



RESEARCH PAPER

The Influence of Talent Management and Career Development upon Organizational Loyalty in Higher Education

Mukramin Khan

Lecturer, Department of Public Administration, Gomal University, Dera Ismail Khan, KP, Pakistan

Corresponding Author

mukramin.irfan@gmail.com

ABSTRACT

The organizational loyalty is challenging for institutions in transformation of attitudes, behaviors, abilities, motivation, commitment and performances of employees towards the required tasks and outcomes. In this connection, effective consideration of career management and career development are important for improving the motivation, performance and loyalty and reducing apprehensions and turnovers overwhelmed at desired sustainability and success in competitive environments. In order to confirm influence of talent management and career development on organizational loyalty, the data was collected from teachers hailing from higher-education institutions in southern region, KP, Pakistan. The data was collected over secondary sources (existing literature), and primary source (structured questionnaire), that were analyzed through different procedures for extracting the desired information and reaching conclusion. The results provide the significant information for reaching desired conclusion and making decisions about hypothesized and leading relationships among the research variables in particular context that offers the clues for recommending some valuable suggestions for teachers, policy-makers, higher educational institutions as well as future researchers on the research issues from different dimensions to ensure required sustainability and desired successes.

Keywords: Talent Management, Career Development, Turnover Intentions and Higher Education

Introduction

The loyalty among faculty members is crucial for continuity and stability of academic curriculum based on various active programs as it manifests through long-term commitment, collaboration, and sense of belonging toward academic community (Galindo, Mardones & Parraga, 2021). The tailored talent management initiatives contribute to higher employees' satisfaction by addressing academicians' special needs and aspirations (Saima, Zainab & Safi, 2022). This, in turn, pays the ways for addressing the satisfaction and motivation, thereby fostering a sense of commitment and loyalty to concerned institution (Santalia, Syafaruddin & Hasriadi, 2024). The talent management applies research funding, retreat chances and collaboration creativities, that ultimately impact the research productivity of faculty in different situations overwhelmed at realizing institutional tasks and ultimate outcomes for anticipated development and success (Shabeer & Mahmood, 2025). The talented faculty members are essential for maintaining and enhancing academic standard and recruiting experts in many fields contributes towards dynamic and intellectually stimulating environment, nurturing the academic excellence leading towards socio-academic as well as socio-economic developments.

The researchers are continuously focused on enhancing institutional research output, reputation and incessant talent development in research procedure, grant writing and teamwork stimulates innovation and donates towards sustainable growth (Kravariti & Johnston, 2020). Effective talent management ensures that teachers are skilled in pedagogical techniques and dedicated to student success (Nyfoudi & Tasoulis, 2021). The

inspired and engaged faculty positively impact students, leading to better learning outcomes and positive institutional reputation that provides directions towards desired sustainability and success (Matongolo, Kasekende & Mafabi, 2018). The talent management processes, especially performance management set clear expectations and goals for employees as when individuals understand what is expected of them, they are likely to align their efforts and potential with organizational objectives as positively impacting performance (Hussain, Khan & Mateen, 2024). The sequence planning, a key aspect of talent management, focuses on finding and developing future leaders within organization as nurturing leadership skills ensures a smooth transition of the responsibilities and maintains higher performance levels in critical roles and responsibilities.

The talent management practices contribute to employee engagement by fostering positive work environment as engaged employees are likely to be motivated, committed, and perform at higher levels, and ultimately prompting overall institutional performance leading toward desired leading consequences (Lei, Basit & Hassan, 2018). The talent management has dominant standing for higher educational institutions as it plays a crucial role in attracting, emerging, and retaining top-talent teachers as unique challenges and chances within education sector underline significance of effective talent management practices (Dang, Nguyen & Ha, 2020). In academic circles, the quality of faculty is central to institutional reputation and success as talent management helps in identifying, recruiting and retaining eminent educators, scholars and experts on many grounds (Sembiring & Damayanti, 2023). Talent management contributes to academics' excellence by ensuring that faculty members are developing continually their skills and staying abreast of latest advancements in their respective disciplines (Hussain, Khan & Mateen, 2024). This, sequentially, positively impacts teaching quality, research output and institutional prestige toward desirability to values for success.

