

Exploring Talent Management, Learning Organization, and Innovation in Medical Representative Performance

*Innovation in Medical
Representative
Performance*

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ABSTRACT

This study aims to analyse the effect of talent management practices, including talent recruitment practice, training and development practice, and compensation practices, on Medical Representative performance, with the mediation of organisational learning and innovative behaviour. Based on data collected from companies in the pharmaceutical industry sector in Medan City, Indonesia, with a sample size of 260 and sampling techniques using accidental sampling, the data analysis technique uses Structural Equation Modelling (SEM - PLS) with SEM PLS 4.0 software. The study's results indicate that talent management practices (talent recruitment, training and development, and compensation practices) significantly positively affect sales performance. Only talent recruitment does not directly affect Medical Representative performance but hurts learning. In addition, learning organisations are proven to mediate the relationship between talent management practices and Medical Representatives. At the same time, innovative behaviour also plays a role in mediating the effect of talent management practices on Medical Representative performance. These findings provide insight for practitioners in designing more effective sales force management policies in improving sales performance and highlight the importance of learning organisations and innovative behaviour as the main supporting factors.

Keywords: *Employee Innovation, Human Resource Practices, Organisational Capability, Knowledge-Based View.*

ABSTRAK

Penelitian ini bertujuan untuk menganalisis pengaruh praktik manajemen talenta, termasuk praktik rekrutmen talenta, praktik pelatihan dan pengembangan, serta praktik kompensasi, terhadap kinerja Medical Representative, dengan mediasi pembelajaran organisasi dan perilaku inovatif. Data yang dikumpulkan dari perusahaan sektor industri farmasi di Kota Medan, Indonesia, dengan ukuran sampel 260 dan teknik pengambilan sampel menggunakan accidental sampling, teknik analisis data menggunakan Structural Equation Modelling (SEM-PLS) dengan perangkat lunak SEM PLS 4.0. Hasil penelitian menunjukkan bahwa praktik manajemen talenta (rekrutmen talenta, pelatihan dan pengembangan, serta praktik kompensasi) berpengaruh positif dan signifikan terhadap kinerja penjualan. Hanya rekrutmen talenta yang tidak secara langsung memengaruhi kinerja Medical Representative. Selain itu, organisasi pembelajar terbukti memediasi

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hubungan antara praktik manajemen talenta dan Medical Representative. Perilaku inovatif juga berperan memediasi pengaruh praktik manajemen talenta terhadap kinerja Medical Representative. Temuan ini menjelaskan pengetahuan bagi para praktisi dalam merancang kebijakan manajemen talenta Medical Representative yang lebih efektif dalam meningkatkan kinerja penjualan dan menyoroti pentingnya organisasi pembelajar dan perilaku inovatif sebagai faktor pendukung utama.

Kata kunci: *Inovasi Karyawan, Praktik Sumber Daya Manusia, Kemampuan Organisasi, Pandangan Berbasis Pengetahuan.*

INTRODUCTION

In the face of escalating industry disruptions and fierce rivalry, the pharmaceutical sector grapples with the formidable task of forging and sustaining a viable competitive edge. A pivotal strategy for surmounting this hurdle lies in the astute stewardship of human capital. The efficacy of sales personnel, particularly Medical Representatives, stands as a cornerstone in this endeavor, given their direct accountability for meeting sales quotas and cultivating enduring client partnerships (Nasution et al., 2024). Amid the accelerating pace and intricacy of global business transformations, the caliber of Medical Representatives' output hinges not merely on their technical proficiencies but also on their agility in navigating fluctuating market demands. To bolster sales team effectiveness, forward-thinking enterprises are increasingly channeling efforts into talent management initiatives designed to unlock the full capabilities of their frontline operatives. At its core, Medical Representative performance encapsulates the pharmaceutical industry's prowess in revenue generation, client retention, and market expansion. In this era of heightened competitive pressures, elevating such performance emerges as an imperative for firms aspiring to thrive and endure.

As business landscapes grow ever more labyrinthine and swifter, the excellence of Medical Representatives' contributions rests on a blend of specialized expertise and adaptive resilience to emergent trends. This imperative to enhance sales force productivity has spurred organizations to prioritize talent management frameworks that amplify individual potential. Fundamentally, Medical Representative achievements mirror the sector's aptitude for fiscal vitality, loyalty-building, and territorial growth. Within the crucible of intensifying rivalry, refining this performance becomes a non-negotiable priority for corporate longevity and advancement. Sales outcomes profoundly shape an entity's prosperity and market standing, particularly in volatile, cutthroat arenas. Yet, attaining peak efficiency is frequently impeded by endogenous barriers, including diminished drive, innovation deficits, and sales teams' constrained responsiveness to environmental shifts. Such obstacles underscore the call for deeper inquiry into the principal drivers of performance, viewed through the lens of human resource dynamics. Sales professionals must transcend mere operational excellence, encompassing task execution to embrace adaptive prowess in response to flux and contextual contributions that foster organizational harmony (Kaltainen & Hakanen, 2022).

