

UNLOCKING EMPLOYEE JOB ACCOMPLISHMENT: THE ROLE OF HUMAN RESOURCE MANAGEMENT INITIATIVES WITH THE CONTINGENT IMPACT OF COMPENSATION AND BENEFITS

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ABSTRACT: This paper investigates the impact of talent acquisition, learning and development, and diversity and inclusion on Indonesian employees' job performance via workplace dedication. In addition, the paper examines the moderating effect of compensation and benefits on this relationship. 570 employees from various industries in Indonesia were surveyed using a structured questionnaire as part of a survey-based research strategy. The findings indicate that talent acquisition, learning and development, diversity, and inclusion significantly and positively affect workplace dedication and job performance. In addition, compensation and benefits moderate the relationship between workplace dedication and job performance, indicating that employees who perceive higher compensation and benefits experience excellent job performance due to their workplace dedication. These findings suggest that organizations in Indonesia should prioritize talent acquisition, learning and development, diversity and inclusion, and competitive compensation and benefits to boost employee commitment and job performance.

Keywords: Diversity and Inclusion; Talent Acquisition; Job Accomplishment; Workplace Dedication; Compensation and Benefits; Job Demands-Resources (JD-R) Model

1. Introduction

(Zahoor, Pepple, & Choudrie, 2021) The contemporary workplace is rapidly transforming, and businesses continually seek to implement more inclusive and diverse practices. While organizations endeavor to maintain a diverse workforce, they struggle to maintain employee engagement and job performance (Yadav & Dhar, 2021). Diversity and inclusion practices encourage the incorporation of individuals from diverse backgrounds, which can positively affect an organization's culture, innovation, and creativity (McCandless et al., 2022). Nevertheless, nurturing diversity alone may not improve employee performance, as it requires an inclusive culture that recognizes and respects individual differences (Brottman et al., 2020). In addition, learning and development programs play a crucial role in enhancing employee skills and knowledge, which can contribute to greater job satisfaction and employee engagement (Chopde, 2020). Similarly, talent acquisition strategies prioritizing diversity and inclusion can result in a more diverse workforce, which is crucial in today's globalized environment (de la Torre et al., 2022).

There is a shortage of research examining the effect of talent acquisition, learning and development, and diversity and inclusion on initiatives to improve job performance across industries and organizations. Although there is evidence that these variables can improve job satisfaction and organizational performance, more research is required to determine the factors that contribute to their effectiveness and how they vary across contexts (Mikołajczyk, 2022; Pillai & Sivathanu, 2020; Williamson & Kizilcec, 2022).

In addition, little is known about the combined impact of diversity and inclusion, learning and development, and talent on job performance. Consequently, there is a need for additional research employing a comprehensive and interdisciplinary approach to comprehend these relationships.

In addition, workplace commitment is a crucial mechanism underlying employee motivation and engagement (Hawkins, 2022). When employees feel connected to their workplace, they are more likely to exert the additional effort necessary to reach their objectives. In addition, dedicated employees tend to exhibit greater levels of job satisfaction, which can positively affect their job performance (Daniel et al., 2022). Despite extensive research on workplace dedication, the mechanism underlying the relationship between talent acquisition, learning and development, diversity and inclusion, and employee job performance remains ambiguous. The current study investigates the research void regarding how these factors interact and influence the workplace dedication of employees.

Moreover, according to Pangaribuan, Arifin, and Ritonga (2022), compensation and benefits are crucial in moderating the relationship between workplace dedication and job performance. To attract and retain top talent, offering a competitive compensation package is essential, but it is equally important to ensure that compensation correlates with employee expectations and contributes to job satisfaction (Fulmer & Li, 2022). In addition, benefits such as health insurance, retirement plans, and paid time off can

positively affect employee well-being, resulting in higher levels of commitment and job performance (Allegretto, 2022). This study is significant because it can help organizations better understand the factors that contribute to job success and how to establish a work environment that fosters employee commitment (Dahlila & Frinaldi, 2021). In addition, understanding the moderating function of compensation and benefits can assist organizations in designing compensation and benefits packages that attract and retain top talent while enhancing employee job performance (Pangaribuan et al., 2022).

In addition, this investigation was conducted within an Indonesian context. Despite the expanding interest in the impact of talent acquisition, learning and development, and diversity and inclusion on employee job performance, there is a contextual gap between Indonesian organizations and the economy (Purwanto, 2020). Most extant research on this topic has been conducted in developed nations, with only a small amount focusing on the Indonesian context. It is, therefore, questionable whether the findings of previous studies can be applied to Indonesian organizations and employees. In addition, the moderating function of compensation and benefits has not been studied extensively in the Indonesian context, which is significant because compensation and benefits practices in Indonesia may differ from those in other nations. This contextual void highlights the need for additional research in Indonesian organizations to understand better the influence of talent acquisition, learning and development, and diversity and inclusion on employees' job performance through the underlying mechanism of workplace dedication and the moderating role of compensation and benefits. Consequently, utilizing the Job Demands-Resources (JD-R) model, which is an extensively utilized theoretical framework in occupational psychology and human resource management, the purpose of this study is to:

