



RESEARCH PAPER

Exploring the Impact of Talent Management and Career Development on Employees' Performance in Higher Education

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ABSTRACT

In education development, several factors are involved in determining the pathways that are critical in providing opportunities for ensuring the voyage from survival to development. In this regard, the talent management and career development are used as significant tools for inspiring the employees toward the assigned tasks and responsibilities overwhelmed at developing positive outcomes in competitive situations. These phenomena are significant for augmenting performances by using the intrinsic motivation and commitment as gears for realizing the diverse outcomes, counts for managing desired success. In order to examine impact of talent management and career development upon employees' performance, data was collected from teachers, hailing from southern region, KP, Pakistan by using survey approach. The literature and questionnaire were analyzed by using diverse procedures. The results provide significant information for decisions about variables to ensure the required generalizability. It is suggested that institutions should be more focused on these factors for realize desired outcomes.

KEYWORDS Talent Management, Career Development, Employees' Performance and Higher Education

Introduction

The workforces with continuous skills development are more adaptable to changing the business environments, enhancing institutional performance. The talent management involves recognizing and rewarding high performers, and fostering culture of motivation and engagement amid those who are showing their desirability for positive changes (Shabeer & Mahmood, 2025). The career development program aligns with employees' aspirations contributes to job satisfaction, leading to increased commitment and performance, overawed at institutional desired standards (Sukma & Nurhayati, 2021). The career development augments creativity, nurtures leadership potential development within institutions and consequently positively impacts the long-term performance toward sustainable developments, that are vital determining factor for eliminating negativity like turnover intentions (Argyropoulou & Kaliris, 2018). The career development chances provide employees with sense of purpose and direction, allowing them to avail the advantages for their professional growth as empowered employees (Oliveira, Flavia & Alan, 2019), supported by the effective talent management practices, are more likely to be practical and contribute positively to institutional performance.

The strategic talent management aligns capabilities and skills of workforces with inclusive goals of institutions. The holistic talent management considers employee well-being, promoting work-life balance and positive institutional culture (Murtaza, Subhani, Hussain, Ali & Subhani, 2024). In this linking, a well-integrated approach that addresses recruitment, skill development, motivation, and orientation is vital for maximizing positive impact on employee performance, are considered as building blocks for social transformation toward expected outcomes (Veloso, Sousa, Oliveira & Walter, 2021). The research revealed that when institutions do not recognize skills, abilities, potentials, and outcomes of employees then they may face consequences of turnovers and high-turnovers

may negatively mark commitment and performance overwhelmed at minimizing tasks realizations (Mullen, Malone, Denney & Dietz, 2018). The employees anticipating leaving the institution might exhibit decreased motivation and reduced determination, affecting performance in institutions (Kim, Kolb & Kim, 2012). The research revealed that there is a dire need to form strategies to mitigate turnovers, likewise cleansing talent practices, submission of targeted career development opportunities and addressing explicit concerns raised by employees towards their leading consequences.

The institutions are required for strategic tactics toward employees' motivation and commitment as employees who have strong feelings and support in their career development are likely to be more involved, innovative, and productive and more exposed to attainment of desired outcomes through undaunted efforts and dedication (Argyropoulou & Kaliris, 2018). Similarly, turnover intention means to employee proclivity and longing to leave current profession when their efforts and commitments are not recognized accordingly in institutions. So, when employees perceive short prospects for career advancement, they may develop turnover intentions, that undesirably impact institutional integrity, steadiness, and success (Ghavi & Omaymah, 2021). The employees who perceive strong support for their career development are more likely to show strong loyalty, leading to greater performance (Debus, Unger & König, 2020). The literature revealed insights into long-term effects and sustainability of institutional practices toward talent and career impacts upon performance (Sukma & Nurhayati, 2021). The career developmental programs focus on mentoring skills-building approaches and progress chances for increased employees' competence satisfaction and performance.

