



Research Article

The Nexus Between Talent Management and Employees' Performance: Mediating Role of Turnover Intentions in Higher Education

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Citation

Khan, M (2025). The nexus between talent management and employees' performance: Mediating role of turnover intentions in higher education. *Administrative and Management Sciences Journal*, 4(1), 53-61

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ABSTRACT

This study aimed to examine linkages between talent management and employees' performance in higher educational context wherein turnover intentions are used as the mediating variables to produce innovative information for contributing knowledge. Talent management is important phenomenon that is used in different organizations for attracting, developing and retaining talent to ensure the smooth functioning and sustainability in efforts toward success. The turnover intentions are harmful for academic institutions that bring along certain undesirable consequences from diverse dimensions that can be catered artistically by engaging workforces in higher performances through motivation and commitment. For this drive, data was collected from teachers hailing from higher institutions in southern region, KP, Pakistan. In this regard, different procedures were used for collecting and analyzing data and extracting desired information for reaching out the conclusion and making decisions about hypothesized relationships. Therefore, some recommendations are extracted from the findings for teachers, policymakers and institutions for reconsidering the phenomena for realizing effective outcome to provide significant clues towards the required sustainability and desired success in higher education.

KEYWORDS

Talent Management, Employees' Performance, Turnover Intentions and Higher Education.

1 | INTRODUCTION

Talent management is important concept that ensures attraction, development, and retention of talent within the organizations to attain organizational tasks efficiently and effectually to sustain organizational effectiveness leading towards desired sustainability, culminates at desired successes (Shah, Bano, Saraih, Abdel Waheed & Soomro, 2024). Talent management, in organizations, when recognized in letters and spirit, helps improve employees' efforts leading to organizational performances that end in credibility and outcomes (Sembiring & Damayanti, 2023). Talent management is vital for developing desired consequences through required skills, competencies, and capabilities of employees towards strategic objectives (Setiawan & Satrio, 2020). The talent management not only improves organizational norms and standards but also improves credibility towards desired career development (Kravariti & Johnston, 2020). The turnover intentions bring some undesirable consequences for the organizations likewise brain drain as well as switchovers of employees that are agonizing for organizations in the contemporary competitive environment wherein different approaches are used by organizations to attract talent and make sure effective retention strategies.

The employees are showing reluctance and apprehensions about career development when not recognized by organizations leading to wide-ranging turnover intention brings the organizational development at stake (Mwangi & Gachunga, 2016). The career development opportunities and talent management practices are dynamic in reducing the turnover intentions in institutions (Ali, Bashir & Mehreen, 2019). The turnover intentions undesirably

affected employees' dedication and performances in diverse situations still, this situation may be catered by organizational loyalty to inspire employees to show their dedication towards institutional values and standards (Sukma & Nurhayati, 2021). The employees' performance is vital predictor for the organizational leading outcomes in the diverse situations that ensure efforts and potential along with motivation and pledge required for completing different strategic tasks and plans through effective utilization of organizational resources (Foteini, Tasoulis & Khaled, 2023). Performance is foremost factor that is responsible for attaining different desired outcomes that need additional effort and dedication in realizing the organizational tasks and eventualities over various strategic approaches required in diverse situations.

The performances are significant in ensuring that talent management and career development increases loyalty of employees. The active performance reduces turnover intention and increases commitment in diverse situations and contexts including higher educational institutions (Dang, Nguyen & Ha, 2020). The talent management in institutions is considered a strategic process that involves in the attraction, development, and retention of skilled individuals for smooth working of institutional tasks whereas career development focuses on the ongoing processes of advancing knowledge, abilities and experiences within institutions (Abdullahi, Adeiza, Abdelfattah, Fatma & Aigbogun, 2022). The talent management practices include effective recruitment and selection that play vital role in attracting competent talent to institutions (Hussain, Khan & Mateen, 2024). The continuing career growth prospects contribute to employee satisfaction and loyalty, reducing turnover rates and retaining valued personnel in institutions to ensure desired outcome (Shabeer & Mahmood, 2025). The career development initiatives, like training programs and skill-building opportunities enable employees to acquire new competencies and stay abreast of the institutional existing diverse trends.

1.1| Objectives & Hypotheses

1. There is significant association amid talent management, employees' performance and turnover intentions in higher education context (H_1).
2. There is significant mediating role of turnover intentions in linking talent management and employees' performance higher education (H_2).