The education sector is evolving rapidly with changes in the technology, teaching procedures and student expectations as talent management helps institutions adapt to changes by ensuring that faculty have necessary skills and capabilities to excel in dynamic environments (Pandita & Ray, 2018). The faculty are key influencers in students' academic and personal developments as active talent management practices that place faculty engagement, satisfaction and professional growth positively impact student experience and contribute to student success (Meyers, Paauwe & Dries, 2020). Thus, providing teachers with opportunities for continuous professional development over conferences, seminars and online courses helps them stay abreast of latest progresses (Khan & Siddique, 2024). Career development initiatives may include support and funding for research activities as enables teachers to engage in eloquent research projects, scholarly work, contribute to academic reputation of institution, enhancing performance as scholars and teachers (Junejo, Jiskani & Lashari, 2025). Thus, leadership training and mentorship chances prepare teachers for leadership roles within departments, teams, other administrative capacities, positively influencing inclusive performances.

Literature Review

The relationships amid talent management, career development and organizational loyalty and employee performance are interconnected and have impact upon success and sustainability of an organization (Pandita & Ray, 2018). The talent management involves attracting, developing, and retaining skilled individuals in organization as it encompasses activities like recruitment, training, and succession planning (Bagorogoza & Nakasule, 2022). The effective talent management backs to identification of high-performing individuals, alongside organization goals, talent management enhances employees' capabilities, skills, motivation, positively impacting performance (Murtaza, Subhani, Hussain, Ali & Subhani, 2024). The talent management is the investment in employees' development donate to positive work environment their talents are valued and that organization is committed to their growth, they are likely to develop the anticipated leading

loyalties (Shabeer & Mahmood, 2025). The talent management initiatives, career developments and mentorship programs, can foster a strong bond between employees and the organization as a sense of loyalty often leads to increased commitment, motivation, engagement, and a willingness to go above and beyond in workplace.

Loyal employees are likely to be dedicated to their roles, exhibit higher job satisfaction, and back positively to organizational successes (Pandy & Khare 2012). Their commitment translates into sustained high performance and a lower likelihood of turnover, talent development is linked to providing opportunities for career advancement within organization. when employees see a clear path for career progression and feel supported in their professional development, they are more likely to perform at best (Egenius, Triatmanto & Natsir, 2020). The prospect of advancement becomes stimulus, really influencing their commitment to organization. Thus, recognition and rewards are integral components of talent management practices as acknowledging and pleasing employees for contributions fosters sense of appreciation and loyalty (Ali, Marwan & Mujeeb, 2023). Thus, recognized employees are motivated to maintain or enhance their performance levels, leading towards increased overall organizational effectiveness (Ding & Hong, 2025). The talent management initiatives, including engagement surveys and feedback mechanisms, donate to employee engagement. The engaged employees are likely to loyal to organization and perform towards success.

Talent management practices that order engagement positively influence employees' dedication to roles and success of the organization. Thus, developing leadership skills backs to employee efficiency in their roles and prepares them for future responsibilities (Mannai, Arbab & Darwish, 2017). The talent management includes the leadership development programs and leadership development initiatives positively influence organizational loyalty as employees feel invested in and prepared for leadership position in diverse situations and contexts (Masri & Suliman, 2019). Recognition of employees' performance is element in fostering loyalty, when employees feel that their efforts are acknowledged and rewarded, they are likely to develop loyalty to organization (Aramburu & Pescador, 2019). The recognition becomes the motivator, encouraging sustained higher performance as talent management includes strategies to retain valuable employees (Shangze, 2024). Therefore, retaining talented individuals is essential for organizational success. When employees see, that organization is committed to retaining and developing their skills, they are likely to stay loyal and contribute towards long-term performance leading towards these desired consequences.

The relationships amid career development, talent management and organizational loyalty are interlinked and play crucial role in shaping work experience, commitment, efficacy of individuals within an organization (Farnia, Nafukho & Petrides, 2018). The career development initiatives aim to enhance employees' skills, knowledge, and abilities over training, mentorship and skill-building prospects (Badaruddin, Giri & Muhammad, 2020). The improved skills and abilities acquired over career development positively impact employees' performance, as individual grow in their roles, they become supplementary operative, contributing to success of the organization (Santalia, Syafaruddin & Hasriadi, 2024). The career development programs reveal organization commitment to growth and advancement of its employees as employees who experience career development chances are likely to feel valued and invested in concerned organization (Junejo, Jiskani & Lashari, 2025). This sense of support fosters organizational loyalty as employees recognize that the institution is dedicated to their professional growth and success as high levels of organizational loyalty are linked with increased commitment, engagement and positive attitude toward individual work.

