

# SYSTEMATIC REVIEW OF THE INFLUENCE OF TALENT MANAGEMENT, CAREER DEVELOPMENT OPPORTUNITIES, AND POSITIVE WORK ENVIRONMENT ON ORGANIZATIONAL COMMITMENT THROUGH JOB SATISFACTION

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## Abstract

This article presents a systematic literature review (SLR) to analyze the relationship between talent management, career development opportunities, and a positive work environment on organizational commitment, with job satisfaction as a mediating variable. The study was conducted by selecting articles from reputable journals in the Scopus database (Q1–Q4) published between 2019 and 2024. The synthesis of results indicates that strategic talent management, inclusive career systems, and a supportive work environment contribute significantly to strengthening employees' affective loyalty. These findings confirm that job satisfaction is not merely an end result but serves as a key mediator bridging the influence of organizational stimuli on employee commitment. The developed conceptual model expands the application of Herzberg's Two-Factor Theory and Social Exchange Theory within an evidence-based integrative framework. This study offers theoretical and practical contributions to the development of adaptive, sustainable, and well-being-oriented human resource management policies.

**Keywords:** *Talent Management, Career Development, Positive Work Environment, Job Satisfaction, Organizational Commitment, Systematic Literature Review*

## INTRODUCTION

In the era of digital disruption and massive organizational transformation, the role of human resources (HR) has evolved beyond merely supporting organizational structures to becoming a strategic asset that determines competitiveness and long-term sustainability. The complexity of global business, shifting cross-generational values, and increasing market uncertainties demand that organizations formulate HR management strategies that are not only efficient but also adaptive and value-based (Collings, Mellahi, & Cascio, 2021). In this context, organizations must develop HR systems that support agility, engagement, and digital integration. The success of business objectives heavily depends on the quality of talent management and human capital competitiveness (Tarique & Schuler, 2021).

One of the fundamental pillars of organizational effectiveness is high organizational commitment among employees. This commitment reflects affective, normative, and enduring attachment to the organization, influencing loyalty, contribution, and retention intentions (Meyer & Allen, 1991). In an increasingly dynamic work environment, organizational commitment serves as a differentiating factor between progressive and stagnant organizations. Empirical evidence shows that high commitment reduces turnover intention while enhancing productivity, service quality, and customer satisfaction (Nguyen et al., 2023; Pursio et al., 2025).

Numerous studies affirm the significance of talent management, career development opportunities, and a positive work environment as key determinants of organizational commitment. Strategic talent management encompasses not only competency identification and development but also the creation of a work ecosystem that empowers and actively engages employees (Gallardo-Gallardo et al., 2020). Meanwhile, career development acts as a motivational tool that strengthens professional sustainability and a sense of belonging (Lima et al., 2024; Sacuiu & Micu, 2024). A positive work environment—characterized by organizational fairness, social support, psychological safety, and a collaborative culture—has been proven to enhance emotional loyalty and enrich work experiences (Rathnayake & Chandrakumara, 2024; Rahman & Rizki, 2024). The influence of these variables on

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organizational commitment is not linear. Many are mediated by psychological factors, one of which is job satisfaction. Job satisfaction reflects an individual's affective evaluation of their work, resulting from the interaction between expectations and workplace realities (Judge et al., 2017). Recent studies indicate that job satisfaction plays a mediating role in connecting talent management, career development, and a positive work environment with organizational commitment (Martins et al., 2024; Ammari & Gantare, 2024). In this regard, job satisfaction serves as a psychological bridge that transforms external stimuli into behavioral responses and attitudinal loyalty. Unfortunately, existing literature remains limited in capturing the complex dynamics of these interrelationships in an integrative manner. Most prior studies focus on partial relationships without constructing a conceptual model that incorporates the critical role of job satisfaction as an intervening variable. Additionally, there is a scarcity of systematic research that inventories and synthesizes empirical findings across disciplines and organizational contexts comprehensively. Therefore, this article aims to present a comprehensive systematic literature review (SLR) on the relationship between talent management, career development, and a positive work environment on organizational commitment, considering job satisfaction as a mediating variable. Through the SLR approach, this study not only systematically organizes and analyzes literature but also formulates future research agendas and develops a conceptual framework as a theoretical and practical reference for sustainable HR strategy development.

