnover rate reaching 15.5% in 2024, indicating low retention that affects workforce stability and productivity decline. Although turnover figures were mentioned in the introduction, no comparison has been presented regarding standard turnover levels in Indonesia's garment industry. Therefore, this research emphasizes the urgency of the issue and offers a comprehensive approach to understanding turnover factors and implementing productivity enhancement strategies based on training, career development, and performance evaluation systems. Through an in-depth case study approach, this research is expected to contribute both theoretical and practical insights to strengthen HR management systems in local garment sectors while serving as a reference foundation for future related studies.

2. Literature Review

2.1 Human Resources

Human resources (HR) are viewed as the core assets of an organization that hold a strategic role in achieving company goals. Desi (2018) emphasizes that HR is not merely a labor force, but also an intellectual capital that contributes to innovation and organizational competitiveness. In the garment industry such as Faoma Khoda, operational quality is strongly influenced by employees' technical skills, motivation, and discipline in producing products that meet quality standards. Effective HR management includes workforce planning, competency development through training, and

performance-based rewards. Thus, HR management strategies form the foundation for increasing productivity while maintaining employee retention in labor-intensive sectors. Furthermore, quality HR is not only determined by technical skills but also by work attitudes, organizational commitment, and adaptability to change. Agustini (2024) explains that companies capable of developing employee potential through training and regular evaluation are more likely to retain competent workers. At Faoma Khoda, HR quality enhancement is directed at improving production efficiency and creating job satisfaction so employees feel appreciated and emotionally connected. Continuous efforts to improve competence are believed to have a positive impact on loyalty and work spirit, making investment in HR management a key strategy for balancing productivity and workforce stability.

2.2 Talent Management

Talent management is a strategic approach in HR management that focuses on identifying, developing, and retaining highly competent individuals within the organization. Rony (2023) explains that talent management emerges as a response to increasing organizational needs for maintaining performance sustainability through a superior and globally competitive workforce. In the garment industry like Faoma Khoda, talent management practices are crucial because production success depends on skilled, meticulous, and highly committed employees. Its implementation includes selective recruitment, competency-based training, and fair reward systems (Taufiqurokhman dkk., 2023), which increase employee engagement and positively affect productivity and work loyalty. In addition to improving productivity, talent management also plays an important role in reducing turnover and strengthening employee retention. Hassan (2022) emphasizes that organizations offering career development opportunities and job security tend to achieve higher retention levels. At Faoma Khoda, training programs and performance rewards are important strategies to retain experienced workers. These strategies not only improve technical abilities but also build emotional commitment that strengthens employee loyalty to the company (Yani & Saputra, 2023). Thus, talent management acts as a bridge between productivity improvement efforts and employee retention within a competitive work environment.

2.3 Employee Productivity

Employee productivity reflects individual effectiveness in generating optimal output through efficient utilization of resources. According to Mukhtar (2024), productivity is not only associated with the quantity of output, but also the quality of work, timeliness, and efficiency of resource usage. In the garment industry such as Faoma Khoda, productivity is highly influenced by technical sewing skills, accuracy, and teamwork abilities within the production unit. Employees with strong technical competencies and stable motivation tend to achieve production targets with consistent quality (Nelson et al., 2025), making productivity a key indicator of workforce management success. Productivity is influenced by internal and external factors such as work motivation, compensation, working conditions, and leadership style. Dwi Irvianti (2021) states that employees who receive recognition for their performance will show greater dedication. Increasing productivity at Faoma Khoda can be achieved through continuous training, adequate production facilities, and workload adjustments aligned with employee capacity (Ramadhina, 2024). This indicates that optimal productivity is the result of a balanced relationship between operational efficiency and job satisfaction.

2.4 Employee Retention

Employee retention reflects the organization's ability to keep talented employees committed to contributing in the long term. Junaedi (2023) defines retention as the company's capability to create working conditions that support employee satisfaction, commitment, and loyalty. In the garment industry such as Faoma Khoda, low retention levels may disrupt operational stability and increase training costs for new employees. Employees who feel appreciated and are provided growth opportunities tend to stay longer (P. M. Lestari, 2024), making retention strategies essential in maintaining production efficiency in labor-intensive sectors. Retention is influenced by compensation, career development opportunities, work environment, and interpersonal relationships. Faizah (2024) emphasizes that balance between financial and non-financial rewards strongly determines employee loyalty. At Faoma Khoda, the implementation of incentives, tiered training, and performance recognition has proven effective in reducing turnover. Kahira & Sonita (2025) add that open communication and participative leadership can create a sense of belonging to the organization. Therefore, strong retention not only strengthens long-term relationships between employees and the company but also becomes a key factor in improving productivity.