- To examine the influence of diversity and inclusion, learning and development, and talent acquisition on employees' workplace dedication and job accomplishment in Indonesian organizations.
- To investigate the underlying mechanism of workplace dedication that mediates the relationship between talent acquisition, learning and development, diversity and inclusion, and job accomplishment of employees.
- To explore the moderating role of compensation and benefits in the relationship between workplace dedication and job accomplishment of employees.
- To provide practical recommendations and identify the unique aspects of the Indonesian organizational and economic context that affect the relationship between

diversity and inclusion, learning and development, talent acquisition, workplace dedication, compensation and benefits, and job accomplishment of employees.

2. Theoretical Foundation and Hypothesis Development Job Demands-Resources (JD-R) Model

This research's theoretical foundation is the Job Demands-Resources (JD-R) model. The JD-R model proposes that job demands and resources significantly determine employee work engagement, job satisfaction, and performance (Zhou et al., 2022). According to the JD-R paradigm, the interaction between job demands and job resources can result in either positive or negative outcomes for employees (Demerouti & Bakker, 2022). In the proposed research, diversity and inclusion, learning and development, and talent acquisition are conceptualized as job resources that can contribute to employees' workplace dedication, thereby enhancing their job performance. Workplace dedication is employees' emotional attachment, involvement, and identification with their work, organization, and coworkers (Guo, Qiu, & Gan, 2022). Employees committed to their work and organization are more likely to demonstrate higher levels of job achievement. Furthermore, the proposed research indicates that compensation and benefits can moderate the relationship between job resources, workplace dedication, and job performance (Pangaribuan et al., 2022). The moderating effect of compensation and benefits suggests that the positive effects of job resources on workplace dedication and job performance may be amplified when employees believe they are receiving fair and ample compensation and benefits.

Diversity and Inclusion, Learning and Development, Talent Acquisition, and Job Accomplishment

Diversity and inclusion are crucial factors that can have a significant effect on the job accomplishments of employees. A diverse and inclusive workplace is one in which employees of all backgrounds and identities feel valued, respected, and supported (Arsel, Crockett, & Scott, 2022). Such a workplace can foster a sense of belonging, inspire innovation, and increase employee engagement, resulting in improved job performance and overall success. Creativity and innovation are fostered by a diverse and inclusive workplace (Brottman et al., 2020), which is one of the primary benefits of such an environment. Individuals with diverse backgrounds, experiences, and perspectives can generate many ideas and solutions when they work together.

Moreover, when employees feel their perspectives and

contributions are valued and respected, they are more likely to share their ideas and take risks, resulting in improved job performance and accomplishments (Davenport et al., 2022). Additionally, diversity and inclusion can enhance team dynamics and collaboration. When people from diverse backgrounds and identities collaborate, they can improve their communication skills, increase their understanding of others, and forge stronger relationships (Hoang, Suh, & Sabharwal, 2022). This can ultimately enhance teamwork, decision-making, job performance, and accomplishments.

Learning and development programs can substantially impact an employee's job performance. These programs are intended to assist employees in acquiring new skills and enhancing their existing competencies (Chopde, 2020). Consequently, job satisfaction, performance, and overall success can increase (Hawkins, 2022). In addition, learning and development programs can enhance a worker's job-specific abilities. By participating in training and development programs, employees can acquire directly applicable new skills and techniques (Ma, Mayfield, & Mayfield, 2018). This can assist them in performing their duties more efficiently and effectively, resulting in higher-quality work.

In addition, talent procurement attracts sources and recruits the most qualified candidates for an open position (Lyons, 2022). It is a crucial aspect of human resource management and substantially impacts an organization's success. Employee performance is one area where talent acquisition can have a significant impact. (Pillai & Sivathanu, 2020) When an organization has a robust talent acquisition process, it can attract and hire employees with the necessary skills and experience to perform their tasks effectively. In turn, this can lead to more outstanding job accomplishments among employees. Poor talent acquisition, on the other hand, can negatively impact job performance (Yu et al., 2022). Failure to attract and hire the appropriate employees can result in high employee turnover, low productivity, and poor job performance. This can create an unfavorable work environment, negatively affecting employee morale and job performance. Consequently, it is proposed that;

H1: a) Diversity and inclusion, b) learning and development, and c) talent acquisition positively influence job accomplishment.

Diversity and Inclusion, Learning and Development, Talent Acquisition, and Workplace Dedication

A workplace that values diversity and promotes an inclusive culture can substantially affect employee commitment

(Tufail & Sandhu, 2022). Additionally, employees who experience a sense of belonging are more likely to be motivated to contribute to the organization's success (Georganta & Montgomery, 2022). Diversity and inclusion can also increase innovation and creativity. Employees with different perspectives and diverse backgrounds contribute various ideas and solutions to the table (Kahn et al., 2022). This can result in more inventive problem-solving and innovative thinking, which can ultimately contribute to the success of a business. Moreover, a workplace that values diversity and promotes inclusivity can attract a broader spectrum of talent, contributing to developing a more robust, more competent workforce (Davenport et al., 2022).