The loyal employees are likely to go above and beyond in their roles, resulting in performance at higher levels. The commitment to organization's success becomes a driving force that positively influences individual and collective performance (Iqbal Tufail & Lodhi

2015). The recognition and rewards are integral components of the effective career programs as recognizing employees' efforts and successes in context of career development contributes to positive work environment (Egenius, Triatmanto & Natsir, 2020). This gratitude boosts loyalty as employees feel accepted and valued, motivating them to sustain or improve performances. The career development involves aligning individual career goals with the strategic objectives of organization, as clear connections between career tasks and goals of organizations (Bagorogoza & Nakasule, 2022). This alignment positively influences their performance as the career development practices include feedback and fostering open communication. Regular feedback and transparent communication contribute to employees' understanding of career growth paths (Khan & Siddique, 2024). The feeling heard positively impacts loyalty and performance as career expansion includes training and skill development opportunities.

It helps in providing employees with chances to acquire new skills and knowledge. Contributions to improved performance through training are likely to be loyal to organization that supports their professional growth (Yee, Yeung & Cheng, 2010). The career development initiatives include the leadership development programs as leadership development positively influences organizational loyalty. Employees who see a pathway for career progress into leadership roles are more likely to stay committed and contribute to the success of organization (Farnia, Nafukho & Petrides, 2018). The career development is a key retention plan as organizations that prioritize career development as part of their retention strategy are likely to retain talent. The open communication about the career development opportunities, goals, and expectations fosters trust and loyalty (Ali, Bashir & Mehreen, 2019). The employees who see a future in the institution are loyal, leading toward sustained performance as career progress pays to employees' growth and satisfaction (Khan & Siddique, 2024). The satisfied employees who experience professional growth are likely to be loyal and perform at their best. The positive correlation between loyalty and performance creates virtuous sequences for success.

Hypotheses

1. There is a significant association amid talent management, career development and organizational loyalty in higher education.
2. There is a positive significant impact of talent management and career development upon organizational loyalty in higher education.

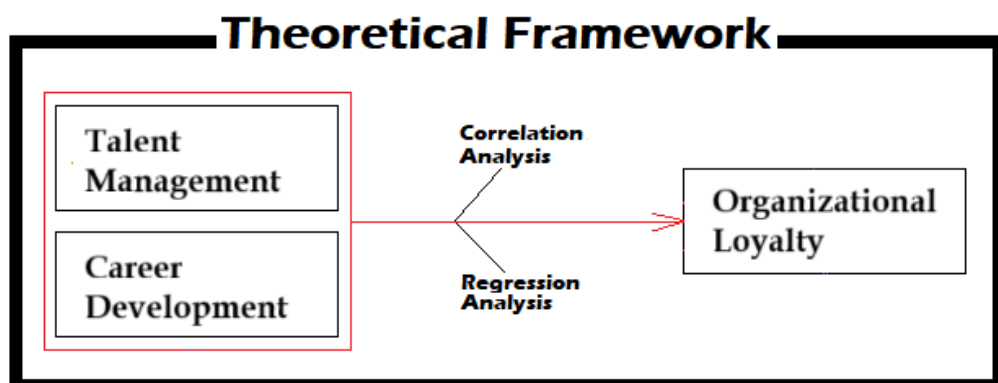


Figure 1 Theoretical Framework

Material and Methods

The design of current study is explanatory, wherein descriptive and inferential parameters were adapted because the foremost objective of current study is to describe

relationships among many variables like talent management, career development and organizational loyalty. The current study is quantitative, based upon examination of existing realities in piece of native environment by collecting data over questionnaires, analyzing data via diverse statistical procedures, extracting desired innovative information, and reaching conclusion (Creswell & Clark, 2011). The survey approach often generates quantitative data, providing researcher with measurable and statistically analyzable information, this allows for the application of statistical techniques to identify patterns, correlations and trends within data (Saunders, Lewis & Thornhill, 2012). This population of the study comprises (1420) teachers from selected institutions in southern region, KP, Pakistan, wherein (312) sample was selected over statistical formula and 300 were recollected and used for the data analysis.