3. Research Method

This study employs a qualitative descriptive approach aimed at providing an in-depth understanding of the dynamics of employee productivity and retention at CV. Convection Faoma Khoda in Gunungsitoli City. The qualitative approach was selected because it enables researchers to explore experiences, meanings, and subjective perspectives of workers through direct interaction with real conditions in the field (Herdiansyah, 2020). Creswell (2023) emphasizes that qualitative research focuses on exploring social phenomena emerging from individual and group experiences, making it relevant in identifying root causes of productivity fluctuations and high turnover rates within the garment industry. In addition, this research seeks to understand how talent management contributes to enhancing performance and employee engagement (Moleong, 2020). Therefore, the findings are expected to provide strategic input for the development of human resource management policies.

The data sources in this study consist of primary and secondary data obtained through direct observation, in-depth interviews, and documentation studies. Informants were selected using purposive sampling, which involves choosing individuals who are considered to possess relevant knowledge and direct experience related to the research focus. Interviews were conducted with nine informants, consisting of one production manager, six senior employees, and two new employees (Faizah, 2024). The category of senior employees is defined as those with more than two years of service, as they are assumed to understand changes in the system and internal company dynamics, while new employees were selected to represent early challenges in the adaptation process. The number of informants was determined based on the principle of information sufficiency (information-rich cases), ensuring representative insights regarding productivity conditions and employee retention.

Data analysis was carried out using the Miles, Huberman, and Saldana (2014) model, which consists of three major stages: data reduction, data display, and conclusion drawing. To ensure data validity, the study applied source triangulation by comparing information collected from management, colleagues, and former employees (Assyakurrohim dkk., 2023). Triangulation was conducted to minimize researcher bias and ensure trustworthy and consistent data in explaining the relationship between talent management, productivity, and employee retention at CV. Convection Faoma Khoda. Through systematic and traceable research procedures, the results are expected to provide significant empirical contributions to the development of human resource strategies within the convection industry.

4. Results and Discussion

The dynamics of employee productivity and retention in the garment manufacturing industry demonstrate a strong interrelationship with the quality of human resource management and the managerial strategies implemented by the company. The research findings indicate that employee productivity is influenced by technical capability, work motivation, work environment, and leadership style, while retention is affected by compensation, organizational culture, career development, and psychological well-being. This relationship reflects Armstrong's (2008) view that the success of modern organizations is determined by their ability to maintain productive human resources by sustaining performance and loyalty through adaptive and continuous HRM practices. When productivity-supporting factors are not optimally managed, performance decline emerges and develops into turnover intention, which contributes to increased employee turnover. Thus, the effectiveness of productivity improvement strategies is highly dependent on the strength of the company's retention system. This study focuses on two interrelated issues: the factors influencing employee productivity and the retention strategies applied to address turnover problems. The reciprocal relationship between these aspects implies that weak retention systems lead to decreased productivity and workforce instability. Lestari (2024), highlights that employee performance and loyalty are shaped by the integration of work policies, leadership, and employee well-being within an organization. The findings reinforce this theory by showing that a lack of transparency in compensation, limited production facilities, inadequate training, and weak internal communication are major causes of productivity stagnation and rising turnover intention. Therefore, productivity improvement at Faoma Khoda cannot be separated from strengthening employee retention as the foundation of organizational sustainability.

4.1 Factors Affecting Employee Productivity

Employee productivity at CV. Faoma Khoda Convection is influenced by a combination of individual and organizational factors, such as technical skills, work motivation, reward systems, and working conditions. Based on interviews with the production manager and employees, productivity decline occurred due to workload imbalance, limited production facilities, and insufficient skills development. Junaedi (2023) asserts that productivity can only be achieved when companies provide adequate resources and an efficient work system. Time pressure and equipment limitations reduce stitching accuracy, aligning with Ramadhina's (2024) finding that balance between physical and mental readiness is critical for productivity. These findings highlight the need for workplace facility improvements and technical skill enhancement to support sustainable productivity growth. Work motivation emerged as a dominant factor influencing productivity levels. Interviews revealed that employees felt insufficiently motivated due to the absence of a structured and transparent performance-based reward system. Indrijawati (2022) argues that motivator factors such as recognition and achievement have a greater impact on performance than hygiene factors such as fixed salary. This is supported by Ahmad (2024), who found that performance-based incentives strengthen employees' sense of ownership and long-term commitment. Therefore, reformulating the reward system is crucial to improving productivity and preventing motivational decline.

In addition to motivation, human resource training and development play an important role in enhancing productivity. Field findings show that training at Faoma Khoda has not yet been implemented regularly and remains informal, causing skill disparities between new and experienced employees. Rusby (2022) states that continuous training strengthens technical competence and accelerates organizational learning. Saely & Shaleh (2023) emphasize that training must align with job requirements to optimize relevance and effectiveness. Therefore, implementing structured training programs can reduce performance gaps and increase production efficiency. Another important factor influencing productivity is the work communication system. Observations revealed that communication tended to be one-way, resulting in information delays and technical errors. Iriawan & Iriawan (2021) explain that open communication enhances coordination and reduces error risks. Ardyansyah & Nasrulloh (2022) add that participatory communication increases shared responsibility in task completion. Daily briefings and team discussions are therefore essential to strengthening workplace collaboration.