Learning and development programs are essential for enhancing employees' skills, knowledge, and expertise to fulfill their job responsibilities better. Such programs can have a substantial effect on employee commitment at work. Moreover, employees who believe they are continuously learning and developing are likelier to remain with their current employer, thereby reducing turnover rates and associated costs (Hawkins, 2022; Näswall et al., 2019). Learning and development programs can contribute to a positive workplace culture. Employees who believe their employers are committed to their professional development and growth are likelier to feel valued and appreciated, leading to greater job satisfaction and motivation. This positive work culture can result in a more productive and collaborative workplace, where employees are more invested in their work and the organization (Peng et al., 2022).

By employing the right people for the right roles, talent acquisition can affect workplace dedication. When individuals are positioned in positions that align with their skills, interests, and values, they are more likely to experience engagement and fulfillment at work (Yildiz & Esmer, 2023). This can result in increased commitment to their employment and the organization. Effective talent acquisition practices can also contribute to a positive employer identity, which is the perception of a company as an employer among job seekers (Lyons, 2022). A powerful employer brand can attract top talent and instill pride in current workers. Employees delighted to work for their organization are more devoted to its success. It is therefore hypothesized that;

H2: a) Diversity and inclusion, b) learning and development, and c) talent acquisition positively influence workplace dedication.

Workplace Dedication and Job Accomplishment
Dedication in the workplace is exemplified by a willingness

to go above and beyond job requirements and exert one's best effort to achieve job objectives. According to research (Levin, Roziner, & Savaya, 2022), workplace dedication plays a significant factor in job success. Productivity is one of the primary effects of workplace dedication on job performance. When employees are committed to their work, they are more likely to remain focused and engaged throughout the workday, resulting in higher productivity (Georganta & Montgomery, 2022). Additionally, dedication results in increased job satisfaction, which positively affects employee morale and motivation (Waltz et al., 2020). Satisfied and motivated employees are more likely to exert additional effort to complete tasks and achieve objectives.

Furthermore, dedicated employees are more likely to take the time to ensure the quality of their work, which can lead to fewer errors and greater customer satisfaction. This can increase profits and enhance business performance (Țilică, 2021). In conclusion, workplace dedication is a crucial component of job success. It positively influences productivity, work quality, employee retention, and innovation. As a result, organizations should establish a workplace culture that encourages employees' dedication and commitment to maximize job accomplishment and overall business success.

H3: Workplace dedication positively influences the job accomplishment of employees.

Mediatory Role of Workplace Dedication

Acquisition of talent, learning and development, and diversity and inclusion are crucial determinants of employee job performance. These factors significantly influence the workplace environment, employee motivation, and performance. Diversity and inclusion are essential for a productive workplace (Arsel et al., 2022; Subotnik et al., 2021; Syaifullah et al., 2021). A diverse workforce ensures that various perspectives and experiences are represented, leading to improved decision-making, innovation, and creativity. In contrast, inclusion refers to the capacity of individuals to feel valued and included in the workplace. Employees are likelier to be engaged, motivated, and committed. Therefore, a workplace that values diversity and inclusion will likely positively affect its employees' job performance.

Similarly, learning and development have a significant impact on the job accomplishments of employees. Opportunities for learning and development can enhance employees' skills, knowledge, and competencies, enhancing their job performance (Yoopetch, Nimsai,

& Kongarchapatara, 2021). Providing employees with opportunities to learn and develop can also increase their job satisfaction and motivation, resulting in enhanced job performance. Similarly, personnel acquisition is crucial for ensuring organizations have the correct individuals in the right roles. Hiring qualified candidates can enhance performance, output, and job accomplishment. However, the connection between these variables and job performance may not be straightforward. Dedication in the workplace may mediate this relationship, influencing how these factors affect employees' job performance. When employees are committed to their jobs, they are more likely to take advantage of learning and development opportunities, value diversity and inclusion, and perform well in their positions (Zhou, Govindan, & Xie, 2020). Consequently, it can be stated that:

H4: Workplace dedication mediates the relationship of a) diversity and inclusion, b) learning and development, and c) talent acquisition with the job accomplishment of employees.