Central to elevating outcomes are talent management pillars: Recruitment Practices, Training and Development Protocols, and Compensation Structures, which collectively propel performance upward (Abdullahi et al., 2022). Astute recruitment secures top-tier prospects imbued with promise, whereas targeted training refines competencies and insights (Jose, 2019). Complementing these, equitable remuneration frameworks ignite superior effort (Yee, 2018; Luna-Arocas et al., 2020). Empirical evidence consistently affirms the affirmative linkage between talent management and performance metrics (Sopiah et al., 2020; Banuari et al., 2021). Nonetheless, scant attention has been paid to intermediary dynamics in this nexus, especially within sales contexts. Beyond organizational triumphs, talent management profoundly influences personal efficacy, with sales ranks serving as the vanguard for marketing triumphs and fiscal benchmarks (Čizmić & Ahmić, 2021).

Practices like aptitude-driven hiring, systematic skill enhancement, and impartial reward mechanisms are posited to catalyze performance gains (Younas & Bari, 2020). Yet, this linkage is modulated by multifaceted contingencies that warrant fuller scrutiny. A salient conduit bridging talent management to outcomes is innovative conduct: personnel immersed in supportive talent ecosystems exhibit amplified zeal for ideation and execution, rendering innovation indispensable in turbulent sales terrains (Ferreira et al., 2020; Luna-Arocas, 2023).

Scholarship highlights organizational learning and innovative behavior as linchpins mediating talent management's sway over sales efficacy, as they amplify potential through heightened adaptability, knowledge assimilation, and bespoke ingenuity attuned to market pulses and client imperatives. Organizational learning facilitates knowledge dissemination and competency elevation to surmount sales exigencies, while innovative behavior spurs critical discourse, experimental tactics, and nimble reconfiguration, thereby fortifying the talent-performance conduit. These elements underpin the translation of talent investments into tangible results (Obeso et al., 2020; Khan et al., 2021). Organizational learning erects a bedrock for cultivating pertinent acumen to navigate upheavals (Soomro et al., 2021) and nurtures a collaborative, inventive milieu vital for brisk sales ecosystems (AlSaied & Alkhoraif, 2024). Concurrently, innovative behavior impels sales agents toward inventive methodologies, bolstering change absorption and relational fortitude (Lee et al., 2022).

Despite robust documentation of talent management's performance-boosting effects, explorations of organizational learning and innovative behavior's mediatory functions remain sparse and superficial. Prevailing inquiries predominantly trace unmediated paths from talent practices to individual or aggregate yields (Bagorogoza & Nakasule, 2022; Mantow & Nilasari, 2022), sidelining persistent internal mediators like these. This lacuna signals a critical void: the paucity of investigations explicitly tethering talent management to Medical Representative performance via organizational learning and innovative behavior. This study aims to redress this shortfall by furnishing novel, holistic perspectives on crafting potent talent strategies that harness internal erudition and personal ingenuity to augment Medical Representative performance.

LITERATURE REVIEW & HYPOTHESIS

The Role of Talent Management in Enhancing Medical Representative Performance

Medical Representative performance drives a company's sales success in an ever-evolving business environment. Expectations now extend beyond achieving sales targets to include the ability to adapt, collaborate, and make meaningful contributions across various situations (Nasution et al., 2023). Performance is comprehensively evaluated through three core dimensions: task performance, contextual performance, and adaptive performance (Danga et al., 2020; Khalid, 2020; Essandoh et al., 2024). These dimensions offer a holistic view of how Medical Representatives create organizational value.

Task performance centers on effectively meeting sales goals, managing customer relationships, and executing sales processes with efficiency. It requires a strong grasp of product details, accurate identification of customer needs, and the delivery of appropriate solutions (Nemteanu & Dabija, 2021). Contextual performance, on the other hand, involves behaviors that strengthen the social and psychological fabric of the workplace, even if not directly tied to core duties. This includes assisting coworkers, sharing useful information, and promoting a positive work environment (Meyers et al., 2020; Eroglu & Kiray, 2020; Murniawati & Achmad, 2024; Mawardi & Cahyadi, 2024). Adaptive performance is increasingly vital, reflecting the capacity to adjust to changes in products, technologies, and shifting customer preferences (Kaya & Karatepe, 2020; Prayogi et al., 2025).

