



Volume and Issues Obtainable at the Department of Tourism and Hospitality Management- The Islamia University of Bahawalpur, Bahawalpur, Pakistan 63100.

Journal of Tourism, Hospitality, and Services Industries Research

ISSN: 2958-5570 ; ISSN (E): 2958-5589

Volume 4, No.2, Dec 2024

Journal homepage: <https://journals.iub.edu.pk/index.php/jthsir>

DOI: 10.52461/jths.v4i02.3241

Mediating Role of Organizational Commitment on the Relationship between Talent Management Practices and Innovativeness Performance in Public Sector Universities of Pakistan

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ARTICLE DETAILS ABSTRACT

History

Received: Mar, 2024

Online: Dec, 2024

Keywords

Talent management, Innovativeness Performance, Organizational Commitment.

This research aimed to investigate the relationship between talent management practices and innovativeness performance, with organizational commitment as a mediator, in public universities in Khyber Pakhtunkhwa (KP), Pakistan. To test the study's hypotheses, a quantitative approach was adopted, utilizing a survey to collect data from KP faculty members. Various statistical methods, including regression and correlation, were employed to examine the mediating role of organizational commitment, particularly using the process model. The empirical findings revealed a positive relationship between talent management and innovativeness performance. Additionally, the results confirmed the partial mediation effect of organizational commitment in this relationship. This study contributes to the literature on innovativeness performance in the context of organizational commitment and talent management. The findings provide a foundation for public-sector institutions in the province to focus on talent management practices, potentially achieving desirable outcomes such as enhanced organizational commitment.



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Introduction

Organisations are competing on a worldwide scale in the modern day. To remain competitive, they are seeking workers with specialised skills, or talent. Everyone is searching for these folks, thus competition to obtain them is fierce. Additionally, Peter Drucker correctly notes in the aforementioned quotation that an organization's top priority in the information economy should be talent management. According to Warwick, Ahmed, and Taseer Salahuddin (2021), Mckinsey & Company coined the phrase "war for talent," which emphasised the necessity of skilled workers for firms to thrive in the fiercely competitive global marketplace.

Similarly, Universities are more prestigious educational establishments. It is a service-oriented company with a workforce made up of intellectuals in addition to human resources. Because it affects both the institution's overall performance and the retention of bright employees, organisational commitment is essential in universities. According to Abdullah and Abubakar (2017), There is proof that funding research-based education yields positive results in fields close to the global technology frontier, making universities and other higher education establishments strategically important sectors. Khattak (2012) affirmed the link between education and economic growth and suggested that governments and countries maintain education as a primary policy goal. Above all, they generate high-skilled labour through higher education.

Simultaneously, Concern over university performance is growing as a result of the globalisation of the knowledge-driven economy, which alters perceptions of the contribution of universities and other higher education institutions to the advancement of the national economy (Saint, 2015). Government support for colleges in many nations is directly correlated with performance indicators. Universities today compete on a global scale for students and employees, who are expected to closely monitor the performance of other schools. According to Salmi (2009), one factor contributing to excellent performance in colleges is the concentration of talent. Therefore, University success is significantly influenced by organisational commitment and talent management. High levels of organisational commitment can help universities succeed by improving employee performance, lowering attrition, and increasing job satisfaction (Mahmood Aziz et al., 2021; Fadhli et al., 2022).

By the same token, since they both centre on the efficient management of employee talent within an organisation, talent management is frequently used interchangeably with talent strategy, human resource planning, and succession planning (Lewis & Heckman, 2006). When talent management becomes a core competency, it sets an organisation apart from competitors, making it strategically important (Ashton & Morton, 2005). Consider the impact on organisational effectiveness, innovation, and income that an organisation with the appropriate people in the right roles at the right time can have when compared to those that don't. By guaranteeing that gifted people stay inspired and committed to the institution's objectives, organisational commitment enhances this effect even more (Mahmood Aziz et al., 2021; Fadhli et al., 2022).

Notwithstanding the significance of talent management, several universities are dealing with a shortage of both quality and quantity of staff (Fabunmi & Isah, 2004). This may help to explain the much-discussed decline in educational standards at several universities. Numerous factors have been found to influence university performance and competitiveness, including Shin and Jang

(2013), Altbach (2004), Kasim and Noh (2012), McCormack, Propper, and Smith (2013), Breakwell and Tytherleigh (2010), Salmi (2015), and Touama (2014), Ahmed (2015). Moreover, despite the importance of having a highly qualified and bright staff that understands the university, a review of the literature has revealed that there isn't much attention paid to the way strategic talent management affects academic success. The notion of talent management was explained and clarified in the majority of earlier research, but relatively few of them looked at how it related to profit-oriented organisations.