Literature Review

The higher educational institutions are hubs for research and innovation as talent management practices that inspire and support faculty research endeavors, provide access to resources, and foster collaborative research culture contribute towards the institutional standing in the academic community (Matongolo, Kasekende & Mafabi, 2018). The leadership is crucial in educational institutions, and talent management helps in identifying and nurture individuals with leadership potential as developing conduit of capable administrators ensures smooth institutional operations and strategic planning (Haryanti & Zulganef, 2023). The talent management in higher education involves implementing robust development programs (Mubarak, Wahab & Khan, 2012). These programs include workshops, training sessions, mentorship prospects, helping constant learning and skill enhancement that are desired for sustaining the conducive environments for the desired leading consequences (Hussain, Khan & Mateen, 2024). The talent management ensures talent attraction, talent development, and retention at diverse levels in organizational hierarchy that are further used to confirm operational activities and to realize strategic drives effectively to ensure organizational sustainability.

These are leading characteristics that inspire organizations including higher institutions to respect talent and ensure talent development and retention strategies in organization to attain the desired outcomes (Dacholfany, Suseno, Syofyan & Fadli, 2024). Talent management needs additional capabilities in response to many additional abilities to ensure desirability towards various strategic and leading aims that require institutions to adopt effective talent retention strategies (Shabeer & Mahmood, 2025). The talent retention has significant connection to career development that is important in realizing institutional objectives. It helps in aligning institutional goals and strategies with inclusive strategic goals, mission and vision of institution anticipating future workforce needs and planning for changes in the academic programs and administrative structures (Chong & Lee, 2017). It helps in offering the ongoing professional development opportunities for the workforce to stay connect with progresses in their expertise including mentorship programs and prospects for promotion (Delbari, Rajaipour & Abedini, 2021). Hence, implementing diverse

strategies to retain and sustain institutional knowledge, mainly in hypothetical research, to sustain institutional academic reputations.

These phenomena support in facilitating the collaboration and knowledge-sharing through digital platforms and interdisciplinary initiatives for anticipated outcomes (Balozi, Othman & Isa, 2018). The institutions with a reputation for having a skilled and committed faculty are likely to attract high-caliber students and secure research funding as talent management identifies and nurtures leadership potential for determining many leading outcomes (Hussain, Khan & Mateen, 2024). Active leadership contributes to strategic direction and sustainable development of institutions, ensuring it familiarizes with changing educational landscapes as talent management practices that prioritize diversity, and inclusion backs to vibrant and diverse academic community (Haryanti & Zulganef, 2023). The diverse perspectives foster creativity, enrich research events and formulate students' behaviors for globalized world where competition is constant in diverse circumstances, in proving to improve the standards and commitments toward attaining required consequences (Shabeer & Mahmood, 2025). The career is multifaceted process that includes various activities and initiatives aimed at supporting professional developments and successes of individuals within academic institutions.

The higher institutions organize workshops focusing upon teaching methods, research practices and advancements in the academic disciplines to boost faculties professional skills (Khan, Khan, Khan, Jan & Saif, 2013). So, providing resources, mentorship, and funding for research activities helps faculty members to advance careers. The tailored training programs for managerial staffs, professionals, and other supporting workforces ensure they have necessary skills to perform their roles well in concerned institutions (Amjad, Sabri, Ilyas & Hameed, 2015). The development programs for teachers in leadership positions to effective management as offering experiential learnings opportunities helps students bridge gap amid academic knowledge and practical skills (Oliveira, Flavia & Alan, 2019). Similarly, providing the careers guidance and counseling services helps students to make informed decisions about academic and professional pathways (Murtaza, Subhani, Hussain, Ali & Subhani, 2024). Therefore, identifying and grooming individuals for the leadership roles, including the department heads, deans and senior administrators, ensures the actual institutional leadership while pairing emerging leaders with experienced mentors fosters leadership development.