Talent management serves as a strategic HR framework to identify, develop, and retain individuals with high potential (Nasution et al., 2024). Research demonstrates its significant influence on all three performance dimensions (Danga et al., 2020; Kravariti et al., 2023). Organizations prioritizing talent development achieve higher productivity

and more consistent business outcomes (Jimoh & Kee, 2022). By focusing on flexibility, problem-solving, and technological adoption, talent management strengthens adaptive capabilities (Borg et al., 2021). It also fosters innovative behavior and organizational learning, enabling employees to embrace change and generate creative solutions that improve overall performance (Son et al., 2020). Consequently, effective talent management builds a culture of innovation and continuous learning, enhancing competitiveness and equipping organizations to succeed in dynamic markets.

H1: Talent management has a significant effect on medical representative performance.

Learning Organization and Innovative Behavior

Learning Organization and Innovative behaviour are important in improving performance (task, contextual, and adaptive performance). Companies that encourage continuous learning can create employees more responsive to market changes, more effective in problem-solving, and more adaptive to customer needs (Argote et al., 2021; Siswadi et al., 2023). Meanwhile, Innovative work behaviour is important in encouraging creativity and initiative in sales (Anggreni et al., 2022). Marketing personnel who engage in innovative work behaviour tend to be more successful in identifying new opportunities and offering solutions that align with customer needs. In addition, research shows that organizational learning improves employees' ability to adapt to rapid changes in the external and internal environment, which is very relevant in the competitive pharmaceutical industry (Do et al., 2022). Employees who continuously learn and share knowledge will be better prepared to face challenges and take advantage of emerging opportunities, improving performance (Lin & Huang, 2020; Soomro et al., 2021). On the other hand, innovative work behaviour strengthens employees' ability to innovate in products and services and accelerates adaptation to evolving customer needs (Lu et al., 2022). Therefore, combining organizational learning and innovative work behaviour can create a more effective, productive, and creative sales force in carrying out their duties as Medical Representatives.

H2: Learning organization has a significant effect on medical representative performance.

H3: Innovative behaviour has a significant effect on medical representative performance

Talent Management in a Learning Organization and Innovative Behavior

Talent management plays an important role in encouraging the creation of organizational learning through a strategic and sustainable human resource management process (Younas & Bari, 2020). When organizations actively identify, develop, and retain talented individuals, a work climate is created that supports the exchange of knowledge, collective reflection, and continuous improvement of competence. Talent management practices can facilitate the creation of learning processes at both individual and group levels. This is reinforced by the findings of Afshari and Hadian Nasab (2021). Purnandika and Fazri (2023) state that companies that implement talent management effectively are better able to create an adaptive and collaborative learning environment, thus encouraging employees to continue to improve their abilities and performance through a continuous learning process. Talent management also contributes significantly to increasing employee innovative behaviour through a strategic approach that includes identifying, developing, and retaining high-potential individuals (Odugbesan et al., 2023). When organizations provide an environment that supports the exploration of ideas, measured risk-taking, and opportunities to innovate, employees feel more motivated to generate creative solutions and contribute to positive change. A study by Appau et al. (2021) showed that employees involved in a talent management system are more proactive in demonstrating innovative behaviour due to ongoing organizational support. Similarly, Datta et al. (2023) asserted that an effective talent management strategy is an important foundation for building a culture of innovation within an organisation.

Companies focusing on talent development tend to create a dynamic learning environment (Younas & Bari, 2020).

H4: Talent management has a significant effect on a learning organization.

H5: Talent management has a significant effect on innovative behaviour.

Mediation of Learning Organization and Innovative Behaviour

The role of mediation in the relationship between talent management and Medical Representative performance is important because this process explains how and through what mechanisms the influence of talent management can impact performance outcomes. In this context, organisational learning and innovative behaviour function as intermediaries that bridge the influence of talent management on improving performance. In other words, the effectiveness of talent management practices will be more optimal if internalised through organisational learning and strengthening innovative behaviours that will cumulatively improve sales performance. When employees feel valued and empowered, they are more motivated to display innovative behaviours that include finding, promoting, and implementing new ideas in their work processes (Khan et al., 2021). This behaviour then contributes to higher sales performance because salespeople can face market challenges with creative solutions and adaptive responses. Thus, innovative behaviour becomes an important pathway that connects talent management strategies with improved sales performance at the individual and organizational levels.

H5: Learning organization serves as a mediator in the relationship between talent management and the performance of medical representatives.

H6: Innovative behaviour mediates as a mediator in the relationship between talent management and the performance of medical representatives.