On the other hand, Other aspects as performance determinants were studied in university performance studies. This study aims to close this gap by putting forth a theoretical framework that will clarify the impact and connection between university performance, organisational commitment, and talent management. Higher levels of employee engagement, a coherent and encouraging work environment, and improved teaching and research outputs are all possible with strong organisational commitment in universities (Gohar, 2021; Mahmood Aziz et al., 2021; Fadhli et al., 2022).

Correspondingly, to achieve the above objective, the introduction, which is the first section of the paper, is followed by the theoretical underpinning, which defines and clarifies the concepts of talent management and university performance. In order to build the theoretical framework that explains the linkages, prior research pertaining to the topics is evaluated and presented. The relationship was further explained using resource-based view theory and social exchange theory. The suggested framework, discussions with suggestions, and conclusion follow.

2.REVIEW OF LITERATURE

2.1 Talent management practices in universities around the globe

The phenomenon of worldwide careers and the global talent flow, which is driven by both self-initiated overseas migrations and expatriate assignments, has also been brought about by globalisation. In essence, because they must compete globally for skilled personnel, this circumstance has presented unique obstacles for both multinational enterprises (MNEs) and internationalised SMEs. Organisations must thus adopt effective and suitable TM practices that seek to successfully recruit, retain, and develop talent if they are to survive the globalisation and competitiveness of the modern world (Eberz & Gilli, 2018).

Likewise, the same commercial pressures apply to institutions. Significant shifts in the competitive landscape have caused universities and other higher education institutions to function more like businesses, treating students like clients. As a result, university administration is now searching for ways to maximise happiness for students and other stakeholders. Furthermore, in order for educational organisations to obtain and preserve a competitive edge, they must respond to the increasingly complicated needs of their stakeholders. Their primary responsibility is to produce graduates who can adapt to and compete favourably in the face of developing societal difficulties. For example, graduates who provide high-quality profiles can compete favourably in the industry (Abdullah & Abubakar, 2017). CEOs and owners/founders played a key influence in hiring and recruitment decisions, according to a study done in Germany to explore TM viewpoints with 700 CEOs and owners/founders (Festing et al., 2013). Cui et al. (2016) have also pointed out that managers frequently lack understanding regarding the concept of talent. Sheehan, Grant, and Garavan (2018) have recently observed that the successful use of TM in the hotel and tourism

industry can improve the competitiveness. TM methods have also been proposed as a solution to the persistent issue of high labour turnover. Lucien (2017) also used a case study of Maersk, the biggest container shipping corporation in the world, to uncover the connection between TM and broader organisational capability management. "Strategies define capabilities and capabilities define talent," it has been argued, emphasising the significance of talent in outperforming competitors.

Ergo, network design is the primary competence that drives the costs in the shipping industry, and network designers are crucial talent. For instance, Maersk sought to lead in cost. This argument taught us that in order to outperform competitors, companies need to have a certain kind of talent. They can search for a certain talent sector that could help them dominate the market. One could argue, keeping in mind the Maersk case, that firms can gain a competitive edge if they spend talent capital more effectively than their rivals. Additionally, in a department of youth and sport, Haghparast, Moharamzadeh, and Mohamadzadeh (2012) discovered a favourable correlation between organisational effectiveness and talent management. Similarly, Taie (2015) discovered a favourable association between organisational success and talent management in a study conducted in the healthcare sector. Similarly, in his study of profit-making organisations, Kehinde (2012) discovered that talent management improved organisational performance.

H1: Talent management practices and Organizational commitment have positive relationship with innovativeness performance.