Similarly, encouraging faculty to participate in international exchange programs enhances global perspectives and brings diverse experiences to institution that are required for realizing different leading outcomes (Asif & Searcy, 2013). The high-performing employees are often committed to continuous improvements as they seek ways to enhance their skills, streamline processes, and contribute towards efficiency and effectiveness of organization (Bayyurt & Rizvi, 2015). A culture of continuous improvement is crucial for adapting to changing market conditions and ensuring sustained success as when employees understand and align their efforts with the organization's mission and goals, they contribute to unified and purpose-driven workplace (Nasution, Mariatin & Zahreni, 2018). This alignment is critical for sustainability, as it ensures everyone is working towards common objectives. The employees' performance is fundamental factor in achieving sustainability and success for organization (Ali, Mahmood & Mehreen, 2019). Fostering a culture of performance, engagement, innovation, and continuous improvement sets the stage for long-term prosperity, prioritizing diversity and inclusion attract the students and faculty, fostering rich learning environment.

Hypotheses

H1: There is positive significant association amid talent management, career development and employees' performance in higher education.

H2: There is significant impact of talent management and career development on employees' performance in higher education institution.

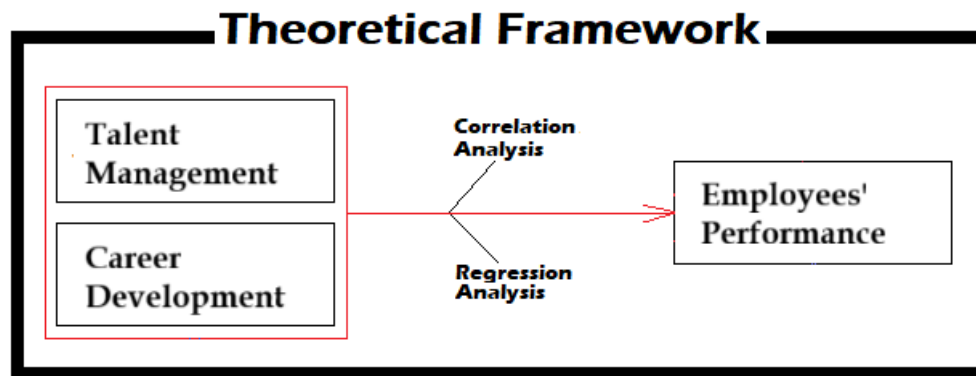


Figure 1 Theoretical Framework

The adherence towards the regulatory requirements, ethical standards, and effective governance practices is essential for institutional success. Similarly, institutions that prioritize compliance and governance build trust with stakeholders, including students, parents, and funding bodies. This trust is foundational for sustained success and growth (Ghavi & Omaymah, 2021). The employee engagement in promotional activities, public relations and marketing efforts impacts institution's brand image. These attributes can be branded into many dimensions, each representing specific aspect of performance (Haryanti & Zulganef, 2023). The possessing strong basis of knowledge and expertise in ground, demonstrating proficiency in technical skills. The effectively identifying and solving complex problems as articulating ideas and information clearly and effectively for communicating in writing with clarity and precision (Hussain, Khan & Mateen, 2024). Similarly, engaging attentively and comprehensively with ideas as the teachers who connect with students a personal level often creates and motivating learning environment (Shabeer & Mahmood, 2025). The strong teacher-student relationships positively impact student engagement, attendance, and overall well-being.

Material and Methods

The design of research denotes nature and requirements of research as required to conduct in particular contexts upon particular issues, whether these issues aim to be examined qualitatively or quantitatively (Zikmund, Babin, Carrid & Griffin, 2010). This study's philosophy is ontology, positivism), and scientific method (Saunders, Thornhill & Lewis, 2007). The current research is based on exploration of different phenomena in diverse contexts. Consequently, a survey was the best approach to writing research subjects, collecting primary data, analyzing data over statistical procedures, and reaching the desired conclusion (Ridenour & Newman, 2008). The population of interest in research comprises teachers (1420) hailing higher institutions due to their important role in socio-academic and socio-economic development. The data collection and analysis are significant phases of research that aim at offering justifications for researching particular issues in particular context to attain particular outcomes (Chawla & Sondhi, 2011). The existing literature provides different scales for measuring research issues in different contexts. Thus, a sample of 312 was extracted over sampling formula while 300 were recollected and used for data analysis to reach the conclusion.