2 | REVIEW OF LITERATURE

The higher education institutions play significant role in the development of socio-academic and socio-economic spheres that are vital in development of countries in the global competition for survival and developments. In this drive, various phenomena are responsible for contributing to the competitive environments wherein talent management and career development are vital for improving employees' behavioral openness and institutional outcomes (Ali, Bashir & Mehreen, 2019). These are dynamic and phenomenal approaches that increase organizational loyalty and lessen turnover intentions overwhelm organizational sustainability and culminate at organization success (Ding & Hong, 2025). The higher institutions are thus more overwhelmed towards talent management and career developments along with turnover intentions and organizational loyalties as aimed to surveyed in present research (Luh & Dewi, 2020). Talent and career are critical features of institutional human resources strategy that directly impact the employees' performance, commitment, satisfaction, and success in institutions (Murtaza, Subhani, Hussain, Ali & Subhani, 2024), thus, linkages amid these phenomena are explored in organizational and management studies.

The helping role of turnover intention and organizational loyalty further enhances consideration that how talent management and career practices impact employee outcomes. The organizations that invest in effective employees' career development reveal the commitment to their professional development and job satisfaction leading to diverse situational outcomes (Guans, Zhou, Ye, Jiang & Zhou, 2015). The talent management and career development programs contribute towards enhanced employees' motivation, skills, and knowledge required for comprehending the diverse tasks and outcomes (Dang, Nguyen & Ha, 2020). The turnover intentions and organizational loyalty act as mediators in the relationship between talent management, career development and employee performance (Sukma & Nurhayati, 2021), as higher turnover intentions may weaken the positive impact of talent management and career development upon employee performance, while loyalty can enhance these effects (Saima, Zainab & Safi, 2022). The studies show that the institutions with robust career development and talent management programs experience lower turnover rates as well as higher employees' loyalty, satisfaction, dedication and ownership toward institutional success.

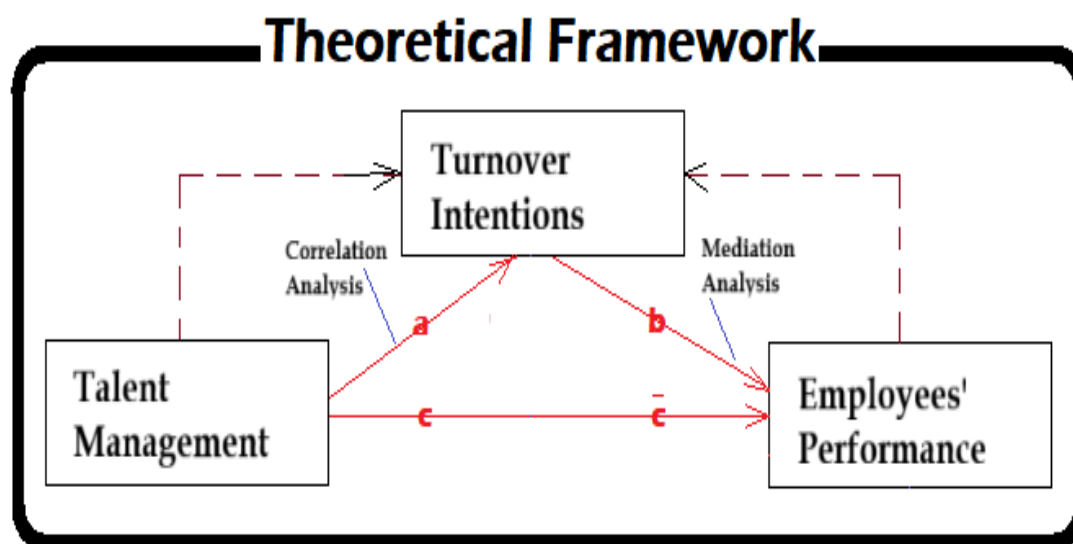
Institutions are required to prioritize the execution of effective talent management practices to foster positive work environment. The constant adjustment and monitoring of programs based on employee feedback can boost influence on their performances (Siswoyo, Suropto & Ahmad, 2024). The interrelationships between these phenomena can help organizations in tailoring their policies to produce a supportive work environment, that ultimately helps in improving employee satisfaction overwhelmed at desired performance (Sembiring & Damayanti, 2023). The impact of talent management and career development on employees' performance, including mediating role of turnover intention, has been explored in various academic studies and scholarly literature (Shah, Bano, Saraih, Abdelwaheed & Soomro, 2024). Therefore, the employees' engagement in continuous learning activities and providing prospects for career advancement positively impact on their potential, knowledge, skills, commitment, and performance in the diverse situations (Shabeer & Mahmood, 2025). The limited career growth chances lead to increased turnover intentions, subsequently impacting employee performance adversely which hinders institutional credibility and success.

