The Influence of Work Environment And Talent Management Through Employee Performance Productivity On The Implementation of Employee Work Programs

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Abstract.
This study aims to analyze the influence of the work environment and talent management on the implementation of work programs through employee performance productivity at PT Krakatau Bandar Samudera, Cilegon City. The study used a quantitative approach with a survey method. The study population was 440 employees, while the sample was 210 respondents determined using a stratified random sampling technique. Data collection was carried out through a questionnaire with a five-level Likert scale, then analyzed using Partial Least Squares–Structural Equation Modeling (PLS-SEM) through SmartPLS 4.0. The results showed that the work environment had a positive and significant effect on the implementation of work programs with a coefficient of 0.932 and on employee performance productivity of 0.841. Talent management also had a positive and significant effect on the implementation of work programs of 0.802 and on employee performance productivity of 0.158. Employee performance productivity had a significant effect on the implementation of work programs, but showed a negative direction with a coefficient of -0.734. Employee performance productivity also acts as an intervening variable in the relationship between the work environment and talent management and work program implementation, with indirect coefficients of -0.617 and -0.116, respectively. The findings demonstrate the importance of the work environment and talent management in supporting the implementation of a company's work program.

Keywords: *Work Environment; Talent Management; Employee Performance Productivity and Work Program Implementation.*

I. INTRODUCTION

Management is a systematic process of planning, organizing, directing, and controlling organizational resources to achieve goals effectively and efficiently. In modern organizational development, human resources have become a strategic asset because the success of achieving goals is largely determined by the ability of employees to implement organizational programs. Work environment management, competency development, and talent management are crucial for creating productivity and supporting the achievement of company goals. Recent studies also show that talent management is increasingly important in optimizing employee capabilities to face a dynamic business environment (Akbar et al., 2025).

One important aspect in organizational management is the implementation of employee work programs, namely the process of realizing organizational plans, targets, and activities according to the schedule, standards, and targets that have been set. At PT Krakatau Bandar Samudera Kota Cilegon, Banten, work programs are closely related to port and logistics service activities that require coordination, punctuality, productivity, and work safety. Initial documents show that the implementation of work programs in general has only reached 72%, while work safety is 78% and operational efficiency is 75%.

Factors thought to influence these conditions include the work environment, talent management, and employee performance productivity. A conducive work environment can create comfort and support productivity. Shafi et al. (2023) found that working conditions, the physical environment, and spatial layout significantly impact employee productivity. Meanwhile, talent management plays a role in ensuring the optimal development and utilization of employee competencies. Alhammadi and Romle (2023) demonstrated that talent management practices impact employee performance.

The preliminary survey results show that the work environment achieved 70%, talent management 68%, and performance productivity 75%, while work program implementation was 72%. This condition is reinforced by phenomena such as suboptimal inter-unit coordination, uneven workload, ineffective cross-department communication, and uneven competency development. Thus, employee performance productivity is suspected to be an important mechanism that bridges the influence of the work environment and talent management on work program implementation. Therefore, this study is directed at analyzing the

influence of these two factors through employee performance productivity on work program implementation at PT Krakatau Bandar Samudera, Cilegon City, Banten.

Previous research has shown that the work environment, talent management, and productivity are related to employee performance. Arbyan and Riyanto (2023) found that the work environment influences employee performance. Pridynafiah and Waluyo (2024) showed that the work environment is related to employee productivity and performance. Jaya et al. (2024) demonstrated that talent management and knowledge management influence performance. Taufik et al. (2024) found that talent management, HR planning, and career development influence performance in the port sector. Zada et al. (2024) also demonstrated that talent management interventions can improve performance outcomes through organizational support. These findings reinforce the hypothesis that the work environment and talent management can increase employee productivity, thereby supporting the implementation of work programs.

Previous research has generally examined the work environment and talent management on performance or productivity separately. Talent management studies also demonstrate the need to develop more contextual models and examine the mechanisms of influence through mediating variables. However, there are still limited studies integrating the work environment and talent management through employee performance productivity and work program implementation, particularly in the port services sector and PT Krakatau Bandar Samudera Kota Cilegon.