The simple random sampling is type of probability sampling technique where each member of population has an equal probability of being selected for sample (Ridenour & Newman, 2008). A 5-point Likert scale was used, ranging from strongly disagree to strongly agree, to collect the data from respondents over different statements in measuring research variables. In this connection, reliability and validity are used to confirm applicability and authenticity of adopted questionnaire for data collection to ensure realization of objectives to reach a convincing conclusion (Zikmund, Babin, Carrid & Griffin, 2010). Thus, the researcher ensured ethical considerations from all the possible parameters in present study that are required for conducting the research systematically to reach desired conclusion. Thus, it helps researchers to understand relationship of predictor (independent variable) on criterion (dependent variable) to examine the association and cause-&-effect relationships.

Results and Discussion

The results while examine association and cause-&-effect relationship among talent management, career development and organizational loyalty over diverse statistical procedures like correlation and regression are produced in this section to extract the desired information about the potential relationship, make suitable decisions about acceptance and rejection of hypotheses to contribute existing knowledge.

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
Organizational Loyalty	300	1.60	4.60	3.4357	.66546

Table 2
Reliability Analysis

	CA	RHO_A	CR	AVE
Career Development	0.97	0.98	0.98	0.80
Talent Management	0.94	0.94	0.95	0.64
Organizational Loyalty	0.95	0.95	0.96	0.70

Table 3
Correlation Analysis (H1)

		[1]	[2]	[3]
Talent Management [1]	Pearson Correlation	1	.463**	.455**
	Sig. (2-tailed)		.000	.000
	N	300	300	300
Career Development [2]	Pearson Correlation	.463**	1	.402**
	Sig. (2-tailed)	.000		.000
	N	300	300	300
	Pearson Correlation	.455**	.402**	1

Organizational Loyalty	Sig. (2-tailed)	.000	.000	
[3]	N	300	300	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 the study. In this regard, the first hypothesis was about the hypothesized association as examined over correlation procedure. The results revealed valuable information about desired association likewise talent development and organizational loyalty ($R = .455$ & $P = .000$), career development and organizational loyalty ($R = .402$ & $P = .000$), as well as talent development and career development ($R = .463$ & $P = .000$). These results offered vital informative clues about association amid variables and consequently, first hypothesis about the association is accepted.

Table 4
Regression Analysis (H2)

Model Summary						
Model	R	R ²	Adjusted R ²	SEE	F	Sig.
1	.503a	.254	.248	.57689	50.430	.000b

Table 5
Regression Analysis (H2)
Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	SE	Beta		
1	(Constant)	1.630	.187		8.722	.000
	Talent Management	.306	.051	.342	6.039	.000
	Career Development	.241	.056	.244	4.315	.000

- a. Predictors: Talent Management & Career Development
b. Dependent Variable: Organizational Loyalty

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 25.4% variance occurred in organizational loyalty due to talent management, and career development. The results further confirmed significance of prediction towards organizational loyalty through predictors like talent management ($\beta = .306$ & $P\text{-value} = .000$), career development ($\beta = .241$ & $P\text{-value} = .000$), which is significant from results in study. Therefore, due to the significance of prediction toward cause-and-effect relationship, hypothesis is therefore accepted from regression results and outcomes.

Discussion

The talent management involves providing positive feedback & fostering open communication as regular feedback and clear communication contribute to a positive work environment (Kravariti & Johnston, 2020). The employees who feel heard and informed are more likely to be loyal and perform well in their roles as the relationships between talent managements, career development and organizational loyalty are intertwined and create the symbiotic cycle (Ali, Marwan & Mujeeb, 2023). In this linking, the effective talent management practices positively influence employees' performance, in turn, fosters the organizational loyalty. The loyal workforce is likely to donate to organizational success, creating a positive feedback loop that enhances the overall performances and sustainability (Khan & Siddique, 2024). In this drive, the organizations that are strategically align elements cultivate culture of excellence, commitment, and reciprocated advantages (Ding & Hong, 2025). Consequently, relationship between talent management, organizational loyalty, and

employees' performance is crucial in the context of higher education institutions as each of these elements plays a distinct yet interconnected role in shaping overall effectiveness and success of academic organizations.