Results and Discussion

The results of this study are produced in this section aimed at providing the main outcomes over statistical procedures for justifying the main objectives and ultimate outcomes that are used for the decision making. The results include the descriptive and

testing of hypotheses to provide the outcomes concerning the descriptions and exploration of hypothesized relationships to reach the desired conclusions.

Table 1
Descriptive Statistics

	N	MIN	MAX	Mean	SD
Talent Management	300	1.30	4.80	3.2492	.74274
Career Development	300	1.70	4.70	3.3730	.67510
Employees' Performance	300	1.63	4.70	3.3699	.61043

Table 2
Correlation Analysis (H1)

	[1]	[2]
Talent Management [1]	Pearson Correlation	1
	Sig. (2-tailed)	.463**
	N	300
Career Development [2]	Pearson Correlation	.463**
	Sig. (2-tailed)	.000
	N	300
Employees' Performance [3]	Pearson Correlation	.645**
	Sig. (2-tailed)	.000
	N	300

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

The 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 development and employees' performance ($R = .509$ & $P = .000$), and talent management and career development ($R = .463$ & $P = .000$), along with the significant results in association amid the predicting variables. These results offered the dynamic informative clues about association amid variables and consequently, hypothesis (H₁) about the association is accepted.

Table 3
Correlation Analysis (H2)

Model	R	R ²	Adjusted R ²	SEE	F	Sig.
1	.687a	.472	.468	.44516	132.615	.000b

Table 4
Correlation Analysis (H2)

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	SE	Beta		
(Constant)	1.164	.144		8.070	.000
1 Talent Management	.428	.039	.521	10.944	.000
Career Development	.242	.043	.267	5.620	.000

a. Predictors: Career Development, Talent Management

b. Dependent Variable: Employees' Performance

The regression analysis is used to examine the hypothesized relationship between the cause and effect among predictors, and criterion variables. The results of regression revealed that 47.2% variance occurred in employees' performance due to talent management, career development. The results further confirmed significance of prediction toward employees' performance through predictors like talent management ($\beta = .428$ & P -value = .000), career development ($\beta = .242$ & P -value = .000), which is significant from these results. Consequently, due to the significance of prediction towards cause-and-effect relationship, hypothesis is therefore accepted from outcomes of regression procedures.

Discussion

The career development denotes to employees' efforts and potential towards the development of their professional standings that are aimed within organizations in response to their capabilities, skills, and knowledge towards different assigned errands and ultimate responsiveness (Sukma & Nurhayati, 2021). The employees within organizations are always overwhelmed regarding their professional status and career development in response to their efforts to chase organizational strategies from different dimensions to realize desired outcome (Ghavi & Omaymah, 2021). The effectiveness of career progress leads to growth of employees' efforts and potential overwhelmed at effective performances for attaining desired outcomes (Haryanti & Zulganef, 2023). When career development and talent management are not recognized properly by the institution may result in uninvited consequences within institution, result in turnover intentions (Oliveira, Flavia & Alan, 2019). The dynamic interaction amid talent management, employees' performance and organizational loyalty in the higher education institutions is a critical area for investigation. These relationships hold precise significance given the unique challenges and opportunities within the academic setting.