## RESEARCH METHODS

This study adopts a Systematic Literature Review (SLR) approach, conducted manually as a strategy to systematically and objectively identify, evaluate, and synthesize literature. This method was chosen for its ability to provide a comprehensive understanding of complex phenomena and map theoretical and practical contributions based on accumulated scientific knowledge (Snyder, 2019). The review process was conducted manually without bibliometric tools or PRISMA protocols but adhered to principles of transparency and traceability in literature search and documentation (Tranfield, Denyer, & Smart, 2003; Page et al., 2021). Literature sources were drawn from Scopus-indexed journals (Q1–Q4) to ensure academic quality (Elsevier, 2023). Inclusion criteria consisted of peer-reviewed articles published between 2019 and 2024 that were relevant to talent management, career development, positive work environment, job satisfaction, and organizational commitment. Non-empirical, irrelevant, or non-English articles were excluded from the analysis. Selection was conducted in stages through title, abstract, and full-text screening. The analysis was performed manually using thematic and conceptual categorization approaches, employing open coding, axial coding, and selective coding techniques to identify patterns and construct a structured literature synthesis (Nowell et al., 2017).

## RESULT AND DISCUSSION

### Characteristics of the Reviewed Literature

#### Theme 1: Talent Management and Organizational Commitment

A systematic analysis of 22 scholarly articles reveals a significant correlation between talent management and organizational commitment. The majority of these articles were published between 2024 and 2025, reflecting the urgency of this topic amid workplace transformations driven by digitalization, global mobility, and post-pandemic impacts (Pursio et al., 2025; Singh et al., 2025; Sacuiu & Micu, 2024). The geographical diversity of the studies—spanning Finland, India, Pakistan, Indonesia, and Spain—demonstrates cross-cultural applicability, enriching the understanding of employee loyalty in varied work contexts (Pursio et al., 2025; Prasidi, 2025; Zafar & Abu-Hussin, 2025; Hardi et al., 2025; Fortuny-Santos & Ruiz-de-Arbulo-López, 2024).

The methodologies employed include systematic literature reviews and bibliometric analyses (Omair et al., 2025; Pooja & Bhavani, 2025), supplemented by quantitative survey-based approaches that reinforce causal evidence linking talent management to organizational commitment (Prasidi, 2025; Alqahtani & Alshagrawi, 2025). Other studies utilize scoping reviews, conceptual literature reviews, and meta-analyses (Banerjee & Sharma, 2024; Fortuny-Santos & Ruiz-de-Arbulo-López, 2024), showcasing methodological diversity as a strength. Bibliometric techniques such as co-occurrence and citation mapping are predominant (Zafar & Abu-Hussin, 2025; Abate et al., 2024), supported by quantitative models identifying engagement, leadership, and job satisfaction as key predictors of commitment (Hardi et al., 2025). Collectively, this literature underscores talent management as a multidimensional research domain critical for employee retention and theoretical synthesis in organizational sustainability (Sacuiu & Micu, 2024; Banerjee & Sharma, 2024).

#### Theme 2: Career Development and Organizational Commitment

A total of 18 articles were analyzed to examine the relationship between career development and organizational commitment, with most published in 2024–2025. These findings highlight the relevance of this issue in addressing

