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KEYWORDS	ABSTRACT
Talent Retention, Organizational Performance, Organizational justice, Higher Education Institutions	<p>This study investigates the mediation effect of organizational justice on the relationship between talent retention & organizational performance amid teachers in the higher education institutions. A sample of 323 teachers was selected from a population of 1000 using a specified sampling formula. The mediation analysis followed three key steps. First, it was found that talent retention significantly predicts organizational justice with 70.9% variance. Second, the combined effect of talent retention and organizational justice on organizational performance was examined, revealing that these factors together explain 88.7% of variance in organizational performance. Finally, the direct effect of talent retention on the organizational performance was assessed, indicating that talent retention alone accounts for 83.3% of the change in organizational performance. In this regard, the analysis confirms that organizational justice significantly mediates the relationship between talent retention and organizational performance, highlighting importance of fair and just practices within institutions in order to enhance the overall performances. It is recommended that institutions are required to ensure fairness in all respect to retain talent and improve performance in higher institutions.</p> <p> 2024 Journal of Social Research Development</p>
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INTRODUCTION

The higher education plays critical role in societies by providing individuals with the knowledge, skills, and credentials needed to succeed in their careers and contribute to communities (Altbach, Reisberg & Rumbley, 2010; Li, Liao, Li, 2023). The higher education helps to develop individuals' skills and knowledge needed to succeed in professional careers that includes both technical skills and critical thinking skills that are valuable in higher education sector (Huisman & Wende, 2004;

Waal, 2013). The higher education institutions are centers of research and innovation, wherein the researchers can collaborate to develop innovative knowledge and technologies that are required in diverse industries along with talent capabilities (Phillips & Edwards, 2018). The higher education is a critical component of the society that plays a vital role in developing the workforce, advancing the research and innovation, promoting social mobility, fostering civic engagement, and preserving talent management (Saima, Zainab & Safi, 2022). The talent management is vital component of organizational survival and its journey toward the desired developments by retaining the abilities and capabilities (Gandy, Harrison & Gold, 2018). The talent management is vital predictor towards organization performance since it focuses on acquiring, managing, and evolving employees to attain desired objectives

The talent management practices can positively influence organizational, credibility development, and success in anticipation with effective performance (Dang, Nguyen & Ha, 2020). The effective talent retention climaxes organizational desirability to retain skilled and competent in competitive environments as it allows organizations to attract and retain best employees, reducing recruitment and training costs (Ali, Bashir & Mehreen, 2019). The talent retention in higher education is process of retaining the highly skilled and motivated individuals to achieve institutional desired objectives through strategic performances (Pandita & Ray, 2018). The aim of talent retention is to ensure that institution has right people in right positions at right time, and the talents are effectively utilized and developed towards maximum outcomes thereby ensuring the fairness in all respect (Setiawan & Satrio, 2021). The talent retentions in higher education refers to process of retaining the highly skilled, talented and motivated faculty who can help institutions attain goals & objectives (Harsch & Festing, 2020). The effective talent management practices involve aligning the organizational human resources and strategies with developing programs and processes to support the recruitment, development, and retention of high-quality talent in institutions (Mehran, Hamid, Ahmed, Hafeez & Mehran, 2023).

The organizational justice refers to the employees' perceptions about the fairness and equity in policies, procedures, and outcomes at workplaces while organizational performance is measure of how effectively an organization realizes its leading goals by utilizing the talent in fair as well as transparent procedures (Zhang & Wang, 2018). The employees perceive that their organizations as being just and fair, they are likely to be satisfied with jobs, committed to organization, and engaged in assigned tasks and work in most effective manners (Khan, Gerald, Islam & Saif, 2023). In sequence, it can lead to increased productivity, better quality of work, and higher innovation, all of which can positively impact organizational performance and desired for comprehending the situations towards desired developments and success (Khan, Mughal, Khan, 2023). The research has shown that organizational justices have diverse effects on the organizational performance and talent retention in different situations. The talent retention provides opportunities to institutions to retain talent by identifying, developing, and retaining talented individuals who can contribute to the success of the concerned institution (Gallardo, Thunisen, & Scullion, 2020). Thus, establishing clear performance expectation, requires inclusive strategy that leverages the institutional strengths, identifies right candidates and provides compelling value to attract talent by ensuring organizational justice.