The novelty of this research lies in the development of a model that integrates the work environment and talent management as exogenous variables, employee performance productivity as an intervening variable, and work program implementation as an endogenous variable. The model is specifically applied to the context of a port services company, thus not only testing the direct effect but also explaining the mechanism by which the work environment and talent management improve work program implementation through employee productivity.

II. LITERATURE REVIEW

Human Resource Management

Human Resource Management explains that employees are strategic resources that need to be managed through planning, development, placement, and evaluation to ensure they can provide optimal contributions to the organization. In the context of this research, HRM theory serves as the foundation for explaining the relationship between the work environment, talent management, performance productivity, and work program implementation. Integrated HR management can improve an organization's ability to achieve its goals. Wulandany et al. (2023) demonstrate the importance of the work environment on performance, while Alhammadi and Romle (2023) emphasize the role of talent management practices on employee performance.

Work environment

The work environment explains that the physical and non-physical conditions in which employees carry out their work can influence behavior, comfort, productivity, and performance. A safe, comfortable environment, with good communication, and adequate facilities will create conditions that enable employees to work optimally. In this study, this theory is used to explain the influence of the work environment on productivity and work program implementation. Arbyan and Riyanto (2023) found the influence of the work environment on employee performance, while Lasmana (2024) demonstrated the relationship between the work environment and performance through the mechanism of job satisfaction.

Talent Management

Talent management views talent management as a strategic process encompassing the identification, development, placement, and retention of talent according to organizational needs. This perspective explains that matching competencies to positions can enhance employees' performance and support the achievement of organizational goals. Alhammadi and Romle (2023) demonstrate that talent management practices impact employee performance. Meanwhile, Thakurta (2025) emphasizes the importance of a systems approach in integrating talent management with organizational needs and the work context.

Employee Productivity and Performance

Productivity and performance explain that organizational success is heavily influenced by employees' ability to produce work according to targets, quality standards, timeframes, and available resources. Productivity is a crucial mechanism linking organizational support to work outcomes. Pridynafiah and Waluyo (2024) demonstrated the relationship between the work environment and employee productivity and performance. Meanwhile, Zargar and Gani (2025) found that talent development influences performance, with workplace well-being acting as a mediator. This perspective supports the use of productivity and performance as an intervening variable in this study.

Thinking Framework

The Influence of the Work Environment on the Implementation of Work Programs

A conducive work environment supports employees in carrying out their duties and achieving organizational goals. Physical conditions, safety, comfort, communication, and relationships between employees can determine the smooth coordination and implementation of activities. Arbyan and Riyanto (2023) demonstrated that the work environment influences employee performance. These findings reinforce the argument that an improved work environment can create working conditions that support the achievement of organizational programs. Therefore, the work environment is expected to have a positive impact on work program implementation.

H_1: It is suspected that there is a significant positive influence of the Work Environment on the Implementation of Work Programs.

The Influence of Talent Management on Work Program Implementation

Talent management helps organizations identify, develop, place, and retain employees with the competencies they need. Proper talent management enables companies to have employees with the skills needed for their jobs, allowing programs to be implemented more effectively. Jaya et al. (2024) demonstrated that talent management impacts employee performance, while Taufik et al. (2024) found a positive relationship between talent management and performance in the port sector. These findings support the hypothesis of a positive relationship with work program implementation.

H_2: It is suspected that there is a significant positive influence of Talent Management on the Implementation of Work Programs

The Influence of Work Environment on Employee Performance Productivity

The work environment is one of the organizational conditions that can influence employees' ability to produce work effectively. Adequate facilities, safety, comfort, communication, and good working relationships can create conditions that support concentration and task completion. Shafi et al. (2023) showed that the work environment influences employee productivity. Pridynafiah and Waluyo (2024) also demonstrated the relationship between the work environment and employee productivity and performance. Therefore, the more conducive the work environment, the higher the employee productivity.

H_3: It is suspected that there is a significant positive influence of the work environment on employee performance productivity.