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adaptability demands and retaining top talent in modern organizations (Lima et al., 2024; Pursio et al., 2025). The geographical scope—encompassing Europe, South Asia, the Middle East, and multinational contexts—strengthens diverse perspectives on employee loyalty (Taneja et al., 2024; Khademizadeh et al., 2024; Mansour & Vadell, 2024). Research designs vary, dominated by systematic and narrative literature reviews (Lima et al., 2024; Taneja et al., 2024), alongside scoping reviews and bibliometric analyses (Pursio et al., 2025; Konstantinou et al., 2024). Quantitative studies, such as Tukiran et al. (2024), add empirical depth by examining gamification's role in career development and organizational commitment. The literature broadly emphasizes conceptual approaches in developing career-based HR strategies (Cek, 2024; Sacuiu & Micu, 2024). Bibliometric analyses map research trends and identify underexplored variable relationships. Substantively, career development not only enhances competencies but also strengthens emotional attachment and organizational loyalty (Vagvala & Saini, 2024). Additionally, trends reveal strong linkages between career development, organizational sustainability, inclusive equity, and digital readiness (Taneja et al., 2024; Dubickis et al., 2024). This expands the understanding of career strategies beyond vertical mobility, framing them as instruments for value-driven, long-term commitment.

## Theme 3: Positive Work Environment and Organizational Commitment

This section reviews 17 Scopus-indexed articles (Q1–Q4) published between 2024–2025, highlighting the complex relationship between positive work environments and organizational commitment. The topic reflects scholarly responses to post-pandemic and Industry 4.0 workplace paradigm shifts (Rahman & Rizki, 2024; Hakim & Rumijati, 2024; Widiastuti & Marijan, 2024; Zafar & Abu-Hussin, 2025; Rathnayake & Chandrakumara, 2024; Dubickis et al., 2024; Malik & Moazzam, 2025). Geographical diversity—Indonesia, Pakistan, the Middle East, Sri Lanka, and international studies—enriches perspectives on how cultural values and work climates shape employee attachment. Systematic reviews and bibliometrics dominate (Rahman & Rizki, 2024; Dubickis et al., 2024), supplemented by conceptual, thematic, and quantitative studies reinforcing empirical validation (Huamán & Sánchez, 2024; Saufi & Qin, 2025; Iqbal et al., 2024).

Methodologically, bibliometrics and systematic reviews comprehensively map research trends and variable interrelationships (Rathnayake & Chandrakumara, 2024; Pursio et al., 2025; Ribeiro et al., 2024). Findings confirm positive work environments as critical determinants of organizational commitment through affective, normative, and functional pathways (Saufi & Qin, 2025; Widiastuti & Marijan, 2024). Studies also reveal the roles of humanistic, inclusive, and spiritually supportive climates in bolstering loyalty, alongside structural, social, and ethical factors in enhancing psychological attachment (Hakim & Rumijati, 2024; Zafar & Abu-Hussin, 2025; Huamán & Sánchez, 2024). Thus, positive work environments transcend comfort—they are strategic tools for sustainable emotional and relational commitment.

## Thematic Synthesis of the Literature

### Theme 1: Talent Management and Organizational Commitment

The relationship between talent management and organizational commitment has become a central focus in contemporary discussions on strategic human resource management. The literature reveals that talent management is no longer perceived as a purely administrative function but has shifted into a strategic instrument for strengthening employee loyalty, retention, and emotional attachment to the organization. Numerous studies assert that effective talent management contributes significantly to reinforcing the affective and normative dimensions of organizational commitment (Sacuiu & Micu, 2024; Banerjee & Sharma, 2024). Theoretically, this relationship is grounded in the Resource-Based View (RBV), which positions talent as a unique, inimitable asset essential for generating sustainable competitive advantage (Collings et al., 2021). Various conceptual models emphasize that structured talent management strategies—ranging from talent identification and development to retention and engagement—have a significant impact on employee commitment (Dubickis et al., 2024; Zafar & Abu-Hussin, 2025).