LITERATURE REVIEW

The talent management is strategic and effective approach used by different organization towards recruitment, development, retention, and utilization of its workforce towards desired objectives culminates at desired outcome (Saima, Zainab & Safi, 2022). The literature confirmed the standing of adopting a comprehensive talent retention strategy to ensure that organizational workforces are aligned with its strategic priorities aimed at attaining desired credibility and success (Ali, Bashir & Mehreen, 2019). In talent management is identification and attraction and retention of top talent that is crucial for building a strong and diverse capabilities that can contribute to the organization's success (Mujtaba & Mubarik, 2022). Once the talent is recruited, the focus shifts to development of employees through initiatives like training programs, mentorship opportunities, and skill-building activities (Pandita & Ray, 2018). The existing literature suggests that these development initiatives are essential for enhancing the knowledge, skills, and competencies of workforce, enabling them to adapt to changing demands of the organization (Ramaditya, Maarif, Affandi & Sukmawati, 2022). Thus, retaining top performers and high-potential employees is another critical aspect of the talent management that offer the competitive return packages, providing career advancement prospects, and fostering a positive work culture to keep the valuable employees engaged and motivated (Ali, Bashir & Mehreen, 2019).

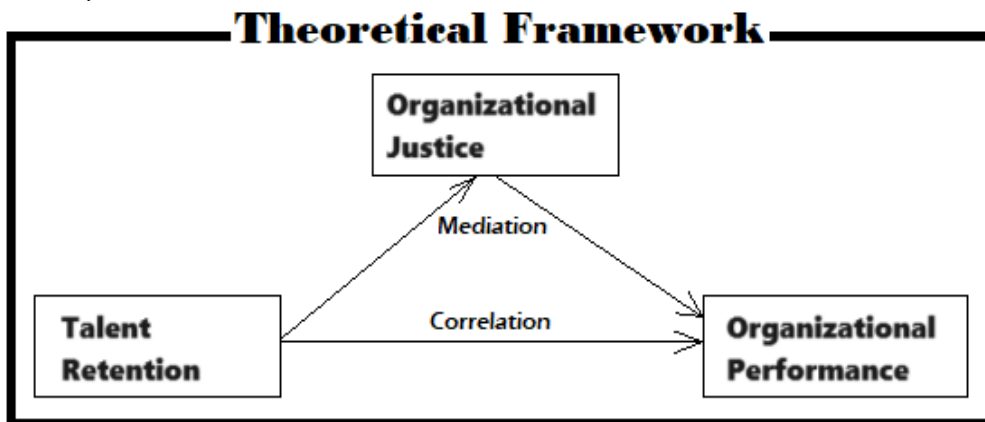
This, in turn, helps maintain the stable and experienced workforce, which is dynamic for long-term organizational performance and ultimate success. The organizational justice refers to fairness in policies, procedures and decisions within institutions (Khan, Idris & Mehmud, 2021). Organizational justice is important in higher education because it influences the workforce attitudes, behaviors & performance that are leading and critical determinants towards desired outcomes (Khan, Qureshi, Saqib & Aman, 2020). When individual perceive that the institution is fair and just, they are more likely to be motivated, engaged, and committed to their work/studies (Khan, Gerald, Islam & Saif, 2023). When the individuals perceive that institution is unfair/unjust, they may become deterred, disengaged and even seek to leave organization. It includes three dimensions likewise distributive, procedural and interactional justice (Khan, Farhat, Minas & Munir, 2020). The distributive justice refers to fairness of distribution of rewards and resources, like promotions, salaries, and funding for research and can be realized by ensuring that reward and resources are distributed based on merit, qualifications and performance (Khan, Saqib, Idrees & Hamid, 2020). The justice is important in organizational behavior literature due to its potential to influence the attitudes and behaviors of employees that results in sustainable performance and overwhelmed at institutional desirability towards desired success.

