Journal of Sustainable Economic and Business (JOSEB)

Vol. 3 No. 3 July 2026: 460-475
ISSN (Online): 3063-0207
https://journal.arepublisher.com/index.php/joseb

Talent Management, Perceived Organizational Support, and Sustainable Productivity through Innovative Behavior at Indonesia's Audit Board

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ABSTRACT

Objectives: *This study examines the direct and innovation-mediated relationships of talent management and perceived organizational support with sustainable work productivity among employees of the Audit Board of the Republic of Indonesia (BPK).*
Methodology: *A quantitative explanatory survey analyzed 160 responses from a population of 267 employees. Partial least squares structural equation modeling in SmartPLS 4 assessed 35 indicators, measurement quality, explanatory power, and bootstrapped direct and indirect effects.*
Finding: *Talent management positively predicted innovative behavior, but its direct effect on sustainable work productivity was negative and significant, contrary to H3. Perceived organizational support positively predicted both innovative behavior and sustainable work productivity. Innovative behavior positively predicted sustainable work productivity and significantly mediated the effects of both talent management and perceived organizational support on that outcome. The model accounted for a substantial share of the variance in innovative behavior and a moderate share of the variance in sustainable work productivity.*
Conclusion: *Talent systems yield sustainable productivity benefits when employee capability becomes implemented improvement. BPK should connect development to accountable innovation projects while strengthening fairness, supervisory support, recognition, and access to resources.*

Keywords: *Talent Management; Perceived Organizational Support; Innovative Behavior; Sustainable Work Productivity; Public Sector.*

Article Doi: https://doi.org/10.70550/joseb.v3i3.693

How to Cite: Nugroho, P., & Nawangsari, L. C. (2026). Talent Management, Perceived Organizational Support, and Sustainable Productivity through Innovative Behavior at Indonesia's Audit Board. *Journal of Sustainable Economic and Business*, *3*(3), 460-475. https://doi.org/10.70550/joseb.v3i3.693

Submitted: 07-04-2026 Revised: 11-07-2026 Accepted: 13-07-2026

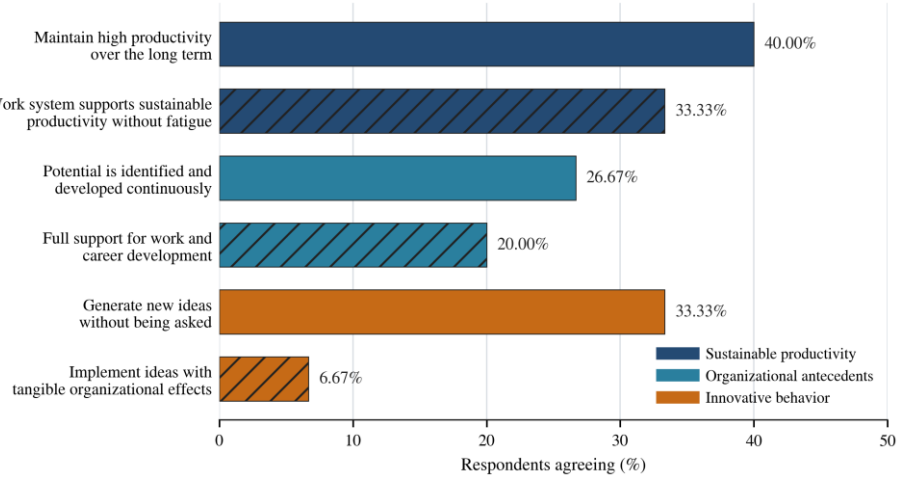
INTRODUCTION

Sustainable work productivity concerns employees' capacity to meet targets, preserve the quality of their work, and use time and other resources efficiently over an extended period. It is therefore broader than a short-term increase in output. The concept is important to public organizations because sustained performance must coexist with accountability, consistent standards, and responsible resource use (Sivakami & Chauhan, 2023). At the Audit Board of the Republic of Indonesia (Badan Pemeriksa Keuangan, BPK), employees conduct work that requires professional judgment, accuracy, coordination, and continuity. BPK has supported employee capability through education and training, flexible arrival times, and hybrid work

arrangements. Nevertheless, such provisions do not by themselves establish whether employees can consistently convert organizational resources into durable productivity.