2.2 Organizational commitment as a mediator and innovativeness performance

The degree to which workers support and believe in the organization's objectives and want to stay with it is known as organisational commitment (Marthis and Jackson, 2009). This has to do with the degree to which workers participate in the organisation. Employees that are generally happy with their jobs are more dedicated to the company, according to earlier research. Workers are more likely to leave an organisation if they are unhappy with their jobs or don't feel connected to it (Ridwan, Mulyani, & Ali, 2020). Conjointly, many scholars are interested in organisational commitment difficulties because they want to know how to make employees more likely to be committed to their work (Naiemah et al., 2017). High levels of organisational commitment will result in favourable outcomes for the organisation, according to research by Azizi et al. (2014). The willingness of workers to recognise the objectives and core values of the company they work for and make sacrifices for is known as organisational commitment. According to Durna & Eren's (2005) theory, employees' willingness to embrace organisational goals, wish to stay with the company, take part in management and organisational activities, and have inventive and creative attitudes towards the company are all influenced by organisational commitment. To ensure that successful employees continue to deliver the best possible outcomes for the organisation, Ozdem (2012) asserts that the issue of organisational commitment must be monitored and given top priority. According to Saraswati & Sulistiyo (2017), organisational commitment is the conviction and aspiration of every employee to persist in growing with the organisation and retaining all of its personnel. Employees' alignment with their roles within the organisation is a measure of organisational commitment (Robbins & Judge, 2007). Employees' experience and attachment to their organisations is known as organisational commitment. Generally speaking, dedicated employees have a positive relationship with their company, feel comfortable working there, and believe they comprehend the organization's objectives. Because of their greater work ethic, these

workers add value to the company. According to Arumi, Aldrin, and Murti (2019), they are more proactive in extending their support and tend to exhibit comparatively higher productivity.

As well, Strong desire to stay a member of the organisation, a desire to work in accordance with its wishes, specific views, and acceptance of its values and objectives are all examples of organisational commitment. Put differently, it is a mindset that demonstrates staff devotion to the organisation and the sustainability process, in which participants show their care for the organization's ongoing prosperity and advancement (Loan, 2020).

Moreover, Lawler (2018) discussed that in order to attain augmented performance, business strategy should be driven by talent in order to create sustainably effective organisations. Harsch and Festing (2020) found a connection between TM and broader organisational capability management while examining their instance. Furthermore, the idea that "strategies define capabilities and capabilities define talent" has been promoted, emphasising the significance of talent in outperforming competitors. Boston Consulting Group (BCG) "thinks that tying leadership to talent capability-building and value creation is the key to sustainable business performance" (BCG, 2017). TM is a strategic capacity that aids in sustaining sustainable performance, according to the rationale put forth by BCG. As a result, when it comes to determining whether we have the best talent management abilities to achieve long-term organisational performance, measurement is the right response.

H2: Talent management practices have significantly positive influence on innovativeness performance.

H3: Organizational commitment mediates the paths between talent management practices and innovativeness performance.

2.3 Scarcity of talent management practices in Pakistan

In the case of Pakistan, TM is a significant problem because there is a dearth of empirical study on effective TM and no evidence in this area. Shamsi, Imtinan & Imtinan (2010) state that there aren't many studies on TM and that it's a relatively new practice in Pakistan's public sector. Moreover, Warriach et al. (2021) contend that Pakistan may prevent the brain drain and manage the talent for long-term benefits because of the significant economic potential associated with the CPEC. They also draw attention to the skill shortage, which means that organisations in Pakistan will compete for talent. However, in a descriptive study, Din & Hejratullah (2017) investigated the impact of talent management on the performance of both public and private banks in Peshawar, Pakistan. They found a strong positive correlation between TM and bank performance, noting that TM helped to increase the market to book ratio by 35.7 percent and the return on investment by 33 percent. It demonstrates that TM can independently improve an organization's performance. In order to assess the impact of TM on organisational performance in Pakistani service sector organisations, Aurangzeb and Bhutto (2018) performed a survey. The findings showed that TM had a substantial impact on overall organisational performance. It was proposed to create a TM strategy that is inclusive.

In conclusion, some gaps have been identified concerning the perceptions of TM in the context of Pakistani organisations. For example, there is limited research on TM awareness in Pakistani

organisations, and organisational culture and commitment are used as moderators and mediators, respectively, as suggested by (Kravariti et al., 2023; Humaid, 2018). Thus, it becomes necessary to assess the current state of TM adoption across Pakistani organisations. The measurement will pinpoint the areas of attention and gaps needed for an organization's talent management to be effective.

2.4 Conceptual Framework of the study



Figure 2.1 Present study research model

3. RESEARCH METHODOLOGY

The study's populations encompass all of the parts of the research study from which all researchers take their conclusions (Blumberg et al., 2014). The study's population includes all KP faculty members from 32 universities, totaling 4915 according to HEC statistics (2017-2018). Based on this, the appropriate sample size is 378. A total of 475 questionnaires were distributed, of which 378 were usable, yielding a response rate of 79.57%.

