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Talent Management and Compensation Systems as Predictors of Organizational Performance

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Abstract
This study examines the relationships among talent management, compensation systems, accounting transparency, and organizational performance in Indonesian publicly listed companies. Drawing on the resource-based view and agency-informed perspectives on governance, it proposes that accounting transparency provides an additional pathway through which human resource practices relate to performance. The study employed a quantitative explanatory survey and partial least squares structural equation modeling (PLS-SEM), drawing on responses from 200 managers across 50 companies listed on the Indonesia Stock Exchange. The reported results indicate positive associations between talent management and organizational performance ($\beta = 0.312$, $p < 0.001$), compensation systems and organizational performance ($\beta = 0.287$, $p < 0.001$), and accounting transparency and organizational performance ($\beta = 0.341$, $p < 0.001$). Talent management and compensation systems were also positively associated with accounting transparency ($\beta = 0.398$ and 0.356, respectively; both $p < 0.001$). The reported bootstrapped indirect effects were 0.136 for talent management and 0.121 for compensation systems, consistent with complementary partial mediation. These findings suggest that performance-related human resource practices and financial transparency should be considered jointly rather than as isolated administrative functions. Because the design is cross-sectional and detailed respondent-level data were unavailable for independent re-estimation, the findings are interpreted as associations rather than definitive causal effects. The study contributes an integrated explanatory framework for publicly listed firms in an emerging-market setting.
Keywords: talent management; compensation systems; accounting transparency; organizational performance; mediation; Indonesia; PLS-SEM

1. Introduction
Corporate performance depends not only on access to financial and physical resources but also on the capacity to identify, develop, motivate, and retain human capital. Within a resource-based perspective, capabilities that are valuable, difficult to imitate, and organizationally embedded may create competitive advantages (Barney, 1991). Talent management and compensation architecture are therefore not merely personnel-management arrangements; they are strategic choices affecting the allocation and productive use of organizational knowledge. Prior evidence from Jordanian pharmaceutical firms links talent management to organizational performance, illustrating the potential importance of human-capital practices beyond developed-market settings (Al-Qeed et al., 2018).

At the same time, investors, regulators, and other stakeholders evaluate firms through the quality, accessibility, and credibility of their financial information. From an agency perspective, information asymmetry and divergent managerial incentives can impose monitoring costs, making accounting transparency consequential for both internal decision-making and external confidence (Jensen & Meckling, 1976). Research on computerized accounting information systems has also connected transparency with firm-level outcomes (Ahmad et al., 2016). In Indonesia, listed firms operate in an environment where financial disclosure and governance scrutiny coexist with competition for skilled managerial and professional talent.

Existing studies have examined talent management, compensation-related behavior, accounting quality, and disclosure outcomes largely in separate theoretical conversations. Evidence on Indonesian firms highlights the relevance of ESG disclosure, carbon reporting, and sustainability-related accounting

for value creation and financial performance (Dewi, 2025) (Nurlatifah et al., 2025) (A'zizah et al., 2024). Nevertheless, these studies do not directly resolve whether accounting transparency acts as an intervening mechanism between core human resource practices and multidimensional organizational performance.

This study addresses that intersection by examining (i) the direct relationships of talent management and compensation systems with organizational performance, (ii) their relationships with accounting transparency, and (iii) the indirect relationships with performance through accounting transparency. Its substantive contribution is the integrated assessment of four organizational constructs using evidence reported for 200 managerial respondents in 50 Indonesia Stock Exchange (IDX)-listed companies. It also offers a governance-oriented interpretation of human resource management, while explicitly acknowledging the limits of a cross-sectional, manager-reported design.

2. Literature Review and Hypothesis Development

2.1. Resource-based, agency, and information perspectives

The resource-based view explains why heterogeneous employee capabilities and organizational routines can underpin sustained competitive advantage (Barney, 1991). Talent acquisition, development, retention, and deployment influence the availability and utilization of strategically relevant expertise. Compensation systems help align employees' efforts with strategic priorities, although their effectiveness depends on fairness, incentive design, and implementation. In the context of financial reporting, agency theory focuses attention on the possibility that managers possess information unavailable to owners and other stakeholders (Jensen & Meckling, 1976).