The preliminary survey reported in the thesis identified a practical problem. Among 15 initial respondents, only 40.00% stated that they could consistently maintain high productivity over the long term, and only 33.33% considered the work system fully supportive of sustainable productivity without fatigue or burnout. Responses concerning the possible antecedents were also uneven. Only 26.67% believed that the organization optimally identified and continuously developed their potential; 20.00% perceived full organizational support for work and career development; 33.33% consistently generated new ideas without being asked; and only 6.67% actively implemented innovative ideas that produced a tangible organizational effect. The pattern suggests a gap between capability-building, perceived support, idea generation, and the implementation of improvements. Figure 1 makes the implementation gap visible: idea generation was reported five times as often as tangible implementation.

Figure 1. Preliminary survey results identifying the capability-to-implementation gap



Source: Preliminary survey reported in the thesis, 2026 (n = 15)

Three mechanisms are particularly relevant. Talent management organizes the acquisition, placement, development, retention, appraisal, and succession of employees whose capabilities can contribute strategically to the organization (Sohel-Uz-Zaman et al., 2022; Urme, 2023). Perceived organizational support captures whether employees believe that the organization values their contribution and cares about their well-being (Le et al., 2023). Innovative behavior describes the generation, promotion, and implementation of useful new ideas (Valtonen et al., 2023; Ye et al., 2022). These mechanisms may reinforce sustainable work productivity, but their effects need not follow identical paths. Developing talent may build capacity without immediately changing work output, whereas support can remove daily constraints and encourage employees to use their capabilities. Innovative behavior may therefore be the process through which employee and organizational resources become better work methods.

Existing evidence leaves a specific gap. Studies have separately connected talent management with productivity (Fadilah & Alkadri, 2024), organizational support with productivity (Saputra et al., 2025), talent management with innovative behavior (Appau et al., 2021), organizational support with innovative behavior (Park & Kim, 2022), and innovative behavior with productivity (Manoppo et al., 2022). Other work shows that innovation can

strengthen or transmit the contribution of human resource practices to sustainable outcomes (Mujtaba & Mubarik, 2022; Tunio et al., 2024; Umair et al., 2023). However, these relationships have often been examined separately, at the organizational rather than employee level, or in private-sector and educational settings. Evidence from a public audit institution remains limited, especially for a model that simultaneously compares the direct routes from talent management and organizational support with the indirect routes through innovative behavior.

This study addresses that gap by examining seven hypothesized relationships among BPK employees. It tests whether talent management and perceived organizational support predict innovative behavior and sustainable work productivity, whether innovative behavior predicts sustainable work productivity, and whether innovative behavior transmits the effects of both organizational antecedents. The study contributes by integrating the resource-based and social-exchange perspectives in one employee-level model. Practically, it distinguishes between programs that develop employee capacity, conditions that support its use, and behaviors that convert capacity into sustainable work results.

LITERATURE REVIEW

Theoretical foundations

The sustainability perspective emphasizes the maintenance of economic, social, and environmental value over time rather than the pursuit of immediate results alone. Within organizations, this perspective requires efficient and responsible work practices that preserve the capacity to perform in the future (Chopra et al., 2022). The study is particularly relevant to Sustainable Development Goal 8 on decent work and economic growth and Goal 9 on industry, innovation, and infrastructure, because it links enduring productivity with employee innovation (Stanberry & Bragan Balda, 2024).

The resource-based view explains why human capabilities and innovative behavior may be strategic organizational resources. Internal resources create durable value when they are useful, distinct, difficult to imitate, and embedded in organizational processes (Iswan & Kihara, 2022; Lubis, 2022). Talent management can build and retain employee capability, but capability becomes valuable only when it is deployed in work. Innovative behavior represents that deployment: employees use knowledge and skill to generate, advocate, and implement better methods. This logic supports the proposed routes from talent management to innovative behavior and from innovative behavior to sustainable work productivity.

Social exchange theory provides the complementary explanation for perceived organizational support. Exchange relationships are sustained by reciprocity: employees who experience favorable treatment are more likely to respond through attitudes and behaviors that benefit the organization (Ahmad et al., 2022). Fair procedures, supervisory attention, recognition, and appropriate work conditions signal that employee contributions are valued. Employees can reciprocate by maintaining their work quality, investing additional effort, and accepting the interpersonal risk involved in proposing new ideas. The theory therefore supports both a direct productivity route and an innovation-enabled route from perceived organizational support.

Sustainable work productivity

Sustainable work productivity is the ability to produce work consistently while maintaining quality and efficient resource use over time (Sivakami & Chauhan, 2023). The thesis operationalized the construct through three dimensions. Target achievement captures

completion against expected standards and periods. Sustainable work quality concerns maintaining the quality of outputs and accepting responsibility for them. Work efficiency concerns the effective use of resources and time. These dimensions align productivity with continuity rather than with output volume alone (Ahmad et al., 2022; Amornkitvikai & Pholphirul, 2023).