3.1 Sampling Technique and Sample Size

The study employed a non-probability sampling method to collect data, with a sample size of 378 determined using Yamane's formula (1967). This research adopted a quantitative approach, which involves answering questions through the analysis of numerical data. A questionnaire was developed using a 5-point Likert scale (1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree) as proposed by Mowday, Steers, and Porter (1979). The data were analyzed using SPSS version 25 to assess the impact of the factors.

Table.1 Study Scale

| Construct | Items | References |
|-----------------------------|---------|--|
| Talent management practices | Q1-Q5 | Yuniati et al., (2021). |
| Organizational commitment | Q6-Q11 | Mowday, Steers & Porter, (1979). |
| Innovativeness performance | Q12-Q17 | Anggiani (2020); Calantone et al., (2002). |

4. RESULTS AND ANALYSIS

4.1 Descriptive Tools

"The study seeks to address a problem. Graphs, charts, and tables will be used to help people understand the information. Bannigan et al. (2015) used a variety of tools to visually represent the data in their study. The study presented employees' perspectives and demographics in a number of tables."

Table.2 Reliability Statistics

| Variables | No of Items | Items Deleted | Cronbach Alph |
|-----------------------------------|-------------|---------------|---------------|
| Talent Management | 5 | 0 | .734 |
| Organizational Commitment | 6 | 0 | .771 |
| Innovativeness Performance | 5 | 0 | .740 |

Cronbach's alpha scores are shown in Table 1 for the TM, OC, and Innovativeness performance metrics. According to column 1, the organisational commitment alpha score was 0.771, and the TM alpha value was 0.734. The innovativeness performance score was 0.740. All findings were over the minimum threshold value, so we concluded that the instrument demonstrated satisfactory internal consistency and dependability in measuring the answers.

4.2 The Data Normality

Prior to performing regression analysis, one of the most important assumptions to take into account is data normality. Assessing and certifying the data's normalisation is required before performing parametric tests like regression and correlation. Failure to normalise the study data may jeopardise the validity and reliability of the results of parametric testing. Thus, it becomes essential to normalise the data in order to draw reliable conclusions. A number of tests can be used to determine whether data is normal, such as using statistical tests like the Kolmogorov-Smirnov test and analysing metrics like skewness, kurtosis, and standard deviation (SD) (Warrick et al, 2017).

Table.3 Descriptive statistics

| | N | Minimum | Maximum | Skewness | | Kurtosis | |
|---------------------------|-----------|-----------|-----------|-----------|------------------------|-----------|------------------------|
| | Statistic | Statistic | Statistic | Statistic | Std. Error of Skewness | Statistic | Std. Error of Kurtosis |
| TM | 378 | 3.00 | 5.00 | .207 | .125 | -.293 | .250 |
| OC | 378 | 1.50 | 5.00 | -.333 | .125 | -.299 | .250 |
| IP | 378 | 2.40 | 5.00 | -.291 | .125 | .819 | .250 |
| Valid N (listwise) | 378 | | | | | | |

Verifying whether the data gathered is normally distributed is crucial after assessing the instrument's correctness. Data normalcy can be checked using a variety of tests, including Cronbach's Alpha, skewness and kurtosis, and others. Cross-sectional data were employed in this

study, and SPSS version 25 was used for data analysis. Kurtosis and skewness are crucial methods for evaluating the normalcy of data. All of the values, according to the skewness and kurtosis statistics, lie between -3 and +3.

Table.4 Correlation Analysis

| | | Correlations | | | | |
|-----|---------------------|--------------|--------|--------|--------|--------|
| | | Mean | SD | TMS | IOTP | CAI |
| TMS | Pearson Correlation | 4.2402 | .41901 | 1 | .244** | .492** |
| | Sig. (2-tailed) | | | | .000 | .000 |
| | N | | | 378 | 378 | 378 |
| OC | Pearson Correlation | 3.5194 | .84631 | .244** | 1 | .348** |
| | Sig. (2-tailed) | | | .000 | | .000 |
| | N | | | 378 | 378 | 378 |
| CAI | Pearson Correlation | 4.2952 | .47587 | .492** | .348** | 1 |
| | Sig. (2-tailed) | | | .000 | .000 | |
| | Correlations | | | 378 | 378 | 378 |