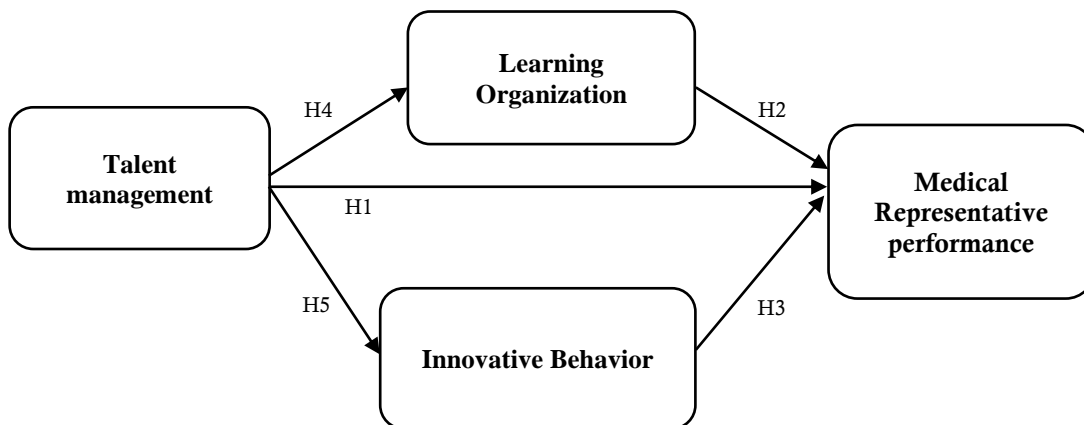


Figure 1. Conceptual Framework

Based on the literature review and hypothesis development, the relationships among the variables in this study are illustrated in Figure 1. Talent management is shown to directly influence the performance of Medical Representatives, as well as indirectly through two mediating variables. The arrows from talent management to learning organization and innovative behavior indicate that talent management fosters the development of a learning organization and encourages innovative behavior. Both mediating variables, in turn, lead to the performance of Medical Representatives, highlighting that a learning culture and innovative behavior play a significant role in strengthening the impact of talent management on medical representative performance.

RESEARCH METHODS

This study uses a quantitative approach with a survey method to test the direct and indirect influence between predetermined variables: talent management, organisational learning, innovative behaviour, and Medical Representative performance. This approach was chosen to obtain data that can be analyzed statistically to reveal the causal relationship in the research model. The population in this study consisted of marketing personnel (medical representatives) who work in pharmaceutical companies in the North Sumatra region, using an accidental sampling technique. Because the Medical Representative population is not known for sure, the Lameshow formula is used to calculate the number of samples. If the population cannot be known, then the sample will be calculated based on the equation from Lwanga and Lemeshow. The calculation of the sample size for the Estimation of the sample proportion is as follows: $n = Z^2 P (1 - P) / d^2$,

$$n = \frac{Z_{1-\alpha/2}^2 * p * (1 - p)}{d^2}$$

Where: n = number of samples, $Z_{1-\alpha/2}^2$ = Z score at $1 - \alpha/2$ estimated proportion, p = estimated proportion, d = precision. The researcher set $Z = 1.96$, $p = 0,05$, and $d = 0,05$ so that the calculation is as follows: $n = ((1.960)^2 (0.5)) / [(0.1)^2 (0.5)] = 384.16$, obtained a sample size of 385 Medical Representatives of Pharmaceutical Companies in Medan City. Data collection techniques were used in the following methods: 1) Interviews were used to collect information and data related to research variables. 2) The research instrument is a questionnaire that respondents must fill out with statements or questions using a Likert scale with a score of 1-5. 3) The questionnaire was distributed online and offline, so out of the 385 respondents who were distributed, 260 respondents returned the questionnaire. This sample meets the criteria put forward by Hair et al. (2021) based on the approach, which is 5 to 10 times the number of indicators in the research model. With an estimated 25 indicators, a minimum of 125 respondents is needed as a research sample so that the sample exceeds scientific standards. The questionnaire was developed based on theoretical constructs taken from previous studies and has undergone a validation process. A Cronbach's Alpha test was carried out to ensure the instrument's reliability, where a value above 0.70 is considered to meet the reliability requirements. The collected data were analyzed using the Structural Equation Modeling technique with the Partial Least Squares (SEM-PLS) approach and assisted by SmartPLS 4.0 software. This analysis was used because it can test complex causal relationships and accommodate models with mediating variables. The construct validity test assessed the Average Variance Extracted (AVE) value and factor loading. In contrast, the construct reliability was tested using the Composite Reliability (CR) value and Cronbach's Alpha. The bootstrapping procedure was used to test the significance of the relationship between variables and the mediation effect.