Talent management and innovative behavior

Talent management is a strategic system for identifying, acquiring, developing, retaining, appraising, and preparing employees for future roles (Sohel-Uz-Zaman et al., 2022). Development programs can expand knowledge and skill, while placement, appraisal, and succession processes determine whether those capabilities are connected to meaningful work. Contemporary talent practices also emphasize the alignment of acquisition and retention with employee commitment and organizational needs (Abraham et al., 2026; Ibrahim, 2024).

The resource-based view suggests that well-managed talent should increase the capacity for innovation. Employees who receive relevant development, appropriate assignments, and credible career opportunities have more knowledge and motivation to identify problems and propose solutions. Appau et al. (2021) found that talent management was associated with innovative work behavior and performance in Ghanaian colleges of education. Odugbesan et al. (2023) similarly reported that hard and soft green talent management practices were related to innovative work behavior. Accordingly:

H1: Talent management has a positive effect on innovative behavior.

Talent management may also support sustainable productivity by improving competence, person-job fit, retention, performance feedback, and leadership continuity. Prior research connects talent practices with sustainable organizational outcomes, although the contribution of individual practices can vary and innovation may condition or transmit their effects (Mujtaba & Mubarik, 2022; Tunio et al., 2024). This study therefore tests the expected positive direct relationship while separately evaluating the innovative pathway:

H3: Talent management has a positive effect on sustainable work productivity.

Perceived organizational support and innovative behavior

Perceived organizational support is employees' belief that the organization values their contribution and cares about their well-being (Le et al., 2023). The thesis measured it through fairness, supervisor support, and organizational rewards and job conditions. Fairness concerns transparent and impartial decisions; supervisor support includes attention, assistance, and professional guidance; rewards and job conditions capture recognition, compensation, and a work environment that supports performance (Ahamed et al., 2023; Bahadır et al., 2024).

Support can encourage innovative behavior by creating both resources and psychological safety. Employees are more likely to propose and test unproven ideas when supervisors provide feedback, access to resources, and protection for responsible experimentation. Zada et al. (2024) found a positive relationship between perceived organizational support and innovative work behavior. Park & Kim (2022), however, found an indirect relationship through psychological empowerment, indicating that support may operate differently across contexts. The public-sector context therefore warrants a direct test:

H2: Perceived organizational support has a positive effect on innovative behavior.

Support may also sustain productivity directly. Transparent priorities, responsive supervisors, adequate tools, and recognition can reduce avoidable obstacles and preserve employees' willingness to contribute. Research reported in the thesis links organizational

support with employee productivity and performance (Saputra et al., 2025). Social exchange theory predicts that employees reciprocate organizational care by maintaining reliable work contributions:

H4: Perceived organizational support has a positive effect on sustainable work productivity.

Innovative behavior and sustainable work productivity

Innovative behavior covers idea generation, idea promotion, and idea implementation (Valtonen et al., 2023; Ye et al., 2022). Generation identifies a new solution; promotion mobilizes the support required for adoption; implementation embeds the idea in actual practice. Individual creativity and motivation matter, but organizational climate, leadership, knowledge sharing, and support also shape whether ideas progress from conception to use (Corzo Morales & Contreras Pacheco, 2024; Huang et al., 2022).

Implemented innovation can improve the use of time and resources, remove low-value steps, and help employees maintain output quality under changing demands. Manoppo et al. (2022) found that innovative behavior influenced employee productivity, while Salahat et al. (2024) linked innovative work behavior with employee productivity through a broader organizational model. Umair et al. (2023) also connected innovative work behavior with sustainable organizational performance. Thus:

H5: Innovative behavior has a positive effect on sustainable work productivity.