Moderating the Role of Compensation and Benefits

The current study suggests that compensation and benefits can moderate the relationship between workplace dedication and job performance. Employees can be motivated by compensation and benefits to perform well. When employees are compensated competitively for their efforts, they are more likely to be motivated to continue performing well (Haralayya, 2022). Moreover, compensation and benefits can function as a buffer against external stressors, such as financial concerns, which can harm job performance (Dahlila & Frinaldi, 2021). If employees perceive that they are adequately compensated for their efforts, they may be more motivated to continue performing well and meet their job responsibilities (Lee & Liu, 2021). Therefore, to effectively moderate the relationship between workplace dedication and job performance, organizations must carefully consider their compensation and benefits policies and ensure they align with their overall goals and values. They must also know the distinctions between their employees and tailor their compensation and benefits accordingly (Balkin & Werner, 2023; Kar, Bansal, & Mishra, 2021). Based on the literature and logical arguments, it is hypothesized that;

H5: Compensation and benefits moderate the relationship between workplace dedication and job accomplishment of employees, such that the positive relationship is more robust when employees perceive that they receive fair compensation and benefits.

Theoretical Framework of the Study

Figure 1 depicts the theoretical framework for the study, which investigates the impact of diversity and inclusion, learning and development, and talent acquisition on employee job performance via the mediating role of workplace dedication and the moderating effect of

compensation and benefits, as outlined by the JD-R model. The framework emphasizes the relationship between organizational factors and employee outcomes, providing a comprehensive understanding of the mechanisms driving employee performance at work.

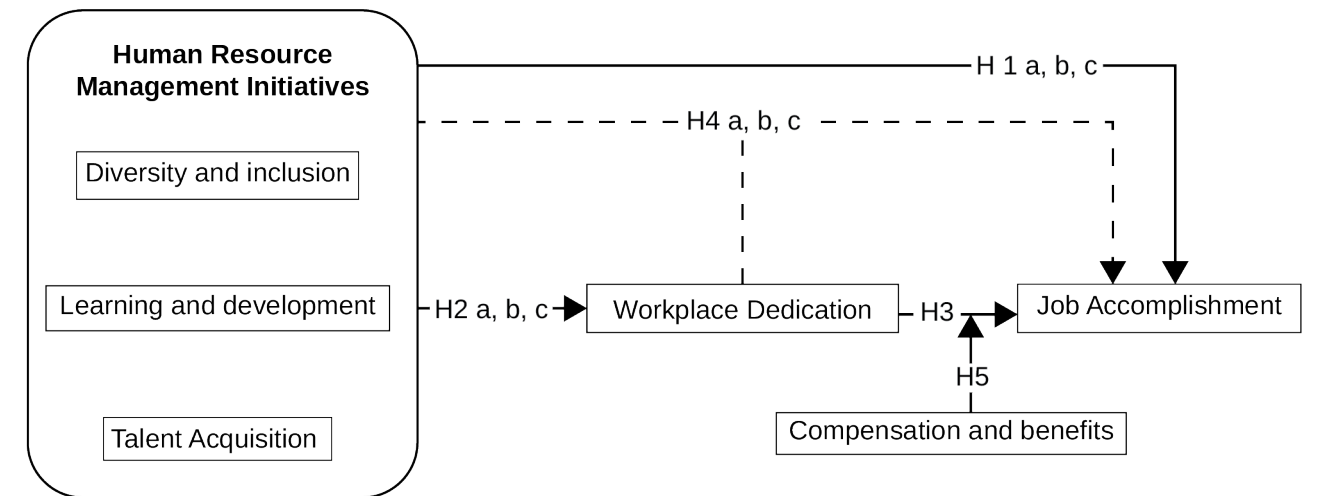


Figure 1: Theoretical framework for the study

3. Research Methodology

A quantitative research methodology was used to conduct a study among Indonesian organization employees from various sectors. The study aimed to examine the impact of diversity and inclusion, learning and development, and talent acquisition on employees' job performance via the underlying mechanism of workplace dedication, with compensation and benefits as moderators in the Indonesian context. The study employed a cross-sectional design with stratified random sampling (Zhang et al., 2022). The strata were founded on the various industries of Indonesian businesses (finance, healthcare, manufacturing, technology, education, etc.). Using stratified random sampling, the study could select a sample that precisely represented the various sectors of Indonesian organizations without favoring any one sector. This permitted the study to draw more generalizable conclusions about the entire population of Indonesian employees working in various industries.

Participants were given a self-administered survey questionnaire containing closed-ended questions measuring their demographic characteristics and variables of interest, such as diversity and inclusion, learning and development, talent acquisition, workplace dedication, compensation and benefits, and job accomplishment. Using a secure survey platform, the questionnaire was distributed online. From March 2022 to December 2022, a total of 55 distinct organizations were visited, and after

obtaining formal consent, 823 employees with varying designations and experiences were approached. In total, 650 people consented to participate, and 570 completed the questionnaires. In the investigation, ethical considerations were adhered to. Participants informed consent was obtained, data confidentiality was maintained, and the data were used solely for research purposes. Descriptive statistics were employed to summarize the sample's characteristics and the variables of interest.

Study Measures

Seven items were adapted from McCandless et al. (2022) to measure diversity and inclusion. We adopted five items from Chopde (2020) to assess learning and growth. In addition, the acquisition of talent was measured using seven items extracted from Pillai and Sivathanu (2020). Adapted from Van Scotter and Motowidlo (1996), five items were used to measure job commitment. Similarly, work performance was assessed using a 5-item scale adapted from Fernández-del-Río et al. (2019). The 4-item compensation and benefits scale was subsequently adapted from Patiar and Wang (2020).