Similarly, retaining top talent has become critical priority for organizations across diverse cultures. The ability to attract, develop, and retain skilled and high-performing employees is closely linked to organizational competitiveness and success (Foteini, Tasoulis & Khaled, 2023). One key factor in this comparison is the relationship between talent retention and employee work performance and understanding this dynamic can provide valuable insights to inform effective talent management strategies (Kravariti & Johnston, 2020). Numerous studies have explored the relationship between organizational ability to retain talented employees and impact on the individual and institutional performance (Siswoyo, Suripto & Ahmad, 2024). In institutions, when these rewards are distributed

in a fair manner and according to the performance witnessed by employees, then such individuals are bound to be committed and loyal to their organizations, creating the effective talent retention (Hubeis & Hendri, 2020). Thus, procedural justice is concerned with the procedures and control strategies employed by an organization to ensure the employees' perception about organizational justice (Khan, Mughal & Khan, 2023). When individuals have an understanding of the procedures of an organization in conception of selection, training, and development, talent strategies, they are likely to stay with their employer, when being treated with dignity, respect, and courtesy by their concerned institutions.

Similarly, when employees receive polite treatment from their leaders, one can expect reception of positive and higher order reactions and therefore high levels of organizational commitment, hence higher talent retention (Saima, Zainab & Safi, 2022). In its spirit, justice entails fairness perceptions and equitability that employees have with regard to organization and the treatment they receive from their immediate superiors, managers, and leaders through rewards that they get, the decisions made within organization and procedures followed to arrive at these decisions (Otto & Mamatoglu, 2015). There is general appreciation of organizational justice in literature from diverse perspectives to have diverse outcomes for the organizations within immeasurable circumstances (Janssen, Lam & Huang, 2010). The researchers have established that justice perceptions have positive influence on job satisfaction, organizational commitment and proactive organizational behavior and negative influence on the organizational performance (Khan, Gerald, Islam & Saif, 2023). The organizational justice helps in retaining the talented and high performing workforces that allow the organizations to benefit from their specialized skills, institutional knowledge, and enhanced productivity over an extended period (Zhang & Wang, 2018). Therefore, literature provides the sufficient information about diverse linkages in talent retention, organizational justice and performance in the diverse situations and contexts.

Figure 1 Conceptual Framework



Objectives & Hypotheses

1. To examine association amid talent retention, organizational justice and organizational performance in higher educational context.

2. To examine mediator (organizational justice) in relationship amid talent retention and organizational performance.

RESEARCH METHODOLOGY

The research approach in research methodology refers to overall strategy or plan of action that researchers use to conduct studies. There are two primary research approaches like the qualitative and quantitative (Creswell, 2015). The present study is quantitative in nature as it is based upon exploration of certain empirical relationships through statistical procedure. This approach is used to explore and understand underlying meaning, opinions, and motivations behind human behavior (Miles, Huberman & Saldaña, 2014). The population of this study comprises teachers from selected higher education institutions (1666) from which sample of 323 was selected over required sampling formular (Yamani, 1967). The data collection & analysis are critical gears of research methodology wherein goal of data collection is to gather information that will help answer the research question, while the goal of data analysis is to make sense of the data and draw conclusions based on findings (Creswell, 2014).

The existing literature was analyzed to describe the meaning, and relationships among research variables while primary data was analyzed over diverse statistical tools in order to “find the answers of research questions” & reaching desired conclusion systematically. The questionnaire is significant tool to easily understand and complete the purpose of study by collecting and analyzing responses. This study used an adapted version of questionnaires for talent retentions, organizational justice and organizational performance (Asrar, Azhar & Hussain, 2018; Greenberg, 1990; Ferreira, Martinez & Coenders, 2017), as these scales are already used in different research studies thereby attaining the desired outcomes from research, aimed to collect responses towards research issues under study. The reliability of the instrument was therefore examined through Cronbach Alpha to ensure internal consistency. Furthermore, 5-point Likert scale was used to collect the responses from the respondent of current study.

RESULT OF STUDY

This section provides a detailed discussion of the current study results, including an evaluation of the findings through various statistical analyses such as correlation, and mediation based upon the hypothesized relationships among the research variables in order to realize the desired outcomes and reaching the conclusion.