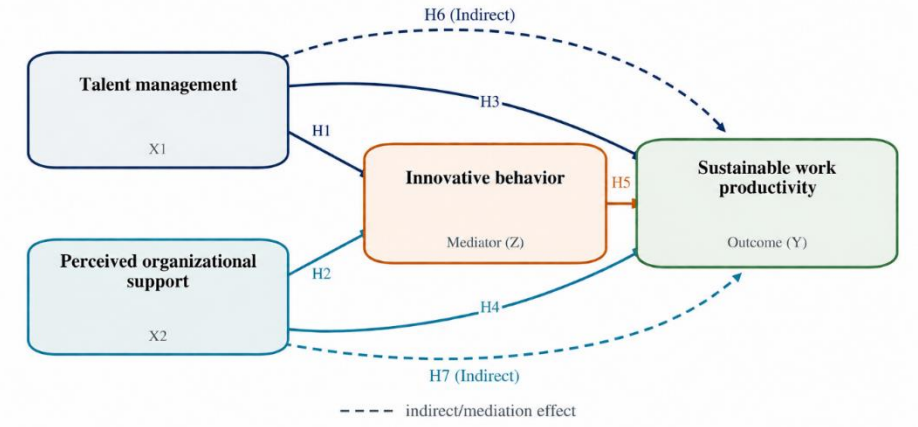
The same logic implies mediation. Talent management builds human capital, but innovation is the behavior that applies it to work problems. Organizational support provides resources and reciprocity cues, but innovation is one form of additional contribution through which employees can improve processes. Studies in the thesis demonstrate related support-innovation-performance and talent-innovation-performance chains (Appau et al., 2021; Bhatti et al., 2022; El-Kassar et al., 2022). The final hypotheses are:

H6: Innovative behavior mediates the effect of talent management on sustainable work productivity.

H7: Innovative behavior mediates the effect of perceived organizational support on sustainable work productivity.

The integrated direct and indirect hypotheses are summarized in Figure 2.

Figure 2. Integrated research framework and hypotheses



Source: Developed from the study hypotheses

METHOD

Research design and sample

The study used a quantitative explanatory survey to examine the hypothesized relationships in a single period. The unit of analysis was the individual BPK employee. The population comprised 267 employees. The thesis applied the Slovin formula, $n = \frac{N}{1+N(e^2)}$, with a 5% error level, producing 158.9 and a rounded target of 160 respondents. Non-probability purposive sampling was used. The stated criteria prioritized employees who had worked for at least five years, participated in organizational activities, and understood talent management, organizational support, and innovation in their work setting.

The final dataset contained 160 responses. A methodological inconsistency is retained transparently: although the stated sampling criterion required at least five years of service, the respondent table reported six employees with less than five years of service. The analysis used the final dataset as reported in the thesis. This discrepancy limits any claim that the tenure criterion was applied without exception.

Measures and data collection

Primary data were obtained through a questionnaire using a five-point Likert scale, from 1 (strongly disagree) to 5 (strongly agree). The model contained 35 indicators. Sustainable work productivity had nine indicators covering target achievement, work quality, and efficiency. Talent management had nine indicators covering talent acquisition, talent development, talent retention, performance appraisal, and succession planning. Perceived organizational support had nine indicators covering fairness, supervisor support, organizational rewards, and job conditions. Innovative behavior had eight indicators covering idea generation, idea promotion, and idea implementation. The thesis also used literature and organizational documentation as secondary sources and reported preliminary interviews to validate the context before questionnaire distribution.

Data analysis

The data were analyzed using partial least squares structural equation modeling in SmartPLS 4. Descriptive statistics were first used to summarize respondent characteristics and construct indicators. The measurement model was evaluated through indicator loadings and average variance extracted (AVE) for convergent validity, the heterotrait-monotrait ratio (HTMT) for discriminant validity, and Cronbach's alpha and composite reliability for internal consistency. The thesis used loading values above 0.70 as the ideal threshold and retained values from 0.60 to 0.70 when AVE and reliability remained adequate. AVE values above 0.50, HTMT values below 0.90, and reliability values above 0.70 were treated as acceptable; the HTMT criterion follows Henseler et al. (2015).

The structural model was assessed with inner variance inflation factors (VIF), R-squared, adjusted R-squared, effect size (f-squared), and standardized root mean square residual (SRMR). Hypotheses were evaluated through bootstrapping using path direction, t-statistics, p-values, and confidence intervals where available. A t-statistic above 1.96 and p-value below 0.05 were used at the 5% significance level. Mediation was evaluated from the specific indirect effects and their bootstrapped confidence intervals. Predictive relevance (Q-squared) was planned in the method, but the final SmartPLS output did not contain Q-squared values; no value was calculated manually.

RESULTS AND DISCUSSION

Respondent profile and descriptive results

The sample was nearly balanced by sex: 83 respondents (51.88%) were men and 77 (48.12%) were women. Most respondents were older than 40 years (100; 62.50%), while 52 (32.50%) were 31-40 years old and seven (4.38%) were 25-30 years old. One age entry contained the text "less than five years," which was inconsistent with the age categories and was retained as reported. Tenure was concentrated above five years (154; 96.25%), with six respondents (3.75%) reporting less than five years. Unit information was missing for 82 respondents (51.25%), limiting comparisons across BPK units.