RESULTS

Table 1 presents the demographic profile of respondents based on several relevant variables, such as gender, age, education level, work experience, and position. This data provides a clearer picture of the characteristics of the sample used in this study.

Table 1. Respondents Characteristics

Category		Frequency	Percent
Gender	Male	187	72
	Female	73	28
	Total	260	100
Age	20 – 25 years	27	10.38
	26 – 30 years	93	35.77
	31 - 35 years	78	30
	36 - 40 years	32	12.31
	41 - 45 years	18	6.92
	> 46 years	12	4.62
		High School	26
Qualification	Associate degree	48	18.46
	Bachelor	196	75.38
	Married	171	65.77
Marital Status	Single	89	34.23

Variable measurement in the research model is carried out by evaluating the measurement model (outer model), which aims to assess how well the indicators reflect the latent constructs being measured. This evaluation includes validity and reliability tests, starting from convergent validity indicated by the ideal loading factor value above 0.7, and discriminant validity, analyzed by comparing the cross-loading values between constructs. In addition, the Average Variance Extracted (AVE) value is used with a threshold of > 0.5 to assess how much indicator variance can be explained by the construct. The reliability test uses the expected Composite Reliability value of > 0.7. It is reinforced with a Cronbach's Alpha value of at least > 0.6 to ensure internal consistency between indicators in measuring the same variable.

Table 2. Measurement Model Evaluation

Latent Constructs	Indicator	FL	CR	AVE	α
Talent Recruitment Practice (TRP)	TRP2	0.867	0.858	0.898	0.849
	TRP3	0.878			
	TRP4	0.813			
	TRP5	0.758			
Training & Development Practice (TD)	TD2	0.736	0.780	0.849	0.742
	TD3	0.847			
	TD6	0.837			
Compensation Practice (ComP)	ComP3	0.974	0.948	0.975	0.948
	ComP4	0.975			
Learning Organization (LO)	LO1	0.816	0.891	0.920	0.884
	LO2	0.861			
	LO3	0.901			
	LO4	0.867			
Innovative Behaviour (IB)	IB4	0.897	0.866	0.918	0.866
	IB5	0.886			
	IB6	0.882			
Task Performance (TP)	TP1	0.910	0.800	0.883	0.799
	TP2	0.829			
	TP3	0.795			
Actual Performance (AP)	AP1	0.872	0.843	0.902	0.838
	AP2	0.869			
	AP3	0.865			
Contextual Performance (CP)	CP1	0.707	0.781	0.873	0.776
	CP2	0.881			
	CP3	0.905			

Table 2 shows the results of the evaluation of the measurement model (outer model) in the Partial Least Squares (PLS) analysis, which includes the loading factor value, composite reliability, and average variance extracted (AVE) for each construct. Each indicator has a loading factor value above 0.7, indicating good convergent validity because the indicators are strong enough to reflect the constructs they represent. The

composite reliability value of all constructs above 0.8 indicates high internal consistency between indicators. In contrast, the AVE value above 0.5 indicates that the latent variables can explain more than half of the indicator variance. Thus, this model meets the validity and reliability requirements, indicating that the instruments used are feasible and reliable for measuring constructs such as Training & Development, Compensation, Learning Organisation, Innovative Behaviour, and various performance dimensions.

Fornell and Larcker's Criterion tests discriminant validity in the Partial Least Squares Structural Equation Modelling (PLS-SEM) model. This criterion states that the square root of a construct's Average Variance Extracted (AVE) value must be greater than the correlation of the construct with other constructs in the model. If this requirement is met, then the constructs in the model are considered to have good discriminant validity, meaning that each construct measures something different empirically. The primary use of this method is to ensure that the latent variables in the model are conceptually independent and do not overlap.

Table 3. Fornell and Larcker Criterion Measurement Results

Construct	1	2	3	4	5	6	7	8
Talent Recruitment Practice (TRP)	0.830		0.108	0.223	0.113		0.255	0.191
Training & Development (TD)	0.292	0.808	0.271	0.191	0.330	0.23	0.034	0.102
Compensation Practice (CompP)			0.975				0.456	
Learning Organization			0.334	0.862	0.028		0.633	0.478
Innovative Behaviour			0.350		0.888		0.215	0.536
Task Performance (TP)	0.134		0.296	0.072	0.716	0.84	0.460	0.672
Actual Performance							0.869	
Contextual Performance (CP)			0.529				0.840	0.836

The Heterotrait-Monotrait (HTMT) criterion confirmed discriminant validity, where all HTMT ratio values were below 0.85 (Kline, 2016). A hypothesis test analysis was conducted using the Structural Equation Modelling approach based on Partial Least Squares (PLS-SEM) to test the causal relationship between variables in the research model. This test aims to determine whether the relationship proposed in the model is statistically significant or not. Each hypothesis is tested based on the path coefficient value, t-statistic value, and p-value generated through the bootstrapping process. The complete results of the hypothesis testing are presented in Figure 2 and Table 3, illustrating the direction and strength of the relationship between latent variables and their significance levels.