Table 1 Reliability Statistics for Talent Retention

	Item-Total Statistics			
	SMD	SVD	COR	CA
Talent Retention 1	32.0094	57.492	.675	.855
Talent Retention 2	32.4214	56.282	.681	.854
Talent Retention 3	31.7421	63.391	.382	.876
Talent Retention 4	31.5597	61.787	.506	.867
Talent Retention 5	31.8459	60.137	.546	.865
Talent Retention 6	31.8836	60.696	.598	.861

Talent Retention 7	32.4371	57.307	.619	.859
Talent Retention 8	32.3302	59.465	.567	.863
Talent Retention 9	32.0094	57.492	.675	.855
Talent Retention 10	32.4214	56.282	.681	.854

Table 1 presents the reliability statistics for talent retention scale, providing insights into internal consistency of the items. The "Item-Total Statistics" section includes metrics such as the Scale Mean if Item Deleted, Scale Variance if Item Deleted, Corrected Item-Total Correlation, and Cronbach's Alpha if Item Deleted for each item. The Corrected Item-Total Correlation values range from .382 to .681, indicating varying degrees of correlation between individual items and the overall scale. Items with higher correlations (talent retention 2 and 10) suggest strong alignment with the overall construct, contributing positively to the scale's reliability. Cronbach's Alpha if Item Deleted values range from .854 to .876, where most items show that their removal slightly decrease or maintain the overall reliability, signifying a high internal consistency (CA = .854 to .876). This analysis ensures that items reliably measure the Talent Retention construct, with high Cronbach's Alpha confirming the scale's robustness.

Table 2 Reliability statistics for Organizational Justice

	Item-Total Statistics			
	SMD	SVD	COR	CA
Organizational Justice 1	32.8711	53.974	.572	.849
Organizational Justice 2	32.6887	53.401	.647	.843
Organizational Justice 3	32.9748	53.785	.557	.850
Organizational Justice 4	33.0126	53.647	.658	.843
Organizational Justice 5	33.5660	52.694	.540	.852
Organizational Justice 6	33.4591	54.142	.519	.854
Organizational Justice 7	33.1384	53.886	.528	.853
Organizational Justice 8	33.5503	53.050	.524	.854
Organizational Justice 9	32.8711	53.974	.572	.849
Organizational Justice 10	32.6887	53.401	.647	.843

The table 2 provides reliability statistics for organizational justice scale and how each item affects scale's reliability value. The improved table displays Scale Mean if Item Deleted, Scale Variance if Item Deleted, the Corrected Item-Total Correlation and Cronbach's Alpha if Item Deleted. The Coefficient of Item-Total correlation is amid (0.519 to 0.658) had coefficient alpha values ranging from 0.58 to 0.89, showing moderate to strong internal consistency between the items and the total scale. Organizational Justice 2 and 4, for instance, have higher r values (0.647 and 0.658) implying that items are well Defined by overall construct while organizational justice 6 has less contribution to the total scale as seen by the measure of R-value of (0.519). Cronbach Alpha value if item deleted is as follows; (0.843 to 0.854), which means that the deletion of any item slightly reduces or leaves very high level of internal consistency of scale. The value of Cronbach Alpha of (0.843 to 0.854) indicates overall reliability and internal validity of the scale in the overall context of measuring the organizational justice.

Table 3 Reliability statistics for Organizational Performance

	Item-Total Statistics			
	SMD	SVD	COR	CA
Organization Performance 1	32.1006	56.230	.740	.854
Organization Performance 2	31.9937	58.158	.709	.857
Organization Performance 3	31.6730	60.902	.545	.870
Organization Performance 4	32.0849	58.986	.594	.866
Organization Performance 5	31.4057	64.393	.392	.880
Organization Performance 6	31.2233	63.802	.454	.876
Organization Performance 7	31.5094	61.620	.527	.871
Organization Performance 8	31.5472	61.832	.599	.866
Organization Performance 9	32.1006	56.230	.740	.854
Organizational Performance 10	31.9937	58.158	.709	.857

Table 3 presents the reliability statistics for the second scale. Thus, the table presents values such as Scale Mean if Item Deleted, Scale Variance if Item Deleted, Item-total Correlation and Cronbach's Alpha if Item Deleted. Cleared-up Item-Total Correlation scores are as follows (0.392 to (0.788). This was slightly above the midpoint of (0.740), suggesting that each item of scale has a different degree of association with total value of the ASAA. Similar to above explanation, it can be noted that ORP 1 and 9 have a higher coefficient value (0.740), meaning that they show a stronger fit of the total construct or they explain more of total scale, whereas ORP 5 has a lower coefficient value (0.392), indicating that it contributes towards total scale to a lesser extent. The CA if Item Deleted options are: ($\alpha = 0.854$ to 0.880), which demonstrated that deletion of any item would lead to either a barely lower or the same level of internal consistency with the scale. Cronbach's Alpha index which is above 0.75 (ranging 0.854 to 0.880) hires the notion that the ORP is a vivid and consistent measurement scale.