The cultural factors may impact how employees perceive these practices, affecting performance, turnover intentions, and loyalty. In this drive, existing literature underlines interconnected nature of talent management, career expansion, turnover intention, loyalty and employee performance (Ali, Mahmood & Mehreen, 2019). The institutions aiming to optimize these relationships may consider holistic integration of practices, employee perspectives and cultural distinctions to foster positive and productive working environment (Manggis & Setia, 2018). Talent management and development opportunities for employees' careers have strong influence on institutionally desired priorities that culminate at anticipated outcomes. The institutions are vital to promote strategies that are aligned with attraction for sustaining efforts toward predicted success (Setiawan & Satrio, 2021). Talent management is the strategic approach that focuses on attracting, developing, and retaining talented individuals to ensure academic and operational success of institution (Hussain, Khan & Mateen, 2024). The unique challenges and dynamism in the higher education sector necessitate personalized talent management practices aimed at assuring the desirability towards anticipated outcomes.

The focus remained upon hiring the teachers with strong academic credentials, research accomplishments, and teaching abilities aimed at delivering the services toward desired standards (Murtaza, Subhani, Hussain, Ali & Subhani, 2024). Similarly, the talent management helps in nurturing leadership skills among teachers and workforces to ensure channel of active leadership development as required for realizing tasks culminates in realization of desired development and success (Saima, Zainab & Safi, 2022). The high turnover intentions can result in increased recruitment and training costs as constantly hiring and training new employees to replace those who leave can strain financial resources divert care from other strategic initiatives (Latif & Saraih, 2016). The frequent turnover upsets team dynamics and collaboration as team members need to adjust to colleagues, affecting communication, cohesion and efficiency of work teams (Setiawan & Satrio, 2021). The turnover intentions negatively impact employee morale culture as pervasive sense of instability and uncertainty can contribute to a less positive work environment, affecting well-being and satisfaction of remaining employees as high turnover impact customer satisfaction and service quality.

In institutions, new employees may take time to become proficient in their roles and potentially lead to a decline in service standards. The performance of employees in higher educational institutions is pivotal for their sustainability and overall success (Dang, Nguyen & Ha, 2020). The success of these institutions is multifaceted and depends on effective contribution of faculty, and administrators. The faculty plays crucial role in delivering high-quality education, expertise and effectiveness in teaching directly impact educational experiences of students (Mahaputra & Saputra, 2021). The output enhances institutional reputation, attracts funding and partnerships, and positions it as leader in specific fields. This contributes to long-term sustainability and growth (Sembiring & Damayanti, 2023). The administrative and support staff play crucial role in student services, advising, and campus experience (Hussain, Khan & Mateen, 2024). The reputation and success of higher institutions are closely tied to quality of education they offer as positive student experiences contribute towards enrollment, retention, and positive ensuring desired sustainability of institution. Therefore, faculty engagement in research and innovation is cornerstone of the academic institutions.

Figure 1 Theoretical Framework



3 | METHODS

The research is based upon certain characteristics that are considered leading requirements that order different elements required in different situations for different purposes in diverse contexts (Creswell & Clark, 2011). The research philosophy describes operational trajectory containing strategy in research referring to researcher confidence about ontology (existence of knowledge), epistemology (knowledge communication) and methodology (how to gain knowledge) (Saunders, Lewis & Thornhill, 2012). The literature offered approaches for contacting research subjects for purposes to ensure accessibility and approachability parameters required in different situations (Creswell & Clark, 2007).

The population is significant and provides directions and justifications in particular situations for research subjects who are selected as per the nature and requirements of research study (Saunders, Thornhill & Lewis, 2007). The population comprises the teachers (1420) from southern region, KP universities wherein a sample of 312 was selected over Yamani formula. Thus, 312 questionnaires were distributed and 300 were recollected and used for data analysis. Mediation is statistical procedure that is used to explore mechanisms and pathways wherein the independent variable influences dependent variable in the presence of the third variable.

4 | RESULTS OF STUDY

The results of current study are produced in this section that aimed to offer the main outcomes about the hypothesized relationship through different statistical procedures to extract the desired information and used for decision making about the acceptance and rejection of hypotheses and reaching conclusions. The results comprising descriptive and testing of hypotheses for attaining desired outcomes.