Figure 2 illustrates the relationships among the variables tested in this study. The latent constructs are connected by paths representing cause-and-effect relationships, with path coefficients indicating the magnitude and direction of influence. The figure shows the direct effect of Talent Management on Medical Representative Performance, measured by path coefficients and t-statistic values. A t-statistic above 1.96 confirms significance at the 95% confidence level. In addition, the model demonstrates mediation effects, where organizational learning and innovative behaviour serve as mediators, and their mediation coefficients indicate the extent to which they strengthen the primary relationship.

The results of the hypothesis test conducted to test the relationship between variables in this research model are presented in Table 3. Table 3 provides information on the path coefficient, t-statistic value, and p-value for each relationship tested; it can be seen that the relationship between variables in the model shows various levels of significance. Each path tested proves whether the proposed hypothesis is accepted or rejected. Suppose the t-statistic value is greater than the threshold value and the p-value is smaller than the specified significance level. In that case, the relationship between the variables is considered significant, which means the proposed hypothesis can be accepted. Conversely, the hypothesis is rejected if the p-value is greater than the specified limit.

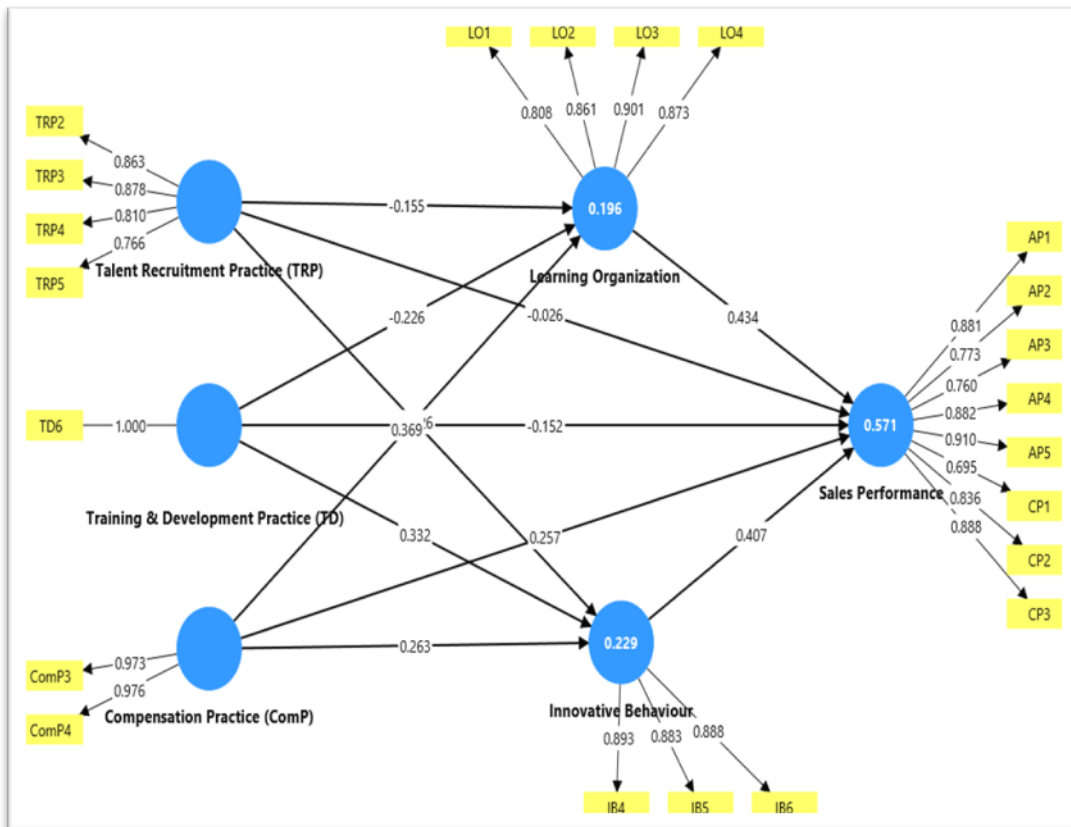


Figure 2. Structural Model of Research (Bootstrapping Results)

Before testing the hypotheses, a series of goodness-of-fit assessments using SEM analysis ensured alignment between the model and research data. Once the model was confirmed feasible and met the required criteria, the hypotheses were tested. Table 4 presents the SEM analysis results, showing the direction and significance of the variable relationships based on the study’s conceptual framework.