H1: To examine the association among talent retention, organizational justice and organizational performance in higher educational context.

Table 4 Correlation Analysis

		(1)	(2)	(3)
Talent Retention (1)	Pearson Correlation	1	.672**	.413**
	Sig. (2-tailed)		.000	.000
	N	318	318	318
Organizational Justice (2)	Pearson Correlation	.503**	1	.611**
	Sig. (2-tailed)	.000		.000
	N	318	318	318
Organizational Performance (3)	Pearson Correlation	.789**	.811**	1
	Sig. (2-tailed)	.000	.000	
	N	318	318	318

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

The correlation coefficient between variables like talent retention, justice and performance was computed and presented and results show that all various factors are significantly correlated with

each other. The results revealed important information about association wherein talent Retention, where ($r = 0.854$), organizational Justice, where ($r = 0.803$), and organizational performance with ($r = 0.789$) and these findings are highly significant at 0.01 level. Last but not the least, OP, and talent retention have been found to be having a strong positive co-efficient of determination of (0.789) therefore signifying that the four variables have close links. The above relations pinpoint the strong link between the kinds of talent retention practices that have been identified and organizational performance as a whole.

H2: To examine the mediator (organizational justice) in relationship between talent retention and organizational performance.

First Mediation Steps (a)

Table 5 Mediation Analysis (Model Summary)

Model	R	RSquare	Adjusted R ²	SEE	R ² Change	Change Statistics			
						FChange	df1	df2	Sig.
1	.842 ^a	.709	.709	.48052	.709	771.724	1	316	.000

Table 6 Mediation Analysis (Beta Coefficient)

Model	Unstandardized Coefficients		Standardized Coefficients		t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta				LLCI	ULCI
1 (Constant)	.537	.109			4.945	.000	.323	.750
Talent Retention	.853	.031	.842		27.780	.000	.793	.914

A. Predictors: Talent Retention
 B. Dependent Variable: Organizational Justice

Second & Third Mediation Steps (b & c)

Table 7 Mediation Analysis (Model Summary)

Model	R	RSquare	Adj R ²	SEE	R ² Change	Change Statistics			
						FChange	df1	df2	Sig. FChange
1	.942 ^a	.887	.886	.31258	.887	1234.503	2	315	.000

Table 8 Mediation Analysis (Beta Coefficient).

Model	Unstandardized Coefficients		Standardized Coefficients		t	Sig.	95.0% Confidence Interval for B	
	B	SE	Beta				LLCI	ULCI
1 (Constant)	-.176	.073			-2.404	.017	-.320	-.032
Talent Retention	.582	.037	.552		15.694	.000	.509	.655
ORJ	.446	.037	.429		12.192	.000	.374	.518

A. Talent Retention, Organizational Justice
 B. Dependent Variable: Organizational Performance

Fourth Mediation Step (c)

Table 9 Mediation Analysis (Model Summary)

Model	R	R ²	Adj R ²	SEE	R ² Change	Change Statistics			
						F Change	df1	df2	Sig. F Change
1	.913 ^a	.833	.833	.37862	.833	1581.492	1	316	.000

a. Predictors: (Constant), Talent Retention
 b. Dependent Variable: ORP

Table 10 Mediation Analysis (Beta Coefficient).

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
	B	SE	Beta			LLCI	ULCI
1 (Constant)	.063	.086		.740	.460	-.105	.232
Talent Retention	.963	.024	.913	39.768	.000	.915	1.010

A. Predictors: Talent Retention
 B. Dependent Variable: Organizational Performance

The mediation analysis for Hypothesis 2 investigates whether organizational justice significantly mediates relationship amid talent retention and organizational performance. The analysis follows three key steps: in first step, the effect of talent retention on organizational justice is examined and show an R-value of .842 and an R-Square of .709, which indicates that talent retention accounts for 70.9% of the variance in organizational justice. The F-Change of 771.724 with a significance level of .000 supports the model's statistical significance. The table presents beta coefficient analysis, where the unstandardized coefficient (B) for talent retention is .853, with a standard error of .031 and a standardized coefficient (Beta) of .842. The significant t-value (27.780, $p < .001$) confirms that talent retention is significant predictor of organizational justice. In second and third steps, analysis assesses combined effect of talent retention & organizational justice on organizational performance, and direct effect of talent retention upon organizational performance. The tables provide the model summary for this combined effect, with an R-value of .942 and an R-Square of .887, indicating that 88.7% of variance in the organizational performance is explained by both the talent retention and organizational justice together. F-Change of 1234.503 with a significance level of .000 confirms the model's significance.