Table 1. Descriptive statistics for the study constructs

Construct	Items	Mean	Standard deviation	Category	Highest and lowest indicator means
Talent management	9	3.93	0.71	High	X1.3 = 4.28; X1.9 = 3.57
Perceived organizational support	9	3.85	0.81	High	X2.4 = 4.01; X2.1 and X2.7 = 3.67
Innovative behavior	8	3.83	0.73	High	Z2 = 4.15; Z7 = 3.64
Sustainable work productivity	9	4.37	0.61	Very high	Y4 = 4.51; Y5 = 4.28

Source: Primary data processed in the thesis, 2026.

Respondents rated sustainable work productivity very highly overall. The strongest item was maintaining the quality of work output (Y4), while the lowest was maintaining quality consistently over the long term (Y5). Talent management, organizational support, and innovative behavior were all rated high rather than very high. Talent development through training was the strongest talent item (X1.3), whereas preparation for a future strategic position was the weakest (X1.9). Immediate supervisor support was the strongest support item (X2.4), while fairness in decisions and recognition of performance shared the lowest mean (X2.1 and X2.7). Creative problem solving was the strongest innovative behavior item (Z2), but producing tangible change through implemented ideas was weakest (Z7). This pattern echoes the preliminary survey: respondents reported stronger capability and idea formation than sustained implementation.

Measurement and structural model quality

The measurement model met the criteria reported in the thesis. All 35 indicator loadings exceeded 0.60. Five values were below 0.70, but each construct's AVE remained above 0.50 and its reliability estimates remained above 0.70. The HTMT values ranged from 0.384 to 0.787, below the 0.90 criterion, indicating adequate empirical distinction among the constructs. Figure 3 displays all 35 loadings against the 0.70 ideal benchmark.

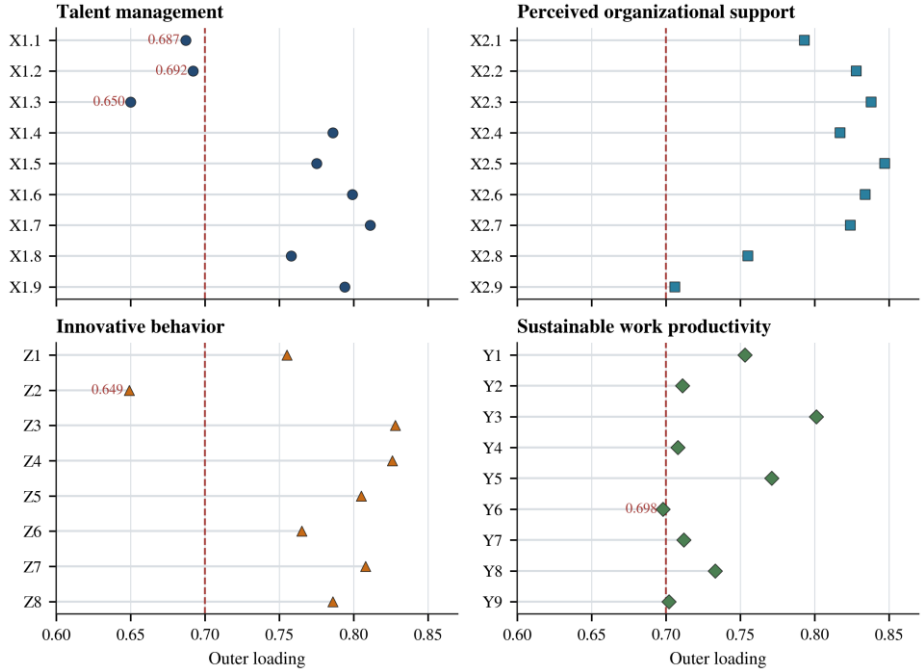
Table 2. Measurement model assessment

Construct	Loading range	AVE	Cronbach's alpha	Composite reliability	Assessment
Talent management	0.650-0.811	0.566	0.903	0.921	Acceptable
Perceived organizational support	0.706-0.847	0.649	0.932	0.943	Acceptable
Innovative behavior	0.649-0.828	0.608	0.907	0.925	Acceptable

Construct	Loading range	AVE	Cronbach's alpha	Composite reliability	Assessment
Sustainable work productivity	0.698-0.801	0.537	0.893	0.912	Acceptable

Source: SmartPLS 4 output reported in the thesis, 2026.