Empirical evidence from Sacuiu and Micu (2024) demonstrates that retention strategies based on career development and individual empowerment directly influence organizational loyalty. Banerjee and Sharma (2024) further highlight that digital talent management is a critical factor in supporting Industry 4.0 transformation and enhancing employee engagement in technology-driven organizational ecosystems. The ability to manage digital talent is identified as a differentiating advantage in navigating structural change. The self-leadership approach has also been explored as an internalized form of talent management that reinforces organizational commitment. Pursio et al. (2025) emphasize that self-leadership enhances personal responsibility, self-efficacy, and work autonomy, thereby deepening affective commitment. Awee & Lim (2025) support this perspective, showing that managing social loafing through individual capacity building fosters collective engagement and organizational loyalty. Alqahtani and Alshagrawi (2025) highlight the role of transformational leadership as an integral component of talent

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management strategy. Leadership styles that emphasize empowerment have been shown to enhance engagement and commitment, with positive implications for organizational stability and service quality. Zafar and Abu-Hussin (2025) add that integrating Islamic work ethics into organizational culture can foster value-based commitment. Values such as justice, integrity, and trustworthiness play a role in strengthening the normative dimension of organizational commitment. Dubickis et al. (2024) also stress the importance of knowledge transfer in talent management strategy. The ability of organizations to manage and distribute knowledge effectively contributes to human capital development and organizational loyalty. Organizations that are adaptive to knowledge-based changes tend to exhibit higher levels of employee engagement.

In the context of sustainability, Pooja and Bhavani (2025) affirm that Green HRM, as an environmentally oriented talent management approach, not only enhances productivity but also strengthens employee commitment. This illustrates that sustainability strategies serve as foundational elements in building a long-term organizational culture. The influence of talent management on organizational commitment is both systemic and multidimensional. This relationship is mediated by variables such as leadership, cultural values, retention strategies, digital capabilities, and organizational learning. Thus, talent management should be viewed not only as an adaptive strategy but also as a structural intervention critical for fostering long-term loyalty and employee engagement within the organization.

## Theme 2: Career Development Opportunities and Organizational Commitment

Career development opportunities are a strategic determinant in cultivating loyalty and strengthening organizational commitment. Theoretical perspectives suggest that individuals exhibit stronger affective attachment when they perceive prospects for professional growth within the organization (De Vos & Cambré, 2017). This view is reinforced by the literature synthesis, which positions career development not only as an intrinsic motivator but also as a vital tool for employee retention and commitment enhancement. Lima et al. (2024) show that non-financial motivation strategies can foster loyalty, emphasizing the effectiveness of intrinsic incentives in establishing long-term relationships between individuals and organizations. Vagvala and Saini (2024) underscore the importance of inclusive career approaches, particularly for LGBTQ+ communities, which directly contribute to organizational commitment through diversity and inclusion practices.

Pursio (2024) highlights professional autonomy as a catalyst for emotional engagement, while Cek (2024) stresses the importance of structured career pathing in shaping long-term commitment. Dubickis et al. (2024) identify knowledge transfer as an integral component of career development, with direct impacts on employee competence and loyalty. In a global context, Sacuiu and Micu (2024) emphasize the effectiveness of career development in stabilizing the workforce, particularly in cross-border talent retention strategies. Tukiran et al. (2024) add that gamification approaches can enhance engagement in career processes and reinforce emotional connection. Similarly, Pursio et al. (2025) highlight the importance of self-leadership as a foundation for autonomous career development that positively affects organizational commitment. Borissov (2024) and Zhao et al. (2025) stress that career resilience and supportive leadership are key determinants in the formation of loyalty. Meaningful careers supported by responsive managerial systems create strong psychological bonds, consistent with motivational and engagement frameworks.

Adeneye (2024) highlights that integrating technology into career strategies strengthens commitment in the digital age. Konstantinou et al. (2024) propose a socio-ecological framework as an approach that considers employees' personal needs in building loyalty. Meanwhile, Taneja et al. (2024) incorporate principles of sustainability and green economics into career design to encourage value-based loyalty. Dubickis et al. (2024) and Khademizadeh et al. (2024) affirm that strengthening employability skills through career development is a fundamental basis for fostering long-term organizational commitment. Liu et al. (2024) add that, in the energy sector, career development opportunities are key to ensuring service continuity through employee loyalty. Finally, Mansour and Vadell (2024) show that metaverse-based career development opens new horizons for strengthening employee engagement through digital readiness and future orientation. These thematic findings affirm that career development plays a central role in shaping emotional attachment, loyalty, and organizational commitment. Therefore, organizations capable of offering fair, progressive, and inclusive career systems will gain a strategic advantage in retaining talent and establishing a foundation for long-term sustainability.