The Influence of Talent Management on Employee Performance Productivity

Talent management enables companies to optimize employee capabilities through competency identification, training, career development, and placement according to job requirements. Employees who receive development opportunities and are placed in suitable positions have the potential to perform more effectively. Alhammadi and Romle (2023) demonstrated that talent management practices impact employee performance. Jaya et al. (2024) also demonstrated the influence of talent management on performance. Therefore, effective talent management is expected to increase employee productivity.

H_4: It is suspected that there is a significant positive influence of Talent Management on Employee Performance Productivity.

The Influence of Employee Performance Productivity on Work Program Implementation

Performance productivity describes an employee's ability to complete work according to targets, quality standards, timeframes, and available resources. Employees with high productivity are better able to

complete tasks on time, thus supporting the realization of organizational programs. Pridynafiah and Waluyo (2024) demonstrated the relationship between productivity and employee performance, while Fatkhuri et al. (2024) found that work productivity is related to employee performance. This provides the basis for the belief that increased productivity can strengthen the successful implementation of a company's work programs.

H_5: It is suspected that there is a significant positive influence of Employee Performance Productivity on the Implementation of Work Programs.

The Influence of the Work Environment on the Implementation of Work Programs through Employee Performance Productivity

The work environment can influence work program implementation not only directly but also through employee productivity. A safe, comfortable, and supportive environment will help employees improve their work completion effectiveness. Shafi et al. (2023) demonstrated the influence of the work environment on productivity, while Pridynafiah and Waluyo (2024) demonstrated the relationship between the work environment, productivity, and performance. Based on this relationship, employee performance productivity is seen as a mechanism explaining the influence of the work environment on work program implementation.

H_6: It is suspected that there is a significant positive influence of the Work Environment on the Implementation of Work Programs through Employee Performance Productivity.

The Influence of Talent Management on Work Program Implementation through Employee Performance Productivity

Talent management can enhance employee capabilities through competency development, appropriate placement, and career management. This enhanced capability can then boost productivity, making it easier to achieve work programs on target. Alhammadi and Romle (2023) demonstrated the influence of talent management practices on performance, while Taufik et al. (2024) demonstrated the relevance of talent management to performance in the port sector. Therefore, performance productivity is expected to be a mechanism that strengthens the relationship between talent management and work program implementation.

H_7: It is suspected that there is a significant positive influence of Talent Management on the Implementation of Work Programs through Employee Performance Productivity.

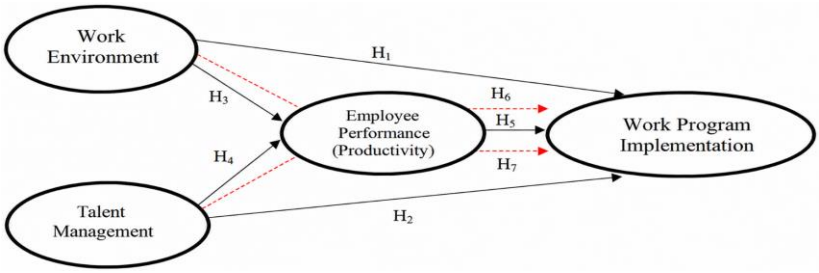

Fig. 1. Thinking Framework

III. METHOD

The research method serves as a systematic guideline for obtaining and analyzing data so that the relationships between variables can be objectively tested. This study employed a quantitative approach with a survey as the primary data collection technique. This approach is suitable for examining the relationship between the work environment, talent management, employee performance productivity, and work program implementation in a measurable manner. The analysis of the relationships between variables was conducted using a multivariate statistical approach that allows for testing of both direct and indirect influences. Legate et al. (2024) emphasized that PLS-SEM can be used to analyze complex relationships between latent variables in human resource studies.

Research Design

This study employed an associative quantitative design with a survey method to examine causal relationships between variables. The variables analyzed included the work environment and talent management as exogenous variables, employee performance productivity as an intervening variable, and

work program implementation as an endogenous variable. Data were collected using a structured instrument and analyzed statistically. A quantitative approach is appropriate for testing hypotheses based on numerical data and objectively examining relationships between variables (Kotronoulas et al., 2023).