The physical and social work environment also contributes to employee productivity. Fadhil (2017) states that lighting, air circulation, and workspace cleanliness directly impact comfort and physical endurance. Observations showed that Faoma Khoda's production area lacked adequate ventilation and space, affecting worker stamina during peak production periods. This is reinforced by Martins & Sudarmo (2023), who conclude that a healthy work environment increases employee engagement. Improving production layout and rest scheduling may serve as effective productivity-enhancing solutions. Leadership is another key factor shaping productive behavior. Syah (2023) argues that effective leaders not only direct but also inspire and empower subordinates. At Faoma Khoda, leadership tends to be authoritarian, with unilateral decision-making, creating psychological distance between leaders and workers. Hernawati (2022) notes that participative leadership increases fairness and responsibility. Employees expressed a preference for leaders who listen and provide constructive feedback. Transformational leadership has the potential to build an adaptive and performance-oriented organizational culture. The balance between workload and compensation is also critical. Dwi Irvianti (2021) states that fair and transparent compensation systems are vital to sustaining productivity. Interviews revealed that employees felt compensation did not match job responsibilities, especially during peak orders. Nelson (2025) explains that perceived fairness in compensation strengthens loyalty and job engagement. Reviewing compensation based on productivity and tenure will increase fairness and improve performance.

4.2 Employee Retention Strategies to Reduce Turnover

Employee retention is a strategic element in sustaining a productive workforce. Interviews with the production manager indicate that turnover at CV. Faoma Khoda remains high, especially among new machine operators, reflecting weaknesses in the retention system. Muktamar (2024) states that effective retention results from a combination of compensation, recognition, and career development. Employees who feel valued and see clear career opportunities tend to demonstrate stronger loyalty.

Therefore, Faoma Khoda must strengthen internal policies that ensure employee welfare and long-term career prospects.

An inclusive organizational culture forms the foundation of successful retention. Yani & Saputra (2023) argue that workplace cultures emphasizing participation and transparency strengthen employees' psychological attachment to the organization. Observations indicate hierarchical distance between management and production workers at Faoma Khoda, reducing employee involvement and collaboration. Hassan (2022) states that strong social involvement reduces turnover intention and enhances internal solidarity. Developing a culture of collaboration and recognition will boost loyalty. Competitive compensation is also a key component of retention. Taufiqurokhman (2023) states that performance-based compensation is more effective in reducing turnover than fixed salary systems. Interviews reveal dissatisfaction regarding compensation relative to workload. Rony (2023) asserts that fair compensation increases organizational justice and loyalty. Productivity-based bonuses and tenure rewards may serve as effective solutions.

Career development is also essential for reducing turnover. Agustini (2024) states that promotion opportunities and structured training motivate employees to stay. Interviews showed that employees lacked clear career direction due to the absence of a defined career pathway. Desi (2018) notes that organizations with career development programs achieve 40% higher retention levels. Structured career systems can therefore strengthen employee commitment. Psychological and social well-being also strongly influence retention. Syah (2023) emphasizes that social support and workload balance reduce stress and increase emotional attachment. Observations reveal psychological pressure among workers due to limited communication and high expectations. Providing communication forums and mentoring may help support emotional well-being. Zaky (2020) found that psychological well-being correlates positively with job satisfaction and loyalty. Non-financial rewards, such as recognition and work flexibility, also play a vital role. Singh (2019) states that non-material appreciation strengthens commitment. At Faoma Khoda, recognition systems for individual contribution remain minimal. Recognition awards or involvement in decision-making can enhance belonging. Comprehensive retention strengthening requires integration between managerial policies, employee welfare, and organizational culture. Yousuf & Siddiqui (2021) state that effective retention aligns organizational needs with employee aspirations. Active leadership involvement in creating a supportive climate is key.

5. Conclusion

This study concludes that enhancing employee productivity and retention at CV. Faoma Khoda Convection in Gunungsitoli City is strongly influenced by the quality of talent management implementation and systematically applied human resource strategies. Employee productivity is affected by technical skills, work motivation, working conditions, communication patterns, leadership style, and the balance between workload and compensation. Selective recruitment and continuous training significantly improve skill performance and workflow efficiency. When employee needs for recognition, development, and adequate work facilities are met, productivity improves and output quality becomes more stable and competitive. Furthermore, appropriate human resource strategies also strengthen employee retention. Retention increases when companies provide supportive work environments, fair compensation systems, clear career development pathways, and appreciation of individual contributions. A collaborative work culture, open communication, and psychological well-being foster loyalty and reduce turnover. Conversely, workload imbalance and lack of recognition are the main drivers of turnover, especially among new employees. Overall, integrated talent management creates a positive cycle between competence, productivity, and employee loyalty. Strengthening technical capabilities, developing supportive organizational culture, and implementing transparent reward systems are key to building a stable and competitive workforce. These findings provide practical contributions for local garment companies and other labor-intensive industries in designing more effective and sustainable HR strategies.

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