These perspectives are complementary rather than competing. Organizations with stronger human capital and appropriately designed incentives may be better positioned to implement reliable reporting routines, while transparent information may facilitate evaluation, coordination, and stakeholder trust. Nevertheless, accounting transparency should not be assumed to follow automatically from better human resource practices; the proposed connection requires empirical testing and may be conditioned by internal control, organizational culture, and regulatory oversight (Suhardi, 2025) (Ahmad et al., 2016).

2.2. Talent management and organizational performance

Talent management encompasses identifying critical positions and high-potential personnel, acquiring and developing capabilities, retaining valued employees, and deploying them effectively. Such practices can reduce capability gaps and support innovation, operational continuity, and productivity. A study of Jordanian pharmaceutical companies reported a positive association between talent management and organizational performance (Al-Qeed et al., 2018). Extending this reasoning to publicly listed Indonesian companies, the first hypothesis is formulated as follows.

H1. Talent management is positively associated with organizational performance.

2.3. Compensation systems and organizational performance

Compensation systems include competitive base pay, performance-contingent incentives, employee benefits, and perceptions of distributive equity. When suitably designed, rewards may strengthen attraction and retention, reinforce desired behaviors, and reduce conflicts between individual and organizational goals. Research concerning accountability and financial administration further indicates that administrative arrangements and transparent management practices are relevant to employee performance, although this evidence should not be interpreted as a direct test of private-sector compensation design (Suwaji et al., 2022). Accordingly:

H2. Compensation systems are positively associated with organizational performance.

2.4. Human resource practices as antecedents of accounting transparency

Talent management may improve accounting transparency by increasing staff capability, professional judgment, and continuity in finance and control functions. Financial reporting quality can also benefit from the interaction of human resource competence, internal controls, technology, and organizational culture (Suhardi, 2025). This argument concerns a plausible organizational mechanism rather than an established causal sequence. It leads to:

H3. Talent management is positively associated with accounting transparency.

Compensation systems may be linked to transparency when performance evaluation and rewards encourage accurate reporting, long-term stewardship, and compliance rather than short-term manipulation. Agency-theoretic reasoning suggests that incentive arrangements can shape managerial information choices (Jensen & Meckling, 1976). Prior research addressing disclosure and governance, including environmental accounting, provides adjacent support for examining this connection (Ali et al., 2022). Thus:

H4. Compensation systems are positively associated with accounting transparency.

2.5. Accounting transparency, performance, and mediation

Accounting transparency refers to the perceived quality, timeliness, accessibility, and clarity of financial disclosure and accounting communication. Reliable and accessible information may support managerial resource allocation, reduce uncertainty, and improve the ability of stakeholders to evaluate organizational decisions. Evidence from accounting information systems and transparency research provides a basis for expecting positive performance associations (Ahmad et al., 2016) (Pragoddee & Ussahawanitchakit, 2013). Similarly, Indonesian studies have examined connections among reporting, sustainability information, corporate reputation, and firm value (Amin et al., 2024) (Nurlatifah et al., 2025).

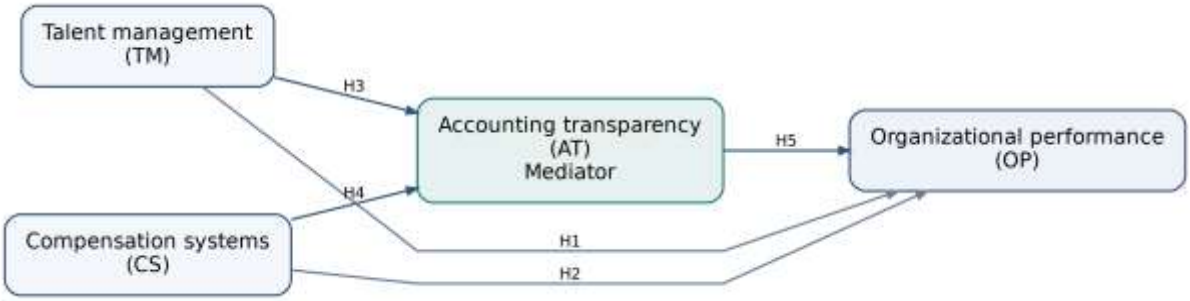
H5. Accounting transparency is positively associated with organizational performance.