Time and Place of Research

The research was conducted at PT Krakatau Bandar Samudera, located in the Krakatau International Port area, Cigading, Cilegon City, Banten Province. Based on the research design, the research activities were carried out for four months, from April to July 2026. The stages included the preparation and refinement of instruments, data collection, data processing, analysis of results, and report preparation. The location selection was based on the relevance of company characteristics to the variables of the work environment, talent management, productivity, and work program implementation.

Population and Sample

The study population comprised all 440 active employees or permanent employees of PT Krakatau Bandar Samudera. The sample was determined using the Slovin formula with a 5% error rate, resulting in a sample size of 210 respondents after rounding. Stratified random sampling was used to ensure that members of the population had a proportional opportunity to become respondents. Respondent selection was directed toward employees who understood the implementation of the company's work programs.

Data Collection Techniques

Data collection techniques used questionnaires, observation, and documentation. The questionnaire served as the primary instrument administered to 210 respondents to obtain data on the work environment, talent management, employee performance productivity, and work program implementation. Each statement was measured using a five-point Likert scale, ranging from strongly disagree to strongly agree. Primary data was obtained directly from respondents, while secondary data came from relevant company documents. The use of structured instruments enabled data to be converted into numerical information that could then be analyzed statistically (Kotronoulas et al., 2023).

Data analysis

Data analysis was conducted using Partial Least Squares–Structural Equation Modeling (PLS-SEM) with the help of SmartPLS software. PLS-SEM was chosen because it can test models involving several constructs simultaneously, including direct relationships and indirect relationships through intervening variables. Legate et al. (2024) explained that PLS-SEM can be used to evaluate complex relationships in human resource studies. The analysis includes testing the outer model through convergent validity, discriminant validity, and reliability, then the inner model through the coefficient of determination (R^2), path coefficient, effect size (f^2), and predictive relevance (Q^2). Hypothesis testing was conducted through bootstrapping to obtain the t-statistic value. And p-value. Mediation analysis was used to determine the role of employee performance productivity in the relationship between the work environment and talent management and work program implementation. Sarstedt et al. (2024) emphasized the importance of systematic model evaluation and interpretation of PLS-SEM results.

IV. RESEARCH RESULTS AND DISCUSSION

Research result

The research results were obtained through respondent data processing using SmartPLS 4.0. The analysis was conducted in stages, including an outer model evaluation to test the validity and reliability of the instrument, followed by an inner model evaluation to assess the structural model's capabilities and the relationships between variables. The variables analyzed included Work Environment, Talent Management, Employee Performance Productivity, and Work Program Implementation. The processing results showed that the instruments and models generally met the PLS-SEM analysis criteria.

Validity Test

Validity testing was conducted to ensure that each indicator adequately represented the construct being measured. Testing included outer loading, Average Variance Extracted (AVE), and discriminant validity. In PLS-SEM, an outer loading above 0.70 generally indicates good indicator performance, while an AVE above 0.50 indicates convergent validity.

Table 1. Validity Test ResultsOuter LoadingAll Variables

Variables	Indicator	Outer Loading Range	Information
Work Environment (X1)	X1.1–X1.15	0,789–0,969	Valid
Talent Management (X2)	X2.1–X2.15	0,710–0,964	Valid
Employee Performance Productivity (Y)	Y1–Y12	0,807–0,973	Valid
Work Program Implementation (Z)	Z1–Z15	0,716–0,967	Valid

Source: SmartPLS 4.0 output, 2026.

Based on Table 1, all indicators have outer loading values above 0.70. The lowest value is found in indicator X2.9 at 0.710, while the highest value is found in indicator Y1 at 0.973. This condition indicates that the indicators in the four variables are able to adequately reflect their respective constructs. Thus, all indicators of Work Environment, Talent Management, Employee Performance Productivity, and Work Program Implementation are declared valid and can be used in further analysis.

Tabel 2. Hasil Average Variance Extracted (AVE)

Variables	AVE	√AVE	Information
Work environment	0,834	0,913	Valid
Talent Management	0,749	0,865	Valid
Employee Performance Productivity	0,849	0,921	Valid
Implementation of Work Program	0,764	0,874	Valid

Source: SmartPLS 4.0 output, 2026.