Respondents Characteristics

The characteristics of the respondents provide insight into the sample population and facilitate comprehension of the generalizability of the study's findings. 56.8 percent of respondents were male, while 43.2 percent were female.

This gender distribution reveals that the sample contained a slightly higher proportion of male workers than female workers. Most respondents were between 26 and 35 (46.3%), followed by those between 18 and 25 (28.2%). Only 6.6% of respondents were over 45, indicating that the sample primarily consisted of younger workers. In addition, 42.1% of respondents held a bachelor's degree, while 39.8% held a high school diploma. 6.7% of respondents possessed a master's degree or higher. The sample's education level suggests that most employees had completed postsecondary education. The majority of respondents were middle-level workers (51.2%), followed by entry-level workers (29.1%) and senior-level workers

(19.9%). This distribution of job positions reveals more mid-level employees than senior-level employees in the sample. Most respondents (42,1%) had 1-5 years of experience, followed by those with 6-10 years of experience (24,2%). This distribution indicates that a comparatively large proportion of the sample's employees had less than five years of experience. Most respondents were employed in the manufacturing industry (23.2%), followed by the technology industry (15.1%). Other industries consisted of finance (14.6%), healthcare (8.6%), education (10.9%), and others (276%). This distribution demonstrates that the sample comprised employees from disparate sectors of Indonesian organizations.

4. Data Analysis and Results Measurement Model

Table 1: Factor Loadings, Reliability, And Validity

Constructs/items	FL	AVE	CR	CA
Diversity and Inclusion		0.566	0.901	0.754
DA1: My workplace values diversity and strives to create an inclusive environment.	0.708			
DA2: I feel comfortable being myself and expressing my identity at work.	0.752			
DA3: My workplace encourages and supports diverse perspectives and ideas.	0.711			
DA4: I believe that diversity is essential for the success of our organization.	0.767			
DA5: My workplace actively recruits and hires individuals from diverse backgrounds.	0.790			
DA6: I have seen my colleagues and superiors actively engage in conversations about diversity and inclusion.	0.759			
DA7: I believe my workplace is committed to creating a culture of inclusivity.	0.774			
Learning and Development		0.646	0.901	0.754
LAD1: Skills developed during the training	0.808			
LAD2: Knowledge gained from the training program.	0.751			
LAD3: Quality of the training materials and resources	0.823			
LAD4: Engagement and participation in the training	0.812			
LAD5: Perceived usefulness of the training	0.821			
Talent Acquisition		0.594	0.911	0.759
TA1: Number of candidates sourced through various channels	0.810			
TA2: Diversity of the candidate pool	0.722			
TA3: Time to fill open positions	0.784			
TA4: Quality of candidates selected	0.764			
TA5: Time to select candidates	0.766			
TA6: Candidate satisfaction with the selection process	0.747			
TA7: Quality of the hiring decision	0.798			
Workplace Dedication		0.574	0.871	0.743
WPD1: I am dedicated to my job.	0.768			
WPD2: I make every effort to perform well on my job.	0.760			
WPD3: I am committed to doing a good job.	0.799			
WPD4: I take pride in my job.	0.736			
WPD5: I am devoted to my job.	0.724			
Job Accomplishment		0.602	0.883	0.749
JA1: I consistently meet or exceed my job expectations.	0.701			
JA2: I receive positive feedback from my supervisor on my job performance.	0.820			
JA3: I can complete my job tasks accurately and efficiently.	0.796			
JA4: I take the initiative to improve my job performance.	0.768			
JA5: I can work with my colleagues to achieve our shared goals.	0.788			
Compensation and Benefits		0.580	0.846	0.798
CAB1: I am satisfied with the compensation I receive for my job.	0.715			
CAB2: The benefits offered by my employer meet my needs and expectations.	0.742			
CAB3: I feel valued by my employer through the compensation and benefits provided.	0.767			
CAB4: Overall, I am satisfied with my employer's compensation and benefits package.	0.819			

"Note: FL=Factor Loadings AVE=Average Variance Extracted; CR=Composite Reliability; CA=Cronbach's Alpha."

We used SmartPLS v.4 software and partially square structural equation modeling to investigate the hypothesized associations. First, we evaluated the descriptive statistics of the study's variables and determined that their distributions were normal. Then, we simulated an investigation into the effect of demographic characteristics on employees' job performance. Our research revealed that experience significantly influenced the job performance of employees. Next, we determined the psychometric properties of the variables by calculating factor loadings, Cronbach alpha composite reliability, and extracted average variance (Shmueli et al., 2019). All study items had factor loadings greater than 0.70, and Cronbach alpha and composite reliabilities were more significant than 0.70, indicating that

the measures were reliable and valid (Sarstedt, Ringle, & Hair, 2021). Furthermore, the AVE values exceeded 0.70, indicating convergent validity. Table 1 provides a summary of the results.