The central argument is that talent management and compensation systems may relate to performance not only through workforce-related processes but also through financial information practices. Transparent accounting may thereby constitute an organizational capability that complements human resource practices. This mediation proposition is consistent with broader evidence linking management, transparency, accountability, and performance, while remaining distinct from prior mediation configurations (Zein & Septiani, 2025) (Iskandar, 2025). Therefore:

H6. Accounting transparency mediates the relationship between talent management and organizational performance.

H7. Accounting transparency mediates the relationship between compensation systems and organizational performance.

Figure 1. Conceptual framework and hypothesized direct paths.



Note. H6 denotes TM → AT → OP; H7 denotes CS → AT → OP. TM = talent management; CS = compensation systems; AT = accounting transparency; OP = organizational performance.

3. Research Method

3.1. Research design and setting

The study adopted a quantitative explanatory, cross-sectional survey design and analyzed a single-mediator structural model with two antecedents using partial least squares structural equation modeling (PLS-SEM). The organizational setting comprised companies listed on the Indonesia Stock Exchange. The company-selection criteria specified firm eligibility during 2019–2023; this period identifies the reported company-selection window and should not be interpreted as an established five-year panel of survey responses.

3.2. Population, sampling, and unit of analysis

The sample comprised 200 managerial respondents drawn from 50 IDX-listed companies, including personnel working in human resources, finance, operations, and general management. The company-selection criteria were continuous IDX listing during 2019–2023, availability of annual reports and financial statements, accessibility of human resource information, and no delisting during the observation window. Company selection is described as purposive, whereas respondent selection is described as stratified random sampling. The specific sampling frame, strata allocation, company response rates, and number of surveyed managers per company were not documented in the supplied manuscript and therefore cannot be independently reconstructed.

The unit of observation for survey measurement is the manager. Although the conceptual outcome is organizational performance, observations are nested within firms; the source did not provide an intraclass correlation assessment or cluster-adjusted inference. Consequently, the reported significance tests are presented as originally reported and should be assessed for dependence among respondents before final submission.

3.3. Data sources and survey instrument

The primary data source was a structured questionnaire using five-point Likert response options (1 = strongly disagree; 5 = strongly agree). The original instrument reportedly contained 15 talent management items, 12 compensation-system items, 14 accounting-transparency items, and 15 organizational-performance items. Annual reports and financial statements were also consulted as secondary data. However, the mechanism for linking company-level accounting ratios to the respondent-level latent constructs was not specified; the relative contribution of archival and perceptual indicators therefore remains unclear.

3.4. Construct operationalization

Talent management (TM) was represented by talent acquisition, employee development, retention, and strategic deployment, following the construct emphasis in (Al-Qeed et al., 2018). Compensation systems (CS) included base-pay competitiveness, performance-based incentives, benefits, and perceived pay equity. Accounting transparency (AT) covered quality of financial disclosure, reporting timeliness, availability of information, and clarity of accounting communication, drawing conceptually on (Pragoddee & Ussahawanitchakit, 2013) and (Ahmad et al., 2016). Organizational performance (OP) was framed as multidimensional, involving financial outcomes such as return on assets, return on equity, and revenue growth, alongside nonfinancial considerations such as customer satisfaction, productivity, and innovation.

The reported measurement results contain five retained indicators for TM, four for CS, five for AT, and five for OP, whereas the instrument description lists 56 questionnaire items in total. No indicator-deletion log, full item wording, or mapping between initial and retained items was supplied. The measurement tables below reproduce only the 19 indicators actually reported, without treating the unreported items as tested or retained.

3.5. Estimation and quality criteria

The study reports that SmartPLS 3.0 was used. Measurement assessment encompassed standardized outer loadings, Cronbach's alpha, composite reliability, average variance extracted (AVE), and the Fornell–Larcker discriminant-validity criterion. A supplementary heterotrait–monotrait (HTMT) assessment was stated in the methods, but no HTMT values were supplied. Accordingly, discriminant validity is evaluated only against the presented Fornell–Larcker matrix; a stronger assessment would also require HTMT confidence intervals or corresponding output (Fornell & Larcker, 1981) (Henseler et al., 2015).