Based on Table 2, all constructs have AVE values above 0.50. The highest AVE value is for Employee Performance Productivity at 0.849, while the lowest is for Talent Management at 0.749. All these values indicate that the constructs are able to explain more than half of the variance in their constituent indicators. Thus, all four variables have met the requirements for convergent validity and are suitable for use in testing the structural model.

Table 3. ResultsDiscriminant Validitythrough Cross Loading

Construct	Number of Indicators	Main Loading Range	Information
Work environment	15	0,789–0,969	Fulfil
Talent Management	15	0,710–0,964	Fulfil
Employee Performance Productivity	12	0,807–0,973	Fulfil
Implementation of Work Program	15	0,716–0,967	Fulfil

Source: SmartPLS 4.0 output, 2026.

The cross-loading results show that the indicators generally have the highest loading values on the constructs they represent compared to other constructs. In the Work Environment, the main loading is in the range of 0.789–0.969, while Talent Management is in the range of 0.710–0.964. Employee Performance Productivity has a range of 0.807–0.973 and Work Program Implementation 0.716–0.967. These results indicate that each construct has the ability to differentiate itself from other constructs in the model.

Reliability Test

Table 4. ResultsComposite Reliability

Variables	Composite Reliability	Information
Work environment	0,987	Reliable
Talent Management	0,978	Reliable
Employee Performance Productivity	0,985	Reliable
Implementation of Work Program	0,980	Reliable

Source: SmartPLS 4.0 output, 2026.

Table 4 shows that all values*Composite Reliability*is well above the 0.70 threshold. The highest value was obtained for Work Environment at 0.987, while the lowest value was for Talent Management at 0.978. This condition indicates that the indicators in each construct have excellent internal consistency. Therefore, the research instrument can be declared reliable and capable of producing consistent measurements for the variables of Work Environment, Talent Management, Employee Performance Productivity, and Work Program Implementation.

Table 5. Cronbach's Alpha Results

Variables	Cronbach's Alpha	Information

Work environment	0,985	Reliable
Talent Management	0,975	Reliable
Employee Performance Productivity	0,984	Reliable
Implementation of Work Program	0,977	Reliable

Source: SmartPLS 4.0 output, 2026.

The results in Table 5 show that all Cronbach's Alpha values exceed 0.70. The highest value was obtained for Work Environment at 0.985, and the lowest value was obtained for Talent Management at 0.975. These values indicate very high internal consistency across all constructs. Therefore, the indicators used consistently measure the same construct, and the research instrument can be declared reliable. These results strengthen the instrument's suitability for further evaluation.*inner model*and hypothesis testing.

Structural Model Evaluation

Table 6. R-Square Results of Structural Model

Endogenous Variables	R-Square	Category
Employee Performance Productivity	0,991	Very strong
Implementation of Work Program	0,993	Very strong

Source: SmartPLS 4.0 output, 2026.

The R-Square value indicates that the model has very high explanatory power. Employee Performance Productivity obtained an R^2 of 0.991, meaning that 99.1% of its variation can be explained by the Work Environment and Talent Management. Meanwhile, Work Program Implementation obtained an R^2 of 0.993, so that 99.3% of its variation can be explained by the Work Environment, Talent Management, and Employee Performance Productivity. These results indicate that the model has very strong explanatory power.

Tabel 7. Hasil Effect Size (f^2)

Connection	f^2	Category
Work Environment → Employee Performance Productivity	4,769	Big
Work Environment → Work Program Implementation	1,290	Big
Talent Management → Employee Performance Productivity	0,169	Currently
Talent Management → Work Program Implementation	4,713	Big
Employee Performance Productivity → Work Program Implementation	0,684	Big

Source: SmartPLS 4.0 output, 2026.

The effect size results show that most relationships have a significant contribution. The largest influence is found in the Work Environment on Employee Performance Productivity with an f^2 of 4.769, then Talent Management on Work Program Implementation at 4.713. The relationship between the Work Environment and Work Program Implementation obtained 1.290 and Employee Performance Productivity on Work Program Implementation was 0.684. Meanwhile, Talent Management on Employee Performance Productivity had an f^2 of 0.169 which is included in the moderate category.