We assessed the discriminant validity of the study variables to address concerns about multicollinearity. To accomplish this, we calculated "Heterotrait-Monotrait (HTMT) ratio" values, which should ideally be less than 0.85 to indicate that the study variables are distinct from one another (Henseler, Ringle, & Sarstedt, 2015). Our findings, presented in Table 2, indicate that all variables in the study meet this criterion, indicating no multicollinearity issues and that the variables are indeed distinct from one another.

Table 2: Heterotrait-Monotrait Ratio

Constructs	Mean	Std	1	2	3	4	5	6
Diversity and Inclusion	4.01	0.92	0.752					
Learning and development	3.89	1.11	0.446	0.803				
Talent Acquisition	4.13	0.85	0.478	0.503	0.770			
Workplace Dedication	3.96	0.99	0.540	0.411	0.516	0.757		
Job Accomplishment	3.90	1.05	0.488	0.420	0.490	0.507	0.775	
Compensation and benefits	4.11	0.88	0.519	0.500	0.539	0.479	0.515	0.761

"Note: the square roots of AVEs of the constructs are shown in bold in diagonal."

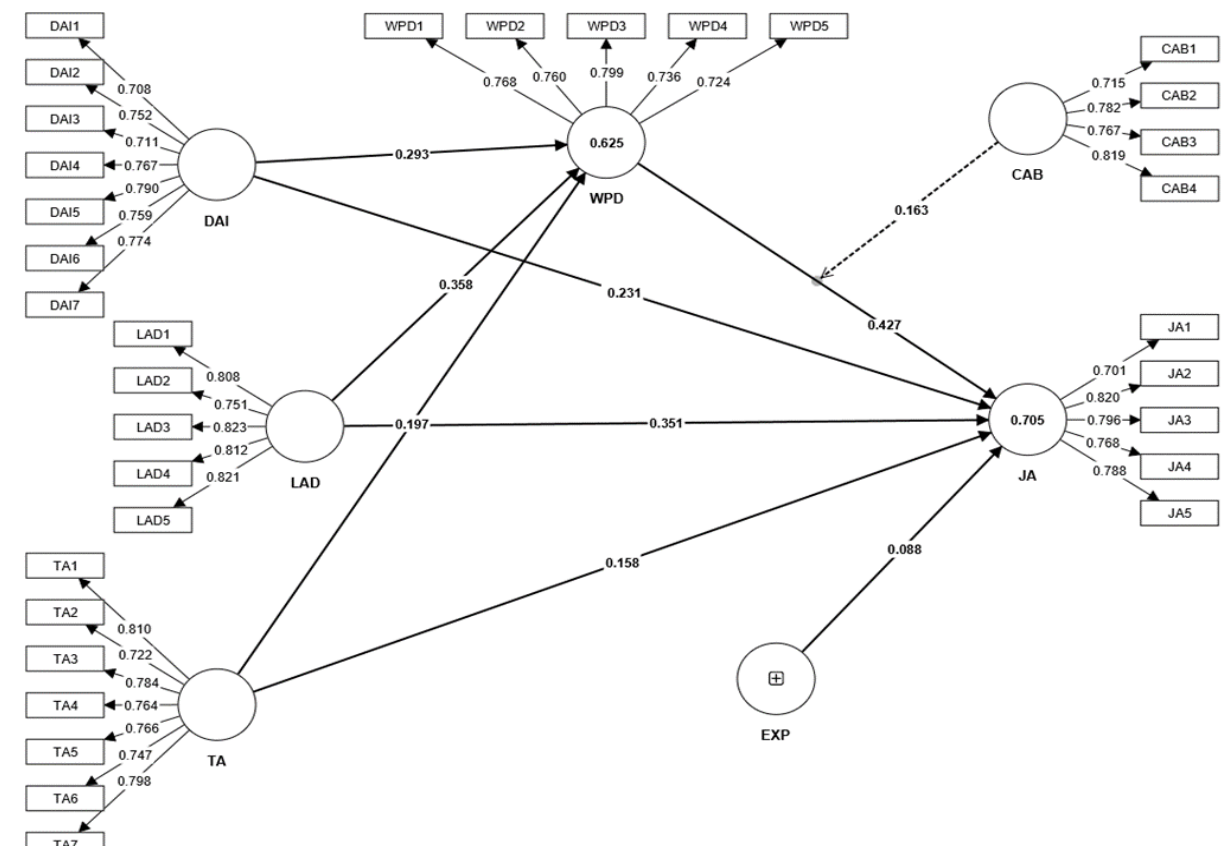


Figure 2: full measurement model

Structural Model

The study utilized structural equation modeling in SmartPLS v.4 to investigate the hypothesized causal relationships. In addition, the coefficient of determination (R2) was employed to evaluate the model's overall validity. The results revealed R2 values of 0.705 for employee job accomplishment and 0.625 for workplace dedication, indicating variances of 70.5% and 62.5%, respectively, influenced by all the predictive variables. These results indicate that the study model is appropriate and that there are significant direct and indirect relationships between variables.