The structural model was evaluated using standardized path estimates, standard errors, t statistics, explained variance (R^2), reported predictive-relevance statistics (Q^2), and effect sizes (f^2). Mediation was assessed through 5,000 bootstrap resamples and 95% confidence intervals for indirect effects. Contemporary mediation guidance prioritizes the bootstrapped indirect effect over sequential significance rules and auxiliary Sobel tests (Zhao et al., 2010). The present revision preserves reported results without claiming to have rerun SmartPLS because the respondent-level dataset and project file were not supplied. Comparable accounting-transparency research has also applied survey-based mediation models (Khresat et al., 2025).

3.6. Research integrity and interpretation

Because the study relied on self-reported managerial evaluations for multiple constructs, shared-method variance and socially desirable responses are possible. Convergent and discriminant validity do not, by themselves, exclude common method bias (Podsakoff et al., 2003). Similarly, the cross-sectional design does not establish temporal ordering. The expressions "effect" and "mediation" refer here to the reported statistical paths, and the discussion interprets them as associations compatible with the proposed mechanism.

4. Results

4.1. Respondent profile

Table 1 presents the respondent characteristics reported in the original study. The totals for the categories within each characteristic sum to 200 respondents.

Table 1. Respondent demographic characteristics (N = 200).

Characteristic	Category	Frequency	Percentage
Gender	Male	124	62.0%
	Female	76	38.0%
Age	25–35 years	48	24.0%
	36–45 years	89	44.5%
	46–55 years	52	26.0%
	>55 years	11	5.5%
Education	Bachelor's degree	98	49.0%
	Master's degree	87	43.5%
	Doctoral degree	15	7.5%
Position	Human resource manager	62	31.0%
	Finance manager	58	29.0%
	Operations manager	52	26.0%
	General manager	28	14.0%
Work experience	5–10 years	45	22.5%
	11–15 years	78	39.0%
	16–20 years	54	27.0%
	>20 years	23	11.5%

Men comprised 62.0% of respondents and women 38.0%. The largest age group was 36–45 years (44.5%); approximately half held postgraduate qualifications, and 60.0% occupied human resource or finance management positions. This distribution is relevant to the interpretation of perceptual organizational measures because managerial functional specialization may affect respondents' access to financial and human resource information.

4.2. Reliability and convergent validity

As shown in Table 2, all 19 reported standardized indicator loadings exceed 0.80. Cronbach's alpha ranges from 0.897 to 0.918, composite reliability from 0.923 to 0.937, and AVE from 0.682 to 0.714. Based on these reported summary statistics, the retained indicators satisfy commonly used internal-consistency and convergent-validity benchmarks (Hair et al., 2022). The omission of the remaining questionnaire items prevents a full assessment of the original measurement-screening process.

Table 2. Reported measurement model: outer loadings and construct-level reliability.

Construct	Indicator	Outer loading	Cronbach's α	Composite reliability	AVE
Talent management	TM1	0.847	0.912	0.931	0.693
	TM2	0.823			
	TM3	0.856			
	TM4	0.812			
	TM5	0.834			
Compensation systems	CS1	0.869	0.897	0.923	0.706
	CS2	0.841			
	CS3	0.827			
	CS4	0.823			
Accounting transparency	AT1	0.852	0.905	0.928	0.682
	AT2	0.834			
	AT3	0.819			
	AT4	0.807			
	AT5	0.821			
Organizational performance	OP1	0.861	0.918	0.937	0.714
	OP2	0.843			
	OP3	0.856			
	OP4	0.829			
	OP5	0.837			

Note. Construct-level statistics are shown once per construct. The source reports 19 retained indicators, not the complete 56-item questionnaire.

4.3. Discriminant validity

Table 3. Fornell–Larcker matrix reported in the source.

Construct	TM	CS	AT	OP
Talent management (TM)	0.832			
Compensation systems (CS)	0.587	0.840		
Accounting transparency (AT)	0.623	0.598	0.826	
Organizational performance (OP)	0.671	0.645	0.689	0.845

Note. Diagonal entries are square roots of AVE; off-diagonal entries are interconstruct correlations.

For each construct, the diagonal value exceeds the displayed correlations with other constructs, consistent with the Fornell–Larcker criterion. Because the underlying item-level correlations and HTMT matrix

were not available, this result should be treated as evidence supporting, rather than conclusively establishing, discriminant validity (Henseler et al., 2015).