## Theme 3: Positive Work Environment and Organizational Commitment

A positive work environment serves as an essential foundation for fostering emotional attachment between employees and organizations. In today's competitive and high-pressure work landscape, the quality of the work environment not only influences comfort but also acts as a determinant of organizational commitment through work climate and psychological safety dimensions. Recent literature confirms that a healthy work climate promotes

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engagement culture, enhances job satisfaction, and strengthens affective loyalty toward the organization (Rahman & Rizki, 2024; Rathnayake & Chandrakumara, 2024). The study by Rahman and Rizki (2024) demonstrates that Organizational Citizenship Behavior (OCB) thrives in positive work environments characterized by mutual respect, role clarity, and reciprocal support. This aligns with the findings of Hakim and Rumijati (2024), which show that constructive work atmospheres encourage proactive behavior and reinforce organizational attachment. Psychosocial safety has also emerged as a critical dimension. Rathnayake and Chandrakumara (2024) found that psychological safety enables employees to express opinions without fear, thereby strengthening commitment. In this context, psychosocial safety climate functions as a buffer against disengagement and burnout while fostering long-term commitment.

Saufi and Qin (2025) highlight that inclusive and humanistic corporate cultures enhance a sense of belonging—a key foundation of emotional commitment. This is reinforced by the quantitative study of Iqbal, Qamari, and Surwanti (2024), which demonstrates that positive organizational climates stimulate OCB, particularly in the public sector facing high structural challenges. Additionally, purpose-driven leadership plays a role in shaping organizational commitment. Ribeiro, Costa, and Ramos (2024) reveal that value- and purpose-based leadership provides intrinsic meaning to employees' roles, deepening affective attachment. Spiritual aspects are also emphasized by Zafar and Abu-Hussin (2025) and Widiastuti and Marijan (2024), who underscore the role of Islamic work ethics in cultivating morally grounded work environments. Values such as integrity and empathy strengthen trust and emotional attachment rooted in moral principles.

Knowledge transfer has also been identified as a critical element in healthy work environments. The study by Dubickis et al. (2024) shows that collaborative atmospheres supporting knowledge flow foster collective competence, engagement, and organizational loyalty. Interestingly, Malik and Moazzam (2025) observe that in results-oriented organizations (bottom-line mentality), supportive work environments can mitigate excessive pressure and sustain high commitment levels—offering crucial insights for performance-driven organizations that must balance productivity with employee well-being. Another contribution comes from Huamán and Sánchez (2024), who conceptually emphasize the importance of collective bargaining and two-way communication in creating inclusive work climates. These mechanisms strengthen mutual trust and long-term attachment between individuals and organizations. Collectively, the literature consistently concludes that positive work environments are central to organizational commitment formation. Supportive, psychologically safe, value-based climates, coupled with meaningful and collaborative leadership, play a vital role in sustaining employee loyalty and attachment.

## **Theme 4: The Intervening Role of Job Satisfaction in Strengthening Organizational Commitment**

Job satisfaction has evolved into a strategic psychological variable that mediates the influence of various antecedent factors on organizational commitment. In modern organizational contexts, understanding this mediating role is increasingly crucial for explaining how work environments, leadership styles, career development, and value systems contribute to employee loyalty. Theoretically, job satisfaction's position as an intervening variable is explained through Herzberg's Two-Factor Theory, which distinguishes between intrinsic motivators (e.g., achievement and growth) and extrinsic hygiene factors (e.g., working conditions and organizational policies) (Herzberg, 1966). In contemporary approaches, job satisfaction is understood as a cognitive-affective mechanism that transforms individuals' perceptions of organizational attributes into long-term attachment.