Hypotheses Testing

The study results also supported the direct hypotheses, which demonstrated a significant positive impact of diversity and inclusion ($\beta=0.231^{**}$, $t=4.111$), learning and development ($\beta=0.351^{***}$, $t=6.670$), and talent acquisition ($\beta=0.158^{**}$, $t=2.436$) on employees' job accomplishment. Additionally, the study found a positive influence of diversity and inclusion ($\beta=0.293^{***}$, $t=5.640$), learning and development ($\beta=0.358^{***}$, $t=6.832$), and talent acquisition ($\beta=0.197^{**}$, $t=3.007$) on workplace dedication. Likewise, results were significant for the impact of workplace dedication on job accomplishment ($\beta=0.427^{***}$, $t=7.559$). Hence, supporting hypotheses H1 a, b, and c; H2 a, b, and c; and H3. Moreover, the study supported the mediation hypotheses H5 a, b, and c, which found that inclusion ($\beta=0.305^{***}$, $t=6.130$), learning and development ($\beta=0.222^{**}$, $t=3.932$), and talent acquisition ($\beta=0.209^{**}$, $t=3.675$) had an indirect influence on employees' job accomplishment via the mediatory role of their workplace dedication. These findings were supported by the results presented in Table 3.

In addition, the study's findings indicate that compensation and benefits moderate the relationship between employees' workplace deductions and job performance. This relationship's beta value or impact size was determined to be 0.163. The t value of 2.567% was statistically significant, indicating that compensation and benefits have a meaningful moderating effect. Using the product indicator approach in SmartPLS, these findings suggest that compensation and benefits can enhance the positive effects of workplace deductions on job performance. Overall, these findings support the significance of incorporating compensation and benefits into the design of workplace deduction programs intended to enhance employee performance.

Table 3: Hypothesis Testing Results

	Hypotheses	Std. Beta	t-value	p-values	Supported
H1a	DAI→JA	0.231	4.111	0.001	Yes
H1b	LAD→JA	0.351	6.670	0.000	Yes
H1c	TA→JA	0.158	2.436	0.011	Yes
H2a	DAI→WPD	0.293	5.640	0.000	Yes
H2b	LAD→WPD	0.358	6.832	0.000	Yes
H2c	TA→WPD	0.197	3.007	0.007	Yes
H3	WPD→JA	0.427	7.559	0.000	Yes
H4a	DAI→WPD→JA	0.305	6.130	0.000	Yes
H4b	LAD→WPD→JA	0.222	3.932	0.005	Yes
H4c	TA→WPD→JA	0.209	3.675	0.005	Yes
H5	CAB*WPD→JA	0.163	2.567	0.011	Yes

Where: DAI=Diversity and Inclusion; LAD=Learning and Development; TA=Talent Acquisition; WPD=Workplace Dedication; JA=Job Accomplishment; CAB=Compensation and Benefits

5. Discussion and Conclusion

The study found that talent acquisition, learning and development, and diversity and inclusion substantially positively affected employee job performance. The relationship between these factors and employee job performance has been established by previous research (Alzaabi & Ghani, 2021; Yu et al., 2022; Zhao et al., 2020). The discussion of these results provides insight into the implications of the findings and their significance for organizations, as the positive impact of diversity and inclusion on job performance highlights the importance of fostering creativity and innovation in a diverse and inclusive work environment. By promoting diversity in their recruitment practices, training programs, and policies and by providing opportunities for employees to interact and collaborate with colleagues from diverse backgrounds, organizations can achieve a higher level of job performance from their employees. Similarly, the positive effect of learning and development on job performance emphasizes the significance of investing in the training and development of employees to improve their knowledge and skills. Therefore, organizations can achieve high productivity by instituting rigorous recruitment and selection processes to identify the most qualified candidates.

In addition, the study found that talent acquisition, learning and development, and diversity and inclusion positively affected employees' commitment to the workplace. The relationship between these factors and employee workplace dedication has been established by previous research (Hawkins, 2022; Hordijk et al., 2019; Lyons, 2022). The positive effect of learning and development on workplace commitment highlights the

significance of investing in employees' personal and professional growth. Similarly, the positive effect of talent acquisition on workplace dedication indicates that employees who share the organization's values and objectives are more likely to be committed to their work and the organization.

In addition, the study provides evidence that dedication in the workplace plays a significant role in enhancing job performance and is a mediator between the three critical factors examined. The implications of the study's findings for Indonesian organizations are numerous. First, the results suggest that organizations should prioritize nurturing a culture of workplace dedication to increase job performance. Second, the study emphasizes the significance of talent acquisition, learning, development, diversity, and inclusion, in fostering workplace commitment and job success. The employee engagement and job satisfaction of organizations that prioritize these factors will likely improve. Therefore, the study emphasizes the significance of workplace commitment as a crucial factor connecting these key organizational factors with job success.