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

The study hypothesis demonstrated a link between talent management, organisational commitment, and innovativeness performance. We conducted correlation analysis, and the study findings revealed a substantial positive association between talent management practices (Mean=4.2402, SD=0.41901, $r=0.24$, $p=0.000$) and organisational commitment (Mean=3.5194, SD=0.84631, $r=0.348$, $p=0.000$) and innovativeness performance (see table.4). These findings suggest that talent management and organizational commitment are correlated and contribute to innovative performance, indicating that effective acquisition and engagement foster an optimal work environment to enhance the workforce within the organizational framework. Organisational commitment leads to improved performance and goal achievement because people feel linked to the organisation, are more productive, and are dedicated to their work. As a result, the current investigation confirms Hypothesis 1.

Table.5 Simple Linear Regression

| | | Coefficients ^a | | | | |
|-------|------------|-----------------------------|------------|---------------------------|--------|------|
| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 1.928 | .217 | | 8.872 | .000 |
| | TM | .558 | .051 | .492 | 10.946 | .000 |

a. Dependent Variable: IP

Results of model coefficient elaborated that the beta value of talent management = 0.558, meaning that with the one-unit change in talent management there is 0.558 units change occur in innovativeness performance with $t = 10.946$ and $p < 0.05$.

Table.6 Mediation Analysis

| Direct path | Path relationship | β -value | t | Std.error | Sig |
|---------------|-------------------|----------------|-----------|-----------|-------|
| Path C | TM→IP | .5583 | 10.9459 | .0510 | .0000 |
| Path a | TM→OC | .4921 | 4.8711 | .1010 | .0000 |
| Path b | OC→IP | .1364 | 5.4348 | .0251 | .0000 |
| Path C' | TM→IP | .4912 | 9.6875 | .0507 | .0000 |
| | | | Std.error | LLCI | ULCI |
| Indirect path | TM→OC→IP | .0671 | .0173 | .0356 | .1037 |

Note: TM: Talent Management Practices, OC: Organizational commitment, IP: Innovativeness performance

The study employs Hayes and Preacher's (2013) Model-4, which follows the mediation framework outlined by Baron and Kenny (1986), to analyze the mediating effect of organizational commitment (OC) on the relationship between talent management practices (TM) and innovativeness performance (IP).

The results indicate $R^2 = 0.2417$, $F = 119.8137$, and $p = 0.000$, explaining 24% of the variance in innovativeness performance attributed to talent management practices. The findings demonstrate a significant impact of talent management practices on innovativeness performance ($\beta = 0.5583$, $t = 10.9459$, $p < 0.05$), meeting the condition for the total effect (path c), which represents the direct effect of talent management practices on innovativeness performance without mediators. A one-unit change in talent management practices results in a 55-unit variation in innovativeness performance, thereby supporting Hypothesis 2.

The findings highlight the path-a influence, demonstrating the impact of talent management practices on organizational commitment. The results reveal that talent management practices account for 5% of the variation in organizational commitment ($R^2 = 0.0594$, $F = 23.7279$, $p = 0.000$). The empirical analysis indicates a significant effect of talent management practices on organizational commitment, with a beta coefficient of 0.4921, $t = 4.8711$, and $p < 0.05$ (see Table 6). These results suggest that a one-unit increase in talent management practices leads to a 5-unit increase in organizational commitment.

The study's findings indicate that organizational commitment explains 29% of the variance in innovativeness performance ($R^2 = 0.2970$, $F = 79.2222$, $p = 0.000$). The significance of path-b is confirmed by the substantial effect of organizational commitment on innovativeness performance, as shown by a beta coefficient of 0.4912, $t = 9.6875$, and $p < 0.05$. Additionally, with a beta coefficient of 0.2956, $t = 2.60$, and $p < 0.05$, the results confirm that talent management practices

satisfy path-c' in the presence of the mediator, organizational commitment. These findings indicate a 29-unit variation in innovativeness performance for every one-unit change in talent management practices when mediated by organizational commitment.

The study applied Preacher and Hayes' (2013) criterion to assess the significance of indirect effects. The analysis revealed a significant indirect impact, with a beta value of 0.0671, a lower-level confidence interval (LLCI) of 0.0356, and an upper-level confidence interval (ULCI) of 0.1037, both of which exclude zero. H3 is supported by these findings, which demonstrate the importance of the indirect impact of talent management practices on innovativeness performance via organisational commitment. Based on the change in beta value and the significant p-value, the findings indicate partial mediation.