Similarly, identifying and hiring qualified and motivated faculty and staff are crucial components of talent management in higher education (Mannai, Arbab & Darwish, 2017). Thus, providing ongoing opportunities for faculty to enhance their skills, stay current in their fields, and pursue advanced degrees and certifications (Masri & Suliman, 2019). The planning for the future by identifying and grooming individuals with leadership potential to fill key roles within institution. Institutions that foster the positive and inclusive work environment are likely to encourage the sense of loyalty among employees in institutions (Ali, Marwan & Mujeeb, 2023). Accordingly, acknowledging and rewarding the contributions, whether through promotions, tenure, or forms of recognition, enhance the organizational loyalty as open and transparent communication about organizational goals, decisions, and changes contributes to the sense of trust and loyalty (Ding & Hong, 2025). In academia, faculty performance is evaluated based on the teaching effectiveness, research productivity, and contributions to the academic community as performance is assessed based on their efficiency in administrative roles, support services, and overall contributions to institutional developments.

In this linking, quality of education and support services directly influences student engagement, satisfaction and achievements. Therefore, talent management practices directly impact employee performance by ensuring that individuals with the right skills and motivations are in key positions (Mannai, Arbab & Darwish, 2017). The career development, loyalty, and employee performance are intertwined elements that contribute to positive and productive workplace as organizations that prioritize career expansion create an environment where employees feel valued, supported, and motivated to perform at their best, leading towards increased loyalty and overall success (Badaruddin, Giri & Muhammad, 2020). The bond amid career development, organizational loyalty, and employees' performance is crucial in influencing overall effectiveness and success of an organization (Khan & Siddique, 2024). Therefore, the career development initiatives provide employees with opportunities to enhance their ability, skills and knowledge, which can positively impact their performance (Junejo, Jiskani & Lashari, S2025). Thus, employees who actively engage in career development are likely to become competent in their roles, leading to improved loyalty and performance.

Similarly, offering clear career path and development prospects can motivate employees, leading to higher engagement and dedication to their work, strong sense of organization loyalty fosters a feeling of belonging among employees, influencing their assurance toward organization mission and goals (Badaruddin, Giri & Muhammad, 2020). The loyalty gives to employees' retention, ensuring stability within workforce as this, in turn, positively impacts continuity and consistency of performance (Ali, Marwan & Mujeeb, 2023). The loyal employees are more likely to go above and beyond regular duties, contributing flexible effort that boosts overall performance (Khan & Siddique, 2024). The perception of limited prospects for career advancement, proficient growth may increase likelihood considering alternative career options, negative culture, lack of position with institution values lead to increased turnover intentions as performance is measured based on teaching success, research productivity, contribution to academic community (Sul Khanishvili & Kharadze, 2025). The workforces are assessed on value in managerial roles, support services and influence as quality of education and support services directly impacts student engagement, satisfaction, and success.

Conclusion

The present study aimed to examine relationships amid talent management, career development and organizational loyalty through certain hypotheses. The results provide

significant information about the association and cause-&-effect relationships among the research variables. The main theme behind these findings is when employees' efforts are recognized by chasing the assigned responsibilities, and they are offered developmental opportunities towards their desired career, then ultimately show their loyalties towards these institutions and show their utmost commitment and undaunted performances for chasing the assigned tasks and objectives. The first hypothesis was about examination of association amid talent management, career development) and loyalty through correlation revealed a significant association among the research variables in context of higher education institutions. The second hypothesis was about impact of talent management and career development on organizational loyalty through regression that revealed the significant impact of talent management, and career development organizational loyalty. These results are also validated from previous research studies, and consequently, from regression, the hypothesis was also accepted.

Recommendations

- The talent management is important for managing the skills, knowledge and capabilities of employees for realizing the desired tasks that are required for ensuring the sustainability and commitment towards success.
- The career development is important for the employees and institutions for ensuring the due status and position of the employees where the role of institutions is phenomenal for confirming the career opportunities.
- The organizational loyalty is significant phenomenon that inspires the employees towards the realization of undaunted efforts and potentials through dedication and commitment for attaining the desired outcomes.
- The future researchers are required to use some moderators or mediators in linking talent management, career development and organizational loyalty to ensure the desirability and commitment towards developments.

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