Hypothesis Testing

Table 8. Hypothesis Testing Results

Hypothesis	Connection	Coefficient	T-Statistics	P-Values	Results
H_1	Work Environment → Work Program Implementation	0,932	8,324	0,000	Accepted
H_2	Talent Management → Work Program Implementation	0,802	21,855	0,000	Accepted
H_3	Work Environment → Employee Performance Productivity	0,841	20,290	0,000	Accepted
H_4	Talent Management → Employee Performance Productivity	0,158	3,734	0,000	Accepted
H_5	Employee Performance Productivity → Work Program Implementation	-0,734	6,080	0,000	Accepted
H_6	Work Environment → Implementation of Work Programs through Productivity	-0,617	5,754	0,000	Accepted
H_7	Talent Management → Work Program Implementation through Productivity	-0,116	3,231	0,001	Accepted

Source: SmartPLS 4.0 output, 2026.

The test results show that all relationships in the model are significant because the values*t-statistics*above 1.96 and*p-values*is below 0.05. H1 to H4 have a positive direction according to the hypothesis. H1 shows that the Work Environment has a positive effect on Work Program Implementation of 0.932. H2 shows the influence of Talent Management of 0.802. H3 shows the influence of the Work Environment on Productivity of 0.841, while H4 is 0.158. However, H5, H6, and H7 show a negative direction although significant, so these results need to be discussed specifically in the discussion section.

V. DISCUSSION

Based on the analysis results using SmartPLS 4.0, this study shows that the Work Environment and Talent Management have a significant influence on Work Program Implementation and Employee Performance Productivity. Employee Performance Productivity also shows a significant relationship with Work Program Implementation. In addition to the direct effect, the indirect effect test indicates the role of Employee Performance Productivity as an intervening variable. However, the direction of the relationship H_5–H_7The negative ones need to be considered because they differ from the positive direction formulated in the hypothesis.

The Influence of the Work Environment on the Implementation of Work Programs

The test results show that the Work Environment has a positive and significant effect on Work Program Implementation with a path coefficient of 0.932, T-Statistics of 8.324, and P-Values of 0.000. These results indicate that the better the work environment conditions, the more optimal the implementation of the company's work programs. A comfortable, safe work environment, supported by good communication and coordination, can help employees carry out activities according to targets. This finding is in line with Arbyan and Riyanto (2023) who showed that the work environment affects employee performance. Shafi et al. (2023) also proved that work environment conditions affect productivity. Thus, working conditions are an important element in supporting the implementation of work programs at PT Krakatau Bandar Samudera.

The Influence of Talent Management on Work Program Implementation

Talent Management has been shown to have a positive and significant impact on Work Program Implementation with a path coefficient of 0.802, a T-Statistic of 21.855, and a P-Value of 0.000. These values indicate that talent management contributes significantly to the successful implementation of company programs. Identification of potential employees, competency development, training, placement based on abilities, and career development can ensure the availability of human resources that meet program needs. These results are in line with Alhammadi and Romle (2023) who found that talent management practices affect employee performance. Jaya et al. (2024) also showed that talent management affects performance. The findings of Taufik et al. (2024) in the port sector further strengthen the relevance of talent management in supporting the achievement of organizational goals.

The Influence of Work Environment on Employee Performance Productivity

The test results show that the Work Environment has a positive and significant effect on Employee Performance Productivity with a path coefficient of 0.841, T-Statistics of 20.290, and P-Values of 0.000. This means that an increase in the quality of the work environment is followed by an increase in employee productivity. Supportive physical conditions, work safety, comfort, interpersonal relationships, and good communication can help employees complete their work effectively and efficiently. These results are in line with Shafi et al. (2023) who found that the work environment influences employee productivity in manufacturing companies. Pridynafiah and Waluyo (2024) also showed a relationship between the work environment and productivity and performance. Thus, a conducive work environment is an important factor in increasing employee productivity at PT Krakatau Bandar Samudera.