Table 1
Descriptive Statistics

Variables	N	MIN	MAX	Mean	SD
Talent Management	300	1.30	4.80	3.2492	.74274
Turnover Intentions	300	1.00	4.30	3.3920	.90128
Employees' Performance	300	1.63	4.70	3.3699	.61043

Table 2
Correlation Analysis (H₁)

Variables		[1]	[2]
Talent Management [1]	Pearson Correlation	1	-
	Sig. (2-tailed)		.126*
	N	300	300
Turnover Intentions [2]	Pearson Correlation	-.126*	1
	Sig. (2-tailed)	.029	
	N	300	300
Employees' Performance [3]	Pearson Correlation	.645**	-.073
	Sig. (2-tailed)	.000	.207
	N	300	300

*Correlation is significant at the 0.05 level (2-tailed).

**Correlation is significant at the 0.01 level (2-tailed).

Correlation analysis is used to examine relationships with regard to strength and direction in association among research variables of the study. In this regard, first hypothesis was about the hypothesized association as examined through the correlation procedure. The results revealed valuable information about the desired association likewise talent management and employees' performance ($R = .645$ & $P = .000$), career management and turnover intentions ($R = -.126$ & $P = .029$), and turnover intentions and employees' performance ($R = -.073$ & $P = .207$), along with significant results in association among the predicting variables. These results offered informative clues about association amid research variables and consequently, first hypothesis (H₁) about the association is accepted.

Table 3
Model Summary (Path-a) (H₂)

R	R Square	MSE	F	df1	df2	p
.1258	.0158	.8021	5.3588	1.0000	298.0000	.0213

Table 4
Coefficients of Regression (Path-a) (H₂)

Model	Coefficient	se	t	p	LLCI	ULCI
Constant	3.8879	.2133	18.2255	.0000	3.4681	4.3078
Talent Management	-.1526	.0659	-2.3149	.0213	-.2824	-.0229

Predicting Variable: Talent Management
Criterion Variable: Turnover Intentions

Table 5
Model Summary (Paths b & c) (H₂)

R	R Square	MSE	F	df1	df2	p
.6447	.4156	.2192	115.2755	2.0000	297.0000	.0000

Table 6
Coefficients of Regression (Paths b & c) (H₂)

Model	Coefficient	se	t	p	LLCI	ULCI
Constant	1.6270	.1625	10.0138	.0000	1.3072	1.9467
Talent Management	.5306	.0350	15.1817	.0000	.4619	.5994
Turnover Intentions	.0055	.0309	.1794	.8577	-.0553	.0663

Predicting Variable: Talent Management & Turnover Intentions
Criterion Variable: Employees' Performance

Table 7
Model Summary (Path-c) (H₂)

R	R Square	MSE	F	df1	df2	p
.6446	.4156	.2185	228.7695	1.0000	298.0000	.0000

Table 8
Coefficients of Regression (H₂)

Model	Coefficient	se	t	p	LLCI	ULCI
Constant	1.6485	.1193	13.8145	.0000	1.4137	1.8834
Talent Management	.5698	.0350	15.1251	.0000	.4609	.5987

Predicting Variable: Talent Management

Criterion Variable: Employees' Performance

The mediation procedure offers important information about the hypothesized relationship in examining mediating role of turnover intentions in linking talent management and employees' performance. The results through different paths provide significant information wherein path-a revealed that 01.58% changes occurred in turnover intentions due to talent management with the significant impact ($\beta = -.1526$ & P-value = .0213), paths (b & c) revealed that there is 41.56% change in criterion variable (employees' performance) is due to predictor (talent management) and mediator (turnover intentions). The coefficient of regression revealed the significance of the variables in predicting employees' performance, like talent management ($\beta = .5306$ & P-value = .000) and turnover intentions ($\beta = .0055$ & P-value = .8577) which thus provides clues for further mediation analysis.

The fourth mediation path revealed direct relationship between predictor and mediator, wherein 41.56% variance occurred in criterion variable (employees' performance) due to the predicting variable (talent management). The coefficient of regression revealed that career development has a significant impact on employees' performance ($\beta = .5698$ & P-value = .000). Thus, all the paths have provided significant information in deciding whether it is partial mediation or full mediation. The reduction in coefficient value from (.5698) in direct relationship to (.5306) in the indirect relationship, whereas p-values remained significant, confirmed that turnover intentions partially mediated the relationship between talent management and employees' performance. Thus, from mediation outcomes, hypothesis (H₂) about mediation is partially accepted from the results due to significant outcomes from all the four paths of mediation in analyzing direct and indirect relationships.