The hypothesis test results in Tables 4 and 5 indicate that not all talent management practices significantly influence Medical Representative performance. Talent Recruitment Practice (TRP) shows no significant effect ($p = 0.296$), leading to hypothesis rejection. Training & Development (TD) demonstrates a significant but negative effect, suggesting a potential short-term adaptation or learning burden before positive impacts emerge. Compensation Practice (Comp), however, exerts a positive and significant effect, highlighting the role of fair and attractive compensation in enhancing performance. Furthermore, Learning Organisation and Innovative Behaviour also positively and significantly affect performance, confirming the critical role of organisational learning culture and innovation in strengthening sales outcomes.

Table 4. Direct Effect

Hypothesis	Original sample	Sample mean	Standard deviation	T-statistics	P-values	Description
Talent Recruitment Practice (TRP) → Sales Performance	-0.026	-0.027	0.048	0.537	0.296	Rejected
Training & Development Practice (TD) → Sales Performance	-0.152	-0.144	0.059	2.588	0.005	Significance
Compensation Practice (ComP) → Sales Performance	0.257	0.246	0.069	3.747	0.000	Significance
Learning Organization → Sales Performance	0.434	0.431	0.061	7.155	0.000	Significance
Innovative Behaviour → Sales Performance	0.407	0.409	0.085	4.810	0.000	Significance
Talent Recruitment Practice (TRP) → Learning Organization	-0.155	-0.160	0.064	2.437	0.007	Significance
Training & Development Practice (TD) → Learning Organization	-0.226	-0.215	0.073	3.090	0.001	Significance
Compensation Practice (ComP) → Learning Organization	0.369	0.365	0.082	4.501	0.000	Significance
Talent Recruitment Practice (TRP) → Innovative Behaviour	-0.126	-0.129	0.086	1.475	0.070	Rejected
Training & Development Practice (TD) → Innovative Behaviour	0.332	0.325	0.081	4.113	0.000	Significance
Compensation Practice (ComP) → Innovative Behaviour	0.263	0.261	0.078	3.387	0.000	Significance

Table 5. Indirect Effect

Hypothesis	Original sample	Sample mean	Standard deviation	T-statistics	P-values	Description
Talent Recruitment Practice (TRP) → Learning Organization → Sales Performance	-0.067	-0.069	0.029	2.336	0.010	Significance
Talent Recruitment Practice (TRP) → Innovative Behaviour → Sales Performance	-0.051	-0.052	0.039	1.337	0.091	Rejected
Training & Development Practice (TD) → Learning Organization → Sales Performance	-0.098	-0.093	0.033	2.951	0.002	Significance
Training & Development Practice (TD) → Innovative Behaviour → Sales Performance	0.135	0.130	0.033	4.058	0.000	Significance
Compensation Practice (ComP) → Learning Organization → Sales Performance	0.160	0.160	0.050	3.167	0.001	Significance
Compensation Practice (ComP) → Innovative Behaviour → Sales Performance	0.107	0.111	0.051	2.111	0.017	Significance

Furthermore, testing the relationship between Talent Recruitment, Training & Development, and Compensation Practice on Learning Organisation and Innovative Behaviour shows that although Talent Recruitment does not directly affect the performance of Medical Representatives, it has an indirect effect through the Learning Organisation. Training & Development and Compensation Practice each have a significant effect on both mediators, showing that training and compensation function as direct instruments and strengthen learning and innovation in the work environment. In the indirect effects path, it was found that TRP was only significant through Learning Organisation, but not through Innovative Behaviour. Meanwhile, Talent Recruitment and Compensation Practice has a significant indirect effect through both mediators. This finding confirms that mediation is vital, especially in bridging the influence of talent management practices on performance. For talent management to have an optimal

impact, there needs to be facilitation of organisational learning and the creation of innovative behaviour among Medical Representatives.

DISCUSSION

Empirical findings show that Talent Recruitment Practice (TRP) has no significant effect on sales performance, rejecting the hypothesis. This suggests recruitment strategies fail to directly boost Medical Representatives' efficacy. Contrasting prior work, robust recruitment elevates performance (dos Santos et al., 2020), with methodical approaches yielding aligned workforces for productivity (Abbasi et al., 2020). TRP's insignificance highlights post-recruitment processes' primacy; high-potential hires falter without training, learning cultures, or innovation support. Performance thus stems not just from selection but from subsequent nurturing recruitment as a mere entry point. Aligning with Süveges and Kurucz (2024), efficacy depends on onboarding and development; poor follow-through nullifies gains.