Workplace dedication refers to an employee's engagement and conviction in their work, which can improve job performance and outcomes (Vieira et al., 2021). By understanding the function of workplace dedication as a mediator, organizations can develop strategies to boost employee engagement and boost job performance (Erlangga et al., 2021). The significant study findings indicate that compensation and benefits moderate the relationship between workplace commitment and job performance. The research indicates that compensation and benefits can substantially strengthen the connection between workplace dedication and job performance. The findings indicate that when employees perceive their compensation and benefits as fair and adequate, they are more likely to be committed to their jobs, resulting in higher job performance.

6. Theoretical implications

The study has several theoretical ramifications that can contribute to the extant business management and organizational behavior literature. First, the study emphasizes the significance of workplace commitment as the underlying mechanism linking talent acquisition, learning and development, and diversity and inclusion with job success. The study contributes to the growing body of research on the role of employee

engagement in influencing organizational outcomes by highlighting the importance of workplace dedication in fostering improved job performance. Second, the study emphasizes the significance of compensation and benefits as moderators that can strengthen the relationship between workplace dedication and job performance. By acknowledging the significance of compensation and benefits in motivating employees, this study contributes to the existing literature on the role of rewards and recognition in fostering employee engagement and commitment. Thirdly, the study contributes to the existing literature on diversity and inclusion by highlighting its positive impact on workplace commitment and job performance. The study suggests that organizations prioritizing diversity and inclusion can cultivate a more diverse and inclusive workforce, leading to increased creativity, innovation, and job satisfaction.

Fourthly, the study highlights the significance of learning and development in boosting workplace commitment and job performance. The study indicates that organizations that provide their employees with the necessary skills and knowledge to perform their duties effectively can boost their employees' confidence, motivation, and sense of accomplishment, resulting in improved job performance. The findings also have implications for the JD-R model's broader theoretical framework, which emphasizes the interaction between job demands and job resources in determining employee well-being and performance. The research indicates that job resources such as learning and development, diversity and inclusion practices, and talent acquisition strategies can function as buffers against excessive job demands, improving employee well-being and performance. Overall, the theoretical ramifications of this research topic indicate that a comprehensive approach to human resource management is essential for fostering employee job performance.

7. Practical implications

The research has numerous implications for organizations seeking to enhance employees' job performance. For example, organizations should prioritize creating a diverse and inclusive work environment where employees from diverse backgrounds, cultures, and experiences feel valued and respected. Consequently, organizations prioritizing diversity and inclusion are more likely to attract and retain top talent, resulting in improved job performance. Companies should invest in formal training, mentoring,

counseling, and job shadowing. Organizations can improve job performance and boost employee satisfaction by offering employees the chance to learn and develop new skills. Organizations should implement effective talent acquisition strategies to attract and retain top talent. This may involve employer branding, employee referral programs, and targeted recruitment initiatives. Organizations can improve job performance and employee retention by hiring the appropriate people and providing them with the necessary resources and support.

Organizations should cultivate an environment conducive to employee dedication. This can be accomplished by fostering a positive company culture, recognizing and rewarding employees for their efforts, and offering professional development and advancement opportunities. When employees are committed to their work, they are more likely to maintain high performance and loyalty to the organization. In addition, organizations can develop effective strategies to promote workplace commitment and boost job performance by recognizing the moderator function of compensation and benefits. This can include instituting equitable and competitive compensation structures, offering comprehensive employee benefits, and providing non-monetary rewards such as recognition and work-life balance. In addition, the study emphasizes the significance of aligning compensation and benefits with the culture and values of the organization. When compensation and benefits packages align with an organization's mission and values, employees are more likely to feel connected to their work, resulting in more extraordinary workplace dedication and job accomplishment.

7. Limitations and Future Research Directions

The research may employ a cross-sectional design, limiting the ability to establish causal relationships or investigate changes over time. Self-report measures may be susceptible to bias and may not accurately reflect employees' actual behavior or attitudes. Future research could use a longitudinal design to examine the long-term effects of talent acquisition, learning and development, and diversity and inclusion on job performance. This could aid in establishing causal relationships and analyzing the variables' changes over time. The current study provided a summary of the data compiled from various industries. To examine the generalizability of the findings, future research could compare the effects of diversity and inclusion, learning and development, and talent acquisition on

job performance across industries and categories of organizations.

In addition, future research could investigate other variables that may influence job performance, such as leadership styles, organizational culture, and job satisfaction. Future research could investigate the role of technology in the relationship between diversity and inclusion, learning and development, and talent acquisition and job performance, given that technology is increasingly utilized in the workplace and may have varying effects on job performance. Future research could examine the role of various forms of compensation and benefits, including bonuses, stock options, and flexible work arrangements, in moderating the relationship between talent acquisition, learning and development, diversity and inclusion, and job performance.

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