5 | DISCUSSION

The literature provides insights into human resource professionals and organizational leaders to design interventions that not only enhance talent management and career development but also reduce turnover intentions and its potential negative effect on employee performance (Sembiring & Damayanti, 2023). In contemporary era, effective talent management influences positively employee performance by ensuring that the right individuals are placed in the right roles, and prepared with necessary, knowledge, skills, and resources for chasing assigned tasks (Setiawan & Satrio, 2021). Similarly, increased loyalty may lead towards higher motivation, engagement, and commitment, resulting in improved individual and collective performance (Dang, Nguyen & Ha, 2020). Consequently, there is a need to focus upon talent management strategies, emphasizing the elements that contribute to cultivation of organizational loyalty and consequently, employees' enhanced performances (Hussain, Khan & Mateen, 2024). Higher education is a significant domain that is accountable for developing teaching as well as learning practices to improve the knowledge, abilities, capability and skills of future generations to contribute their efforts towards various organizations.

Talent management is explored in higher educational context with its significant contribution toward institutional credibility and ultimate success that recognizes employees' efforts toward the desired outcomes (Saima, Zainab & Safi, 2022). Career development and talent management are thus important for reducing turnover intentions in context of higher education while increasing organizational loyalty (Setiawan & Satrio, 2021). The organizational and employees' loyalties are significant for the desired performances that culminate at the desired standing and outcomes that count for institutional survival and ultimate developments from the different leading perspectives (Foteini, Tasoulis & Khaled, 2023). Employees who observe strong organizational support for their career

development are likely to show higher loyalties that ultimately positively impact their performances and outcomes as expected from them in diverse situations for diverse outcomes (Sukma & Nurhayati, 2021). The institutions that align with these practices cohesively are likely more likely to experience positive consequences regarding employees' performance, increased organizational loyalty, undaunted assurance, intrinsic motivation and reduced turnover intentions in the institutions.

Employee perceptions of transparency, fairness, and support in these processes affect potential, thereby affecting turnover intentions, loyalty, and ultimately influencing performances (Foteini, Tasoulis & Khaled, 2023). In this linking, leadership support is crucial in creating a strong culture that values the employees' growth, in turn, influences the turnover intentions, loyalty, and performance which have diverse impacts on employees and institutional outcomes (Mahaputra & Saputra, 2021). Talent management ensures that recruitment, development, and retention of teachers align with the institutional strategic goals as this strategic alignment is indispensable for realizing the institutional missions and vision (Sembiring & Damayanti, 2023). The quality of teaching directly impacts reputations and branding of higher educational institutions as effective talent management practices donate to building strong institutional brand, attracting students, faculty, and sponsorship (Shabeer & Mahmood, 2025). The planning for the future leadership of institutions is critical as talent management includes succession planning to identify and prepare individuals for key leadership positions, ensuring smooth transition and continuity in leadership in higher institutions.

6 | CONCLUSION

The present study aimed to examine relationships with talent management, turnover intentions and employees' performance in higher education institutional context. To examine hypothesized relationships among research variables as extracted from theoretical framework, different tools and techniques have been applied toward chasing the research hypothesis, finding the answers, and reaching conclusion. The results of the study revealed that there is a positive and significant association amid research variables, thereby applying correlation procedure. Talent management addresses compliance issues and promotes diversity within the institutions fostering an inclusive environment contribute to sustainability. Talent management begins with recruiting and selecting individuals with skills, capabilities, and cultural fit as hiring individuals who align with institutional values and job requirements contributes to higher performance, as employees are more likely to excel in roles that suit their strengths and motivations. The results of correlation while examining association findings have been significantly validated over results of previous studies conducted in similar and diverse contexts. Similarly, study significantly validated mediation among research variables under study.

7 | RECOMMENDATIONS

1. The institutions are required to make effective strategies for ensuring talent management by considering the knowledge and competencies of employees for realizing the outcomes leading towards sustainability.
2. The turnover intentions have brought along certain undesirable consequences for institutions and thus significant approaches are required for considering the various strategies to retain the employees in institutions.
3. The performance is the leading phenomenon that is responsible for achieving the different tasks related to sustainability and success and motivation and commitment can be nurtured to achieve tasks more effectively.
4. The higher institutions are significantly required to consider the talent management and career development for eliminating the employees' apprehensions towards due petitions for realizing the desired success.

Declaration Statement: The author declares that there is no competing interest.

Funding Statement: This research received no specific grant or funding from any public, commercial, or not-for-profit funding agency.

Data Availability Statement: The data supporting the findings of this study are available from the corresponding author upon reasonable request.

Acknowledgment: The author would like to express their sincere gratitude to the respondents who generously contributed their time and insights, making this study possible.

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