The Influence of Talent Management on Employee Performance Productivity

Talent Management has been shown to have a positive and significant effect on Employee Performance Productivity with a path coefficient of 0.158, a T-Statistic of 3.734, and a P-Value of 0.000. Although the coefficient of influence is relatively smaller than the Work Environment, the relationship remains significant. These results indicate that competency development, training, placement, and career

management can help employees improve their ability to complete their work. This finding supports Alhammadi and Romle (2023) who showed the influence of talent management practices on employee performance. Jaya et al. (2024) also found that talent management affects performance. Thus, systematic talent management can be a company's instrument in improving the quality and productivity of human resources.

The Influence of Employee Performance Productivity on Work Program Implementation

The test results show that Employee Performance Productivity has a significant effect on Work Program Implementation with a path coefficient of -0.734, T-Statistics of 6.080, and P-Values of 0.000. The significance value indicates a statistical relationship, but the direction of the coefficient is negative so it does not support the positive direction formulated in H5. This finding differs from the theoretical assumption that higher productivity automatically improves work program implementation. Pridynafiah and Waluyo (2024) found a relationship between productivity and performance, while Fatkhuri et al. (2024) showed the importance of productivity in explaining employee performance. The difference in direction in this study may be related to the characteristics of the indicators, the pattern of relationships between variables, or*suppression effect*. Therefore, interpretation of the results needs to be done based on the empirical model obtained.

The Influence of the Work Environment on the Implementation of Work Programs through Employee Performance Productivity

The indirect effect test shows that the Work Environment on Work Program Implementation through Employee Performance Productivity has a path coefficient of -0.617, T-Statistics 5.754, and P-Values 0.000. These results indicate that the mediation path is significant, but the direction of the indirect effect is negative. Thus, Employee Performance Productivity statistically acts as a mediator in the relationship, but the mediation pattern formed does not match the predicted positive direction. This finding can be compared with Shafi et al. (2023), which shows a positive influence of the work environment on productivity. Pridynafiah and Waluyo (2024) also show a relationship between the work environment and productivity and performance. The difference in the direction of mediation indicates the existence of special characteristics in the relationship between variables in the context of PT Krakatau Bandar Samudera.

The Influence of Talent Management on Work Program Implementation through Employee Performance Productivity

The results of the indirect effect test indicate that Talent Management on Work Program Implementation through Employee Performance Productivity has a path coefficient of -0.116, T-Statistics 3.231, and P-Values 0.001. Thus, the mediation effect is proven to be statistically significant, but the direction is negative. This result means that Employee Performance Productivity plays a role in the relationship between Talent Management and Work Program Implementation, but the mechanism of the relationship formed is different from the expected positive direction. Alhammadi and Romle (2023) showed that talent management can improve performance, while Taufik et al. (2024) found the relevance of talent management to the performance of the port sector. Differences in results may indicate the presence of specific organizational characteristics and indicator patterns so that the mediation relationship needs to be interpreted carefully.

VI. CONCLUSION

Based on the analysis results using SmartPLS 4.0, it can be concluded that the Work Environment and Talent Management are important factors in supporting the Implementation of Work Programs at PT Krakatau Bandar Samudera, Cilegon City. The Work Environment is proven to have a positive and significant effect on the Implementation of Work Programs with a coefficient of 0.932, as well as on Employee Performance Productivity with a coefficient of 0.841. Talent Management also has a positive and significant effect on the Implementation of Work Programs with a coefficient of 0.802 and on Employee Performance Productivity with a coefficient of 0.158. Furthermore, Employee Performance Productivity has a significant effect on the Implementation of Work Programs, but shows a negative direction with a coefficient of -0.734.

The results of the indirect effect also show that Employee Performance Productivity acts as an intervening variable in the relationship between the Work Environment and Work Program Implementation with a coefficient of -0.617, as well as the relationship between Talent Management and Work Program Implementation with a coefficient of -0.116. All of these relationships are significant based on the T-Statistics value. and P-Values. These findings indicate that a conducive work environment and effective talent management are important elements in supporting the achievement of company programs. However, the negative direction of the relationship between Employee Performance Productivity and Work Program Implementation, including the mediation pathway, indicates a relationship pattern that needs to be considered in model interpretation. Thus, the model shows very strong explanatory power for endogenous variables, making the Work Environment, Talent Management, and Employee Performance Productivity strategic aspects in understanding the implementation of the company's Work Program.

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