Figure 3. Indicator loadings by construct



Source: SmartPLS 4 output reported in the thesis, 2026

All inner VIF values were below 5.00, ranging from 1.597 to 2.392, so multicollinearity was not identified as a structural problem. The model explained 58.2% of the variance in innovative behavior and 40.0% of the variance in sustainable work productivity. The estimated SRMR was 0.090, which the thesis treated as acceptable under its 0.10 criterion.

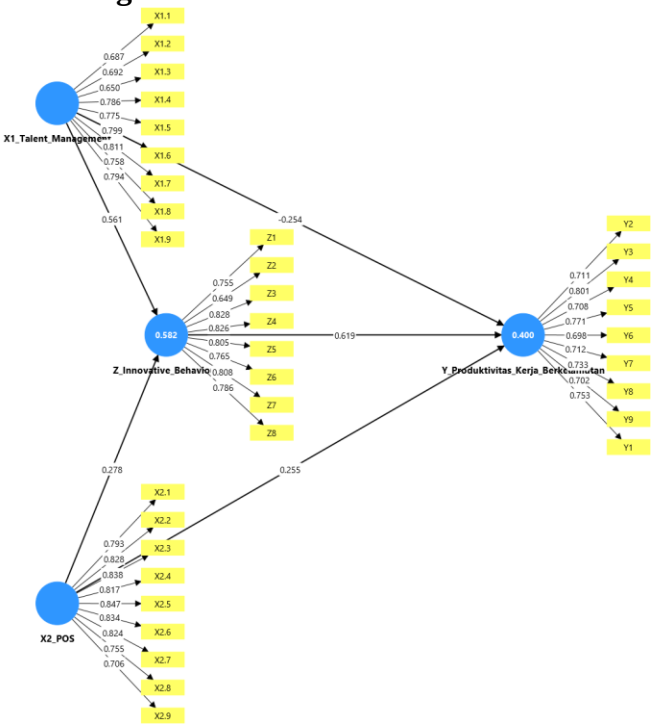
Table 3. Explanatory power of the structural model

Endogenous construct	R-squared	Adjusted R-squared	Interpretation
Innovative behavior	0.582	0.577	Moderate
Sustainable work productivity	0.400	0.389	Moderate

Source: SmartPLS 4 output reported in the thesis, 2026.

Effect sizes added an important qualification. Talent management had a large effect on innovative behavior (f-squared = 0.470), while perceived organizational support had a small-to-moderate effect (f-squared = 0.116). Innovative behavior had a medium effect on sustainable work productivity (f-squared = 0.267). The direct effect sizes of talent management and perceived organizational support on sustainable work productivity were small (0.046 and 0.061, respectively). Thus, the strongest structural contribution was not the direct talent-productivity route, but the route from talent management to employee innovation. Figure 4 integrates these results with the standardized paths and explained variance.

Figure 4. Structural model estimates



Source: SmartPLS 4 algorithm and bootstrapping output reported in the thesis, 2026

The bootstrapping procedure confirmed the significance of these paths. Figure 5 presents the SmartPLS bootstrap output, reporting the t-statistics for every indicator and structural path in the model.

Figure 5. Bootstrapping results of the structural model



Source: SmartPLS 4 bootstrapping output reported in the thesis, 2026

Direct effects

Table 4. Direct-effect hypothesis tests

H	Path	*β*	*t*	*p*	Decision
H1	Talent management -> Innovative behavior	0.561	10.113	<.001	Supported
H2	Perceived organizational support -> Innovative behavior	0.278	4.905	<.001	Supported
H3	Talent management -> Sustainable work productivity	-0.254	2.362	0.018	Rejected: direction contrary to hypothesis
H4	Perceived organizational support -> Sustainable work productivity	0.255	2.730	0.006	Supported
H5	Innovative behavior -> Sustainable work productivity	0.619	7.154	<.001	Supported

Source: SmartPLS 4 bootstrapping results reported in the thesis, 2026.

Talent management and innovative behavior

Talent management positively predicted innovative behavior (coefficient = 0.561; $p <$ .001), supporting H1. The result indicates that employees who perceived stronger competence-based selection and placement, development, retention, appraisal, and succession practices also reported more idea generation, promotion, and implementation. The large effect size reinforces the substantive importance of this relationship.

This finding supports the resource-based view: talent systems produce strategic value when they expand employees' capability and opportunity to solve problems. At BPK, training and career development should therefore be tied to real assignments, improvement projects, mentoring, and authority to apply learning. The result is consistent with Appau et al. (2021), who found that innovative work behavior connected talent management with performance, and with Odugbesan et al. (2023), who reported significant links from hard and soft talent management practices to innovative work behavior. Although those studies used educational settings or green talent practices, the common mechanism is the conversion of managed capability into innovative action.