In this drive, understanding how talent management practices influence performance and foster organizational loyalty is essential for the effective functioning of higher institutions in competitive environment (Murtaza, Subhani, Hussain, Ali & Subhani, 2024). Higher educational institutions face challenges in attracting and retaining the highest academic talent as active talent management involves plans for recruiting, developing and retaining skilled faculty (Matongolo, Kasekende & Mafabi, 2018). These are vital factors that provide strong justification for attaining the strategic outcomes for ensuring desirability toward effective commitment to success (Haryanti & Zulganef, 2023). Talent management ensures to implement and effective performance evaluation systems for academic and non-academic workforces to assess contributions toward institution and inspire regular feedback and performance thoughts to align individuals' goals with institutional objectives (Hussain, Khan & Mateen, 2024). It helps in developing a systematic approach for identifying and preparing successors for key academic and administrative positions in institutions to ensure smooth functioning for academic freedom, and fostering positive working environment to engage faculty and workforces.

Accordingly, recognizing and rewarding contribution in teaching, research, along with managerial roles, to boost morale, motivation, and performance. The talent management is embracing the technological advancements and facilitating professional development in digital teaching means leveraging technology for the administrative tasks to enhance inclusive efficiency and productivity (Matongolo, Kasekende & Mafabi, 2018). Talent management in higher education institutions is essential for creating environment that fosters academic excellence, innovation, and continuous improvement (Bayyurt & Rizvi, 2015). Thus, by knowing and investing in development of faculty and workforces, institutions can position themselves to thrive in a rapidly changing educational landscape (Ali, Mahmood & Mehreen, 2019). Talent management is vital for the sustainable development of higher institutions as the effective recruitment, development, and retention of talented faculty, staff and administrators who donate significantly toward institutional academic quality, innovation, and long-term accomplishments (Shabeer & Mahmood, 2025). The career development opportunities, like training program, workshops and skill-building initiatives donate to job satisfaction.

The employees who feel supported in professional growth are more likely to be satisfied in their roles. Thus, providing clear career paths and prospects for advancement fosters motivation amid employees (Sukma & Nurhayati, 2021). When the individuals see a connection between their current roles and future career aspirations within institution, they are committed to performing at their greatest. The career development programs often focus on skill development (Oliveira, Flavia & Alan, 2019). The employees who participate

in such initiatives acquire new skills and enhance existing individuals, making them more proficient in their parts and better prepared to contribute to the institutional goals, that are required for promoting desired success (Matongolo, Kasekende & Mafabi, 2018). So, globalization and technological advancements have transformed nature of work and career pathways. The growth of economy, inaccessible work and increased emphasis on digital skills have added new scopes to career, requiring individuals to be adaptable (Murtaza, Subhani, Hussain, Ali & Subhani, 2024). The continuous learnings and upskilling have become essential for individuals to stay competitive in evolving job market leading towards desired successes.

Conclusion

The results of present study confirmed the association and cause-and-effect relationships among research issues like talent management, career development and employees' performance over correlation and regression procedures. The first hypothesis was about examination of association amid independent variables (talent management and career development), and criterion variable (employees' performance). The results of the correlation revealed significant association among research variables in context of higher education institutions. These results have been validated through results of previous research studies and consequently, from these results, first hypothesis was accepted. The second hypothesis was about impact of predictors (talent management & career development) on criterion variable (employees' performance). The results of regression revealed the significant impact of talent management, and career development upon employees' performance. These results are also validated, and thus, from regression, the hypothesis was also accepted. In this regard, some recommendations were extracted from results to policy-makers and future researchers for reconsidering these phenomena in other context for ensuring crucial and significant outcomes.

Recommendations

- The career development is important phenomenon for the employees and institutions for considering the potentials and capabilities of employees for confirming their professional growth in institutions for success.
- The career development is important for higher institutions for ensuring the developments in professional affiliations that may inspire the workforces to show their commitment and dedication towards assigned tasks.
- The performance is a multidimensional phenomenon that inspires the employees as well as institutions for confirming the best practices for realizing the outcomes and maintaining the desirability for developments.
- The future researchers are required to examine certain mediators like turnover intentions and organizational loyalty to examine the direct and indirect linkages and ensuring desired and innovative outcomes for success.

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