Empirical studies consistently support this mediating role. Martins et al. (2024) show that organizational support for career development enhances job satisfaction, which ultimately strengthens commitment. Similar findings are reported by Aziz and Omar (2024), confirming that job satisfaction reduces turnover intention and reinforces affective commitment. Ammari and Gantare (2024) explicitly demonstrate job satisfaction as a mediator between ethical climate and organizational commitment. Ethical work environments create psychologically positive work experiences, deepening emotional attachment to the institution.

Zafar and Abu-Hussin (2025) add that job satisfaction can also stem from the internalization of spiritual values, such as Islamic work ethics, which reinforce organizational culture and loyalty. This indicates that normative perceptions of organizational values also contribute to satisfaction and long-term attachment. In the context of self-leadership, Pursio et al. (2025) reveal that employees with high autonomy and personal responsibility tend to experience greater satisfaction, leading to stronger loyalty. Saha et al. (2024), in their bibliometric analysis, further support the positive relationship between job satisfaction and retention. Through a quantitative approach, Xin et al. (2025) conclude that transformational leadership enhances organizational commitment via the mediating pathway of job satisfaction. Here, satisfaction acts as an affective conduit linking leadership characteristics to employee loyalty. The syntheses by Jogi et al. (2024) and Agustina & Ekowati (2024) reinforce the consensus in the literature regarding the relationship between job satisfaction and organizational commitment. Satisfaction not only increases loyalty but

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also reduces turnover intention. Hardi and Syaharuddin (2025) further note that satisfaction mediates the negative impact of work stress on performance—a critical factor for institutional sustainability. Thus, job satisfaction's role as a mediator is not merely a statistical relationship but a psychosocial mechanism that more holistically explains employee loyalty. Consequently, understanding this mechanism is crucial for designing HR strategies focused on creating satisfying, sustainable, and emotionally meaningful work experiences. Based on the preceding thematic synthesis, the relationship between talent management, career development, and positive work environment with organizational commitment forms a complex and interconnected multidimensional relationship. These three variables do not operate in isolation but work synergistically to shape affective, normative, and enduring attachment. However, this relationship is not direct; it is mediated by job satisfaction as a psychological mechanism that connects work perceptions with organizational behavior. The conceptual model in this study was designed using an integrative approach, combining all constructs into a complete and evidence-based relational system. This approach addresses the weaknesses of previous literature that tended to be fragmented, while affirming the strategic position of job satisfaction as a mediating variable that bridges the influence of antecedents on organizational commitment outcomes.

The model includes five main components: talent management (X1) which strengthens commitment through the development and retention of outstanding individuals (Dubickis et al., 2024; Sacuiu & Micu, 2024); career development (X2) which fosters intrinsic motivation and perceptions of professional progress (Lima et al., 2024; Vagvala & Saini, 2024); positive work environment (X3) which provides a psychologically healthy climate and collective culture that encourages loyalty (Rathnayake & Chandrakumara, 2024; Rahman & Rizki, 2024); job satisfaction (Z) as a mediator that transforms the three antecedent variables into emotional attachment (Martins et al., 2024; Ammari & Gantare, 2024); and organizational commitment (Y) as an outcome that reflects employee loyalty and contribution. This model illustrates an indirect relationship pattern that depends on strengthening job satisfaction as a prerequisite for significant commitment to occur. The conceptualization in this study repositions job satisfaction as the emotional center of gravity that absorbs antecedent influences and transforms them into organizational commitment (Martins et al., 2024; Xin et al., 2025). This brings HRM discourse closer to organizational psychology and neuroscience HR approaches. Furthermore, this study reflects a paradigm shift from transactional work relationships to transformational psychological contracts, where meaningful work experiences are more important than mere material incentives (Lima et al., 2024; Sacuiu & Micu, 2024).