4.4. Direct structural relationships

Table 4. Reported direct structural path estimates.

Hypothesis	Path	β	SE	t statistic	p value	Reported decision
H1	TM → OP	0.312	0.058	5.379	<0.001	Supported
H2	CS → OP	0.287	0.061	4.705	<0.001	Supported
H3	TM → AT	0.398	0.054	7.370	<0.001	Supported
H4	CS → AT	0.356	0.057	6.246	<0.001	Supported
H5	AT → OP	0.341	0.055	6.200	<0.001	Supported

Note. The source reported p = 0.000; this manuscript uses the accepted reporting convention p < 0.001. The numbers are reproduced, not re-estimated.

All five direct paths are positive and were reported as statistically significant at $p < 0.001$. Talent management and compensation systems were associated with organizational performance ($\beta = 0.312$ and 0.287, respectively), while their corresponding paths to accounting transparency were 0.398 and 0.356. Accounting transparency itself was positively associated with organizational performance ($\beta = 0.341$). These results support H1–H5 under the reported model specification, without resolving causality or respondent clustering.

4.5. Explanatory and predictive diagnostics

Table 5. Reported structural-model summary diagnostics.

Criterion	Reported value	Interpretation in source
R^2: accounting transparency	0.512	51.2% explained variance
R^2: organizational performance	0.634	63.4% explained variance
Q^2: accounting transparency	0.347	Positive predictive-relevance statistic
Q^2: organizational performance	0.428	Positive predictive-relevance statistic
SRMR	0.058	Below 0.08 rule of thumb
NFI	0.892	Descriptive model-fit index

Note. Statistics transcribed from the source; no raw output was supplied to verify estimation settings, sampling distribution, or out-of-sample prediction.

The reported R^2 values imply that the specified antecedents account for 51.2% of the variance in accounting transparency and 63.4% of the variance in organizational performance. The reported positive Q^2 statistics are consistent with a predictive-relevance assessment, but their precise calculation (e.g., blindfolding configuration) was not provided. SRMR = 0.058 and NFI = 0.892 are presented as descriptive supplementary information rather than definitive evidence of global model validity. A consistency check of the R^2 values against the supplied latent-construct correlations and path coefficients is advisable before publication.

4.6. Indirect relationships and total effects

Table 6. Reported bootstrapped mediation estimates (5,000 resamples).

Hypothesis	Indirect path	β indirect	SE	t statistic	p value	95% CI	Reported mediation
H6	TM → AT → OP	0.136	0.028	4.857	<0.001	[0.082, 0.191]	Partial
H7	CS → AT → OP	0.121	0.031	3.903	<0.001	[0.061, 0.182]	Partial

Note. CI = confidence interval. Both reported bootstrap intervals exclude zero.

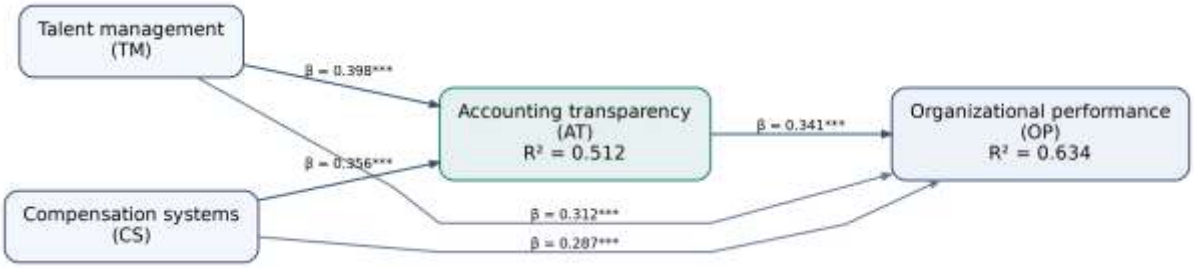
The indirect relationship between talent management and organizational performance through accounting transparency was $\beta = 0.136$, 95% CI [0.082, 0.191]; that between compensation systems and organizational performance was $\beta = 0.121$, 95% CI [0.061, 0.182]. Because the direct paths in Table 4 were also positive and statistically significant, these patterns are compatible with complementary partial mediation (Zhao et al., 2010). The implied mediated proportions are approximately 30.4% and 29.7% of their respective total effects, calculated from the reported rounded estimates.