In contrast, Training and Development Practice (TD) negatively impacts sales performance, indicating misalignment with sales needs. Spanning career planning, coaching, and empowerment, TD stumbles without clear paths, market-relevant growth, or guidance, fostering demotivation (Abdullahi et al., 2022; Mubaraq et al., 2024). Perfunctory training invites exhaustion and disengagement (Jeske & Lippke, 2022), signaling failures in innovation-driven learning. Success hinges on strategic design: task-based, performance-focused, and career-integrated. Conversely, Compensation Practice (Comp) positively influences Medical Representative performance, positioning it as a key motivator. Blending financial (salaries, bonuses) and non-financial rewards, it affirms contributions, driving target exceedance. Results-linked pay boosts yields (Abdullahi et al., 2022), while fair structures enhance motivation (Manzoor et al., 2021). Effectiveness demands a tailored, sales-oriented design for optimal results.

These direct effects underscore the Learning Organization (LO) and Innovative Behavior (IB)'s positive sway on performance, fostering adaptive ecosystems. Adaptive entities build skills for edges (Ferreira et al., 2020), yielding responsive salespeople (Andayani et al., 2022; Zheng et al., 2023; $\beta = 0.434$). IB creative thinking and adaptation drives resolutions (Deng et al., 2022) and strategies (Jankelová et al., 2021; $\beta = 0.407$), prioritizing long-term vitality through learning and ingenuity. TRP, TD, and Comp further mold LO. TRP's negative effect ($\beta = -0.155$) shows overlooked learning fit impedes cultures (Meyers & Van Woerkom, 2014; Afshari & Hadian Nasab, 2021). TD impairs LO ($\beta = -0.226$) via misaligned programs, causing burnout (Rosa et al., 2023). Comp enhances it ($\beta = 0.369$) by spurring knowledge sharing (Subramanian & Suresh, 2022), demanding equitable execution.

For Innovative Behaviour (IB), TRP lacks impact ($\beta = -0.126$, $p = 0.070$), as culture trumps selection (Raeisi Ziarani et al., 2023). TD catalyzes it ($\beta = 0.332$, $p < 0.001$) through creativity training (Pandita & Ray, 2018). Comp reinforces ($\beta = 0.263$, $p < 0.001$) via innovation rewards (Afshari & Hadian Nasab, 2021), emphasizing TD and Comp's role. Organizationally, LO mediates talent management's performance link. Selective practices create learning climates for knowledge diffusion and adaptability (Barba Aragón et al., 2014; Kokkaew et al., 2022), spurring responsive tactics (Sancho-Zamora et al., 2022). It uplifts via capabilities (Ferreira et al., 2021), internalizing values for edges (Oyewobi et al., 2021) and TD optimization (Ogbu and Idowu, 2019). IB similarly mediates, with practices fostering initiative (Sung & Kim, 2021; Gupta et al., 2022). In sales, novel approaches strengthen targets (Datta et al., 2023; Lin et al., 2022). Implications call for innovation HR: creativity TD, and incentivized Comp to embed learning for competitive dynamism.

CONCLUSION

This study demonstrates that talent management practices, particularly training and development, compensation, and organisational learning, play a critical role in enhancing

Medical Representative performance. Practical training initiatives foster innovative behaviour, which in turn strengthens sales performance. Adequate compensation further supports this process by motivating employees and encouraging organisational learning. Among the examined practices, organisational learning emerges as a key driver of improved performance, highlighting its role as both a direct enabler and mediator. In contrast, talent recruitment practices show no significant effect on sales performance, either directly or indirectly, suggesting that post-recruitment development and retention strategies are more decisive.

The findings directly address the research purpose by confirming that an integrated approach to talent management, coupled with organisational learning and innovation, is essential for improving sales force effectiveness in the pharmaceutical industry. This enriches existing literature by moving beyond the examination of individual HR practices and introducing the interplay between talent management, organisational learning, and innovative behaviour as mechanisms that enhance performance.

In practical terms, the study provides implications for managers to prioritise structured training, competitive compensation, and organisational learning cultures to build adaptive and innovative sales teams. For future research, it is recommended to examine external factors such as market dynamics, technological advancements, and economic shifts; to apply longitudinal designs capturing HR changes over time; and to explore moderating variables such as organisational culture or team dynamics. Expanding studies across sectors and countries would further strengthen the generalisability of these findings.

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