This study not only confirms previous literature but also builds a new conceptual foundation that unifies organizational structure, work values, and affective aspects into a holistic managerial framework. Its contribution lies in construct integration, methodological expansion, and repositioning HRM as the psychosocial architecture of modern organizations. These findings encourage a deeper understanding of employee attachment and open space for the development of theories and practices that are more relevant to contemporary challenges. Theoretically, this study expands the validity of Herzberg's Two-Factor Theory (Herzberg, 1966) and Social Exchange Theory (Blau, 1964), by emphasizing that job satisfaction is not merely the result of work conditions but becomes the main link between organizational dynamics and employees' affective responses. This model also opens space for cross-cultural validation, considering that perceptions of work values and organizational climate are highly dependent on the surrounding social context (Zafar & Abu-Hussin, 2025; Rathnayake & Chandrakumara, 2024). From a practical perspective, the results of this study offer strategic guidance for the development of integrated HRM policies. Talent management should be directed at strengthening long-term potential (Gallardo-Gallardo et al., 2020), career development needs to be inclusive and adaptive to personal expectations (Lima et al., 2024; Sacuiu & Micu, 2024), and the creation of work environments must be oriented towards psychological well-being and ethical values (Rahman & Rizki, 2024; Saufi & Qin, 2025). In this framework, job satisfaction is not just an end indicator but a strategic component in maintaining loyalty and organizational stability (Ammari & Gantare, 2024). This model can be used as an applied reference in developing value-based HR policies, sustainability-oriented, and aligned with the organization's long-term strategic direction.

This study also highlights important gaps in the literature. Most previous studies remain partial, only discussing two or three variables without fully elaborating on the role of job satisfaction as a mediator (Sacuiu & Micu, 2024; Vagvala & Saini, 2024; Rahman & Rizki, 2024). Although some studies have begun to explore this (Ammari & Gantare, 2024; Martins et al., 2024; Pursio et al., 2025), job satisfaction is still often positioned as an outcome rather than as a strategic connector in work systems. Methodological limitations are also evident from the dominance of descriptive quantitative survey approaches (Prasidi, 2025; Hardi et al., 2025; Xin et al., 2025) that have not been able to capture the psychological dynamics of inter-variable relationships more deeply. Systematic and bibliometric approaches (Omair et al., 2025; Dubickis et al., 2024; Saha et al., 2024) tend to focus on theme mapping rather than testing complex causal models. In addition, the integration of theories such as Herzberg, SET, and Organizational

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Support Theory still operates separately, not yet consolidated into a comprehensive theoretical framework (Martins et al., 2024; Zafar & Abu-Hussin, 2025; Saufi & Qin, 2025).

## CONCLUSION

This study successfully builds an integrative conceptual framework that positions talent management, career development, and positive work environment as main determinants in strengthening organizational commitment. Job satisfaction is placed as a strategic intervening variable, not merely as an outcome but as a psychological mechanism that bridges work experiences with employees' affective loyalty. The literature synthesis shows that potential-based talent management strategies, inclusive and directed career paths, and ethical and humanistic work climates collectively form structures of emotional and normative attachment. The developed model not only expands understanding of classical theories such as Herzberg's Two-Factor Theory, Social Exchange Theory, and Resource-Based View, but also represents the increasingly complex and multidimensional dynamics of the contemporary world of work. From a practical perspective, this model affirms the importance of work ecosystems that encourage personal growth, psychological well-being, and work meaning - not just material incentives. Thus, this study not only enriches academic discourse but also provides a foundation for the development of adaptive, sustainable organizational policies oriented towards authentic and satisfying work experiences.

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**SYSTEMATIC REVIEW OF THE INFLUENCE OF TALENT MANAGEMENT, CAREER DEVELOPMENT OPPORTUNITIES, AND POSITIVE WORK ENVIRONMENT ON ORGANIZATIONAL COMMITMENT THROUGH JOB SATISFACTION**

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