Table 7. Reported direct, indirect, and total effects on organizational performance.

Path	Direct effect	Indirect effect	Total effect
TM → OP	0.312	0.136	0.448
CS → OP	0.287	0.121	0.408
AT → OP	0.341	—	0.341

On the reported standardized scale, talent management has the largest total association with organizational performance (0.448), followed by compensation systems (0.408). This comparison is descriptive and should not be interpreted as a ranking of intervention returns without longitudinal or experimental evidence.

Figure 2. Reported standardized direct paths and explained variance.



*Note. *** $p < 0.001$ in the supplied results. Indirect coefficients are reported separately in Table 6. Both antecedents of accounting transparency are shown explicitly.*

4.7. Effect sizes

Table 8. Reported effect sizes for the direct paths.

Path	f^2	Descriptive interpretation
TM → AT	0.198	Medium
CS → AT	0.159	Medium
TM → OP	0.142	Small to medium
CS → OP	0.118	Small to medium
AT → OP	0.167	Medium

Note. Rules of thumb: approximately 0.02 = small, 0.15 = medium, 0.35 = large. Descriptions are approximate; contextual relevance remains important.

The largest reported local effect size concerns the association between talent management and accounting transparency ($f^2 = 0.198$). Compensation systems and accounting transparency also show nontrivial incremental contributions in the model ($f^2 = 0.159$ and 0.167, respectively). The values are informative about model-specific incremental variance, not about the size of a causal intervention.

5. Discussion

5.1. Talent management and organizational performance

The positive reported association between talent management and organizational performance aligns with research emphasizing the performance relevance of strategic human capital (Al-Qeed et al., 2018). Within the resource-based view, coordinated acquisition, development, deployment, and retention may help organizations maintain difficult-to-replicate knowledge and improve their capacity to respond to competitive demands (Barney, 1991). For Indonesian listed companies, this interpretation highlights the potential value of professional capability development and succession planning. Yet because firms with better performance may also have greater resources for talent investment, reciprocal relationships remain plausible.

5.2. Compensation systems and organizational performance

The positive compensation–performance path is consistent with the proposition that employees respond to reward structures, perceived fairness, and incentive alignment. From an agency standpoint, managerial incentives may reduce or exacerbate goal divergence depending on what conduct they reward (Jensen & Meckling, 1976). The result supports treating compensation architecture as more than a cost-control issue, but it does not establish which specific compensation components—fixed pay, bonuses, benefits, or equity—produced the reported association. This distinction should guide interpretation and future construct-level testing.

5.3. Human resource practices and accounting transparency

A distinctive aspect of the model is the positive association of both talent management and compensation systems with accounting transparency. Talent management may be related to reporting quality insofar as professional competence and continuity are essential to applying accounting rules and operating internal controls (Suhardi, 2025). Compensation design may also affect whether employees prioritize faithful reporting or narrowly measured financial targets. Studies of accounting information systems and governance-related disclosure provide related, although not identical, explanatory frameworks (Ahmad et al., 2016) (Ali et al., 2022).

The relatively strong talent-management-to-transparency path ($\beta = 0.398$) is substantively noteworthy, but direct comparison with a causal mechanism requires caution. In particular, a reporting culture supportive of transparency may itself lead to improved personnel systems, or both may reflect broader governance quality. The observed link is therefore best interpreted as compatible with reciprocal capacity-building between people management and accounting governance, not proof of a one-way causal chain.

5.4. Accounting transparency and organizational performance

The positive accounting-transparency path (β = 0.341) is consistent with the view that credible information can support resource allocation, performance monitoring, and stakeholder assessments. Evidence linking transparent accounting systems with firm performance and evaluation transparency with employee outcomes supports this broader logic (Ahmad et al., 2016) (Pragoddee & Ussahawanitchakit, 2013). Indonesia-focused disclosure studies point in a related direction by examining sustainability information, reputation, and firm value (Dewi, 2025) (Nurlatifah et al., 2025). Nonetheless, the present accounting-transparency construct is manager-reported and should not be equated with independently audited disclosure quality without additional validation.