Perceived organizational support and innovative behavior

Perceived organizational support positively predicted innovative behavior (coefficient = 0.278; $p <$ .001), supporting H2. Fairness, supervisory assistance, professional guidance, recognition, and favorable work conditions were associated with employees' willingness to advance and implement new ideas. The effect was smaller than the talent-management effect, but it remained statistically and practically relevant.

Social exchange theory explains the result as reciprocal contribution. Employees who believe the organization values them are more willing to invest effort beyond routine compliance and to assume the risk of proposing an untested solution. Zada et al. (2024) reported a similar positive relationship. Park & Kim (2022), however, found that perceived organizational support worked through psychological empowerment rather than directly. The contrast suggests that support may enable innovation either by immediately improving the local climate or by first strengthening employees' sense of control. In BPK, leaders can make support visible through timely feedback, access to data and tools, explicit consideration of proposals, and protection for responsible, limited trials.

Talent management and sustainable work productivity

The direct coefficient from talent management to sustainable work productivity was negative (coefficient = -0.254; p = .018). H3 proposed a positive effect and was therefore rejected. The finding must not be described as a nonsignificant relationship: the estimated direct association was statistically detected, but its direction contradicted the hypothesis. It consequently provides no evidence that stronger perceived talent management directly increased sustainable work productivity after perceived organizational support and innovative behavior were included in the model.

This result does not establish that talent management is inherently harmful. It indicates that talent activities may fail to yield an immediate positive productivity return when they are not connected to work demands, implementation opportunities, workload, or decision authority. Because the study measured all variables at one time, the negative coefficient cannot be given a causal explanation. It may also reflect the simultaneous model, in which the positive route from talent management through innovative behavior is estimated separately. The finding differs from research linking talent management with organizational sustainability (Mujtaba & Mubarik, 2022) and from evidence that process innovation strengthens the talent-sustainable-performance relationship (Tunio et al., 2024). Those comparisons support a restrained interpretation: talent investment needs a mechanism that converts learning and potential into applied work improvement.

Perceived organizational support and sustainable work productivity

Perceived organizational support positively predicted sustainable work productivity (coefficient = 0.255; p = .006), supporting H4. Employees who perceived fair treatment, responsive supervisors, recognition, and supportive conditions were more likely to report sustained target achievement, quality, and efficiency. Support can influence output more immediately than a development program because it removes current barriers and supplies resources needed for daily tasks.

The result is consistent with social exchange theory and with studies reported in the thesis. Ye et al. (2022) found that perceived organizational support predicted job performance, although the routes differed between office and home working arrangements. Saputra et al. (2025) also linked organizational support with employee productivity. For BPK, the result prioritizes transparent decisions, clear work priorities, supervisor responsiveness, reasonable workload allocation, and dependable access to working resources. These conditions are not merely employee benefits; they are operational inputs to the continuity and quality of work.

Innovative behavior and sustainable work productivity

Innovative behavior was the strongest direct predictor of sustainable work productivity (coefficient = 0.619; $p < .001$), supporting H5. The medium effect size indicates that generating, promoting, and implementing new ideas contributed meaningfully to the model's explanation of sustained work results. Innovation can improve productivity without requiring a simple increase in work intensity: employees can remove redundant steps, improve coordination, use resources more efficiently, and standardize better methods.

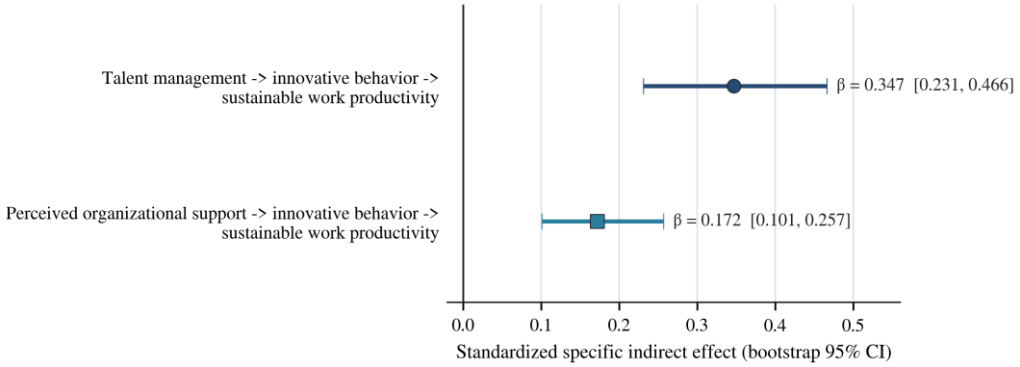
The result accords with the resource-based view because employee knowledge creates value only after it becomes a usable process or solution. It is consistent with Manoppo et al. (2022), who found an effect of innovative behavior on employee productivity, and with Salahat et al. (2024), who connected innovative work behavior with productivity. Umair et al. (2023) similarly related innovative work behavior to sustainable organizational performance. At BPK, idea implementation should remain accountable: proposals need benefit, feasibility, risk, and

compliance screening; limited trials; evaluation; documentation; and replication only after effectiveness is demonstrated.