5. DISCUSSION

Studies on talent management practices, such as those by Rowley et al. (2016) and Yukongdi (2016), highlight the lack of comprehensive academic investigations within the context of Khyber Pakhtunkhwa, Pakistan. This underscores the importance of organizational commitment, reflected in high employee loyalty, for enhancing the performance of faculty members in public sector universities in non-Western countries (Ridwan, Mulyani, & Ali, 2020). Research is needed to explore talent management across various contexts, including different regions and settings. Existing studies have primarily focused on managers/CEOs, employers and employees of large, well-established organizations (Gohar, 2021; Rowley et al., 2016; Khurram et al., 2020).

Likewise, the empirical findings of this study indicate a positive relationship between talent management practices, organizational commitment, and innovativeness, consistent with the findings of Haghparast et al. (2012), Taie (2015), and Ridwan et al. (2020). This suggests that effective talent management, coupled with employee loyalty to the organization, fosters committed and high-performing employees. The study revealed a significant association between talent management practices and organizational commitment, aligning with Ridwan et al. (2020), who emphasized the importance of fair management practices in supporting employees' career and personal growth.

Furthermore, the quantitative evidence highlights the critical role of procedural justice, systems, and opportunities in securing employee commitment and encouraging behaviors that promote organizational loyalty, consistent with the findings of Al-Zu'bi (2010). Additionally, the study confirmed the positive influence of talent management on innovative performance, corroborating the work of Sheehan (2018) and Lucien (2017).

Moreover, the findings demonstrate the mediating role of organizational commitment in the relationship between talent management practices and innovative performance. The indirect effects underscore the importance of organizational commitment in aligning talent management decisions to enhance workforce performance. Based on these empirical results, the study establishes a critical connection between talent management practices, organizational commitment, and innovative performance, suggesting that higher employee commitment significantly improves performance in public universities of Khyber Pakhtunkhwa.

5.1 CONCLUSION

The purpose of this study was to look into the nature of the relationship between organisational commitment and talent management methods as well as the innovativeness performance of public sector institutions in KP. First, research showed that organisational commitment and talent management practices were positively correlated with innovativeness performance. Second, it's becoming clear that talent management practices improve performance in terms of innovation. Thirdly, the results showed that organisational commitment was positively impacted by talent management practices. Lastly, the association between talent management practices and innovativeness performance was mediated by organisational commitment. The study's empirical investigation accomplished its objectives and came to the conclusion that talent management practices and organizational commitment are key factors influencing the performance of public sector universities in KP, Pakistan. In summary, the best way to implement workforce management decisions and raise the academic and research standards of the most prominent universities is to combine organisational commitment with talent management methods. Moreover, talent management strategies illustrate that organisational commitment, which shows employee engagement, and a lack of attention to talent management in higher education institutions help universities throughout the globe achieve better results and gain a competitive edge.

5.2 IMPLICATIONS

Theoretically: In evaluating organisational commitment for the institutions that extended their position on talent management, the study at hand observes a corpus of knowledge that builds up from academic foundations in talent management. According to literature supporting the development of organisational environments, the study also revealed the key path of commitment to achieve strategic fit employees' performance.

Practically: The survey found that faculty members in Khyber Pakhtunkhwa's public sector universities had opinions about innovative performance, organisational commitment, and talent management. First, the administration of the Public Sector universities in Khyber Pakhtunkhwa may find this investigation useful in providing actionable suggestions for positive talent management methods that address the issues now being considered. The study's conceptual framework, which is based on empirical data, provides academic departments in higher education institutions with an organised method for carrying out training programs. These programs are intended to foster an organisational climate that supports diversity in the workforce and guarantees sustainability across the career path. The elements of commitment and talent management have been shown to be crucial in ensuring that faculty members behave in a motivating manner and in a way that is purposeful in relation to the respondents' own study goals.

5.3 FUTURE CONTRIBUTION

The study's foundations were social exchange theory and resource-based view theory, which presented assurance and acquisition as components of talent management strategies linked to performance in terms of dedication and creativity. This study's main shortcoming is its small sample size, which should be increased. The suggested methodology encourages future researchers to use a longitudinal strategy to improve the findings' generalisability across different sectors. The relationship between employee retention and organisational trust, organisational culture, and talent

perception congruence must be empirically examined in future study to better understand commitment to institutions (Gohar, 2021; Abdullah, 2017).

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