5.5. Interpretation of partial mediation

The reported indirect paths suggest that accounting transparency could be one mechanism connecting people-management practices with organizational performance. The two indirect effects are positive, their confidence intervals exclude zero, and direct relationships remain positive. This is consistent with complementary mediation (Zhao et al., 2010). The associations are compatible with a narrative in which talent capabilities and reward incentives improve information quality, which is in turn related to better organizational decisions and stakeholder confidence. Similar transparency–accountability–performance chains appear in adjacent public-sector research (Zein & Septiani, 2025) (Thahir et al., 2024).

However, a statistically significant indirect path estimated with cross-sectional data does not establish a temporal mediating process. A stronger test would measure antecedent human resource practices first, accounting transparency at a later point, and subsequent organizational outcomes, ideally supplemented by archival indicators and firm-level controls. The present evidence should be framed as a theoretically motivated indirect association rather than an experimentally established mechanism.

5.6. Theoretical contributions

The study offers three theoretical insights. First, it extends a resource-based interpretation of human capital by considering accounting transparency as a potentially complementary organizational capability rather than treating human resource management and financial reporting as distinct domains. Second, it places compensation systems within an agency-relevant governance logic, recognizing that incentives can shape both productive effort and the quality of information supplied to decision-makers. Third, it integrates these perspectives in an emerging-market context where reporting arrangements, managerial capability, and organizational performance may develop together. The theoretical contribution is therefore integrative and contextual rather than a claim to have established unique causality.

5.7. Managerial and policy implications

For managers, the practical implication is to coordinate recruitment, professional development, compensation governance, and financial reporting processes. Human resource units and finance functions can jointly define competencies relevant to sound reporting, embed integrity and internal-control considerations in appraisal systems, and monitor turnover in critical financial roles. Compensation schemes should balance short-term performance metrics with compliance, accuracy, and long-horizon organizational outcomes. These recommendations are informed by the study's pattern of associations; they require local feasibility assessment rather than automatic implementation.

Boards and audit committees may also consider whether personnel capability and incentive design are addressed within enterprise-wide governance reviews. Existing Indonesian research connects transparency and performance through a range of public and private organizational settings (Iskandar, 2025) (Valdiansyah & Augustine, 2021). Related studies on environmental accounting and reporting underline the broader relevance of reliable organizational information, but they should not be treated as direct replications of this model (Naka et al., 2025) (Awanda, 2025).

5.8. Limitations and priorities for future studies

The study is limited by a cross-sectional design, reliance on manager-reported perceptions, a sample confined to 50 IDX-listed companies, and unspecified handling of respondents nested within firms. The supplied source does not disclose fieldwork dates, questionnaire wording, full 56-item measurement results, detailed company stratification, cluster adjustment, common-method diagnostics, or archived SmartPLS outputs. The stated secondary financial indicators also lack a clear mapping to the latent variable and respondent-level model. These reporting gaps limit reproducibility and the precision of claims about the nature of organizational performance.

Future studies should use preregistered longitudinal or multiwave designs, distinguish firm-level from respondent-level measurements, include audit-based transparency proxies, and test whether stronger governance conditions modify the proposed mediation. Detailed questionnaire appendices, HTMT

statistics, bootstrap specifications, and reproducible analysis files would facilitate a more rigorous assessment. Research comparing listed with non-listed Indonesian firms could also clarify the model's boundary conditions.

6. Conclusion

Based on the quantitative results reported in the supplied study, talent management and compensation systems are positively associated with organizational performance among managers of IDX-listed Indonesian companies. Both human resource practices are also positively associated with accounting transparency, which in turn is positively associated with performance. The reported indirect paths through accounting transparency are statistically distinguishable from zero and are consistent with partial mediation. Talent management has the largest reported total standardized association with organizational performance ($\beta = 0.448$), followed by compensation systems ($\beta = 0.408$).

The findings support a coordinated managerial approach in which organizations develop strategic talent capabilities, maintain equitable and appropriately aligned compensation arrangements, and strengthen the clarity and credibility of accounting information. The theoretical contribution lies in linking human resource and reporting-governance practices within a single explanatory model for an emerging-market setting. The interpretation remains associational because the data are cross-sectional and underlying analysis files were not available for validation. Further longitudinal, multilevel, and independently audited research is needed before strong causal or policy claims are justified.

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