Indirect effects and the role of innovative behavior

Both bootstrapped indirect effects were positive and their 95% confidence intervals excluded zero (Figure 6).

Figure 6. Specific indirect effects through innovative behavior



Source: SmartPLS 4 bootstrapping results reported in the thesis, 2026

The positive indirect effect from talent management through innovative behavior was supported (coefficient = 0.347; 95% confidence interval = 0.231-0.466). This result resolves the central practical tension in the direct effects. Talent management did not support the expected positive direct route to sustainable productivity, but it strongly predicted innovative behavior, which in turn predicted productivity. Human capability therefore produced a positive productivity contribution when it was expressed through applicable ideas and changed work practices. This pattern is consistent with Appau et al. (2021) and with the talent-innovation-sustainable-performance relationships reported by Umair et al. (2023). BPK should require a work-relevant follow-up to major development programs, such as a mentored improvement project with a defined output, implementation window, and evaluation of benefits and risks.

The indirect effect from perceived organizational support through innovative behavior was also supported (coefficient = 0.172; 95% confidence interval = 0.101-0.257). Because the direct path from support to productivity was also positive, support operated through two empirically supported routes: it aided sustainable work directly and enabled employee innovation that improved work methods. Bhatti et al. (2022) and El-Kassar et al. (2022) reported related chains in which organizational support and innovative behavior helped transmit human resource practices to performance outcomes. In the BPK context, a supportive supervisor should not only resolve immediate obstacles but also help employees secure feedback, collaborators, data, and controlled testing opportunities for promising improvements.

Practical implications and limitations

Four priorities follow from the findings. First, BPK can formalize monthly coaching in which supervisors record work barriers, required support, responsible parties, and follow-up deadlines. Second, a structured idea channel can apply benefit, feasibility, risk, and compliance criteria and provide a decision and feedback within a defined period. Third, talent-development programs can culminate in mentored improvement projects whose outputs count as part of the employee's workload rather than as extra administrative activity. Fourth, BPK can protect

sustainable productivity through calibrated quality standards, periodic feedback, proportional workload monitoring, process simplification, and targeted technology support.

The conclusions remain bounded by the study design and data. The model explained 40.0% of sustainable work productivity, leaving 60.0% outside the three predictors. All core variables were measured from the same respondents in one period, so common-method bias and unclear temporal ordering prevent causal conclusions. The study covered one public institution, and more than half of the respondents did not report a standardized unit, limiting subgroup analysis. The tenure criterion and final tenure profile were also inconsistent, and one age response was miscoded. Finally, Q-squared was unavailable in the final output, so predictive relevance was not independently assessed. Future research should use longitudinal or time-lagged data, objective or supervisor-rated outcomes, standardized unit information, multiple public institutions, and additional variables such as employee engagement, psychological safety, and work-life balance.

CONCLUSION

This study shows that sustainable work productivity at BPK is better explained by the use of employee capability than by talent programs alone. Talent management had a strong positive relationship with innovative behavior, but its direct coefficient for sustainable work productivity was negative and did not support the hypothesized positive increase. Perceived organizational support positively predicted both innovative behavior and sustainable work productivity. Innovative behavior positively predicted sustainable work productivity and carried significant positive indirect effects from both talent management and perceived organizational support.

The theoretical implication is a two-part mechanism. The resource-based view explains how talent management builds human capability, while innovative behavior explains how that capability becomes organizational value. Social exchange theory explains why fairness, supervisor attention, recognition, and resources encourage employees to maintain performance and contribute improvements. The practical implication is equally specific: BPK should connect talent development to accountable innovation projects and integrate employee support with the resources and decision processes required to test and implement useful ideas.

These conclusions describe associations in a cross-sectional employee survey, not proven causal sequences. Replication across public institutions and over time is needed to determine whether the relationships persist and whether other mechanisms explain the remaining variation in sustainable work productivity.

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