The table shows beta coefficients for talent retention & organizational justice. The unstandardized coefficient for the talent retention is .582 (Beta = .552, $t = 15.694$, $p < .001$), and for organizational justice, it is .446 (Beta = .429, $t = 12.192$, $p < .001$). This indicates that both variables significantly predict organizational performance. Table studies direct effect of talent retention on organizational performance without considering organizational justice. The model summary shows an R-value of .913 and an R-Square of .833, indicating that talent retention alone explains 83.3% of variance in organizational performance. Table provides the beta coefficients, with unstandardized coefficient (B) for talent retention being .963, and a standardized coefficient (Beta) of .913 ($t = 39.768$, $p < .001$). This confirms the strong and significant direct effect. The mediation analysis indicates that

organizational justice significantly mediates relationship amid talent retention and organizational performance that leads to accept H2. Talent retention directly associated with the organizational performance as shown in H1 that is accepted, but its impact is enhanced through the mediating role of organizational justice, henceforth, H2 is also accepted. This underscores the importance of maintaining fair and just practices within organization to maximize the benefits of talent retention on overall performance.

DISCUSSION & CONCLUSION

The talent retention strongly influences organizational justice, suggesting that when employees feel valued and are retained, their perception of organizational justice increases significantly (Zhang & Wang, 2018). This aligns with notion that fair treatment and sense of equity within organization enhance employees' overall satisfaction and commitment (Khan et al., 2020). The recent studies validate this, signifying that organizations ordering employee well-being and retention cultivate the positive justice perception among employees, fostering a more committed, productive and high performing workforce (Dang, Nguyen & Ha, 2020). The shared effect of talent retention and justice on organizational performance is substantial, accent that these factors together create a synergistic effect on performance outcomes (Zhang & Wang, 2018). The recent literature emphasizes critical role of both elements in driving success, underscoring how a fair and supportive environment can amplify aids of retaining talented employees (Festing & Schäfer, 2014). The direct effect of talent retention on performance further confirms its vital role in driving success. The enhanced impact over organizational justice underscores importance of fair, just practices within organization (Khan, Gerald, Islam & Saif, 2023). The research shows that organizations adopting comprehensive talent management strategies that include principles of organizational justice achieve better performance outcomes and success.

The mediation analysis underscores the significant role of organizational justice in enhancing the relationship between talent retention and organizational role performance (ORP). While, the talent retention directly impacts ORP, its effect is amplified when mediated by justice. This highlights the importance of fair and just practices within organizations to fully leverage the benefits of retaining talent. By fostering environment where employees feel valued and treated equitably, organizations can not only improve retention rates but boost overall performance. Thus, prioritizing organizational justice is essential for maximizing the positive outcomes associated with talent retention, ultimately leading to motivated and productive workforce. The mediation analysis shows that organizational justice significantly mediates relationship between talent retention & organizational performance, leading to the acceptance of Hypothesis. Thus, talent retention directly influences organizational performance, hence supporting Hypothesis. Still, its impact is significantly enhanced through the mediating role of the organizational justice, thereby supporting also through hypothesis. Overall, the maintaining fair and just practices is essential for maximizing the benefits of talent retention on organizational performance. This finding justifies the need for organizations to integrate principles of organizational justice into their talent management strategies to attain optimal performance and employee well-being.

Recommendations

1. The effective talent management practices, including identification, development, retention and culture significantly improve employee satisfaction and performance, in turn positively affects organizational performance.
2. This indicates that when employees perceive fairness and justice in organizational processes, their satisfaction and commitment to organization increase, leading to better motivation and performance outcomes for success.
3. The organizational justice impacts organizational citizenship behavior & employee retention. The procedural justice significantly influences OCB, that mediates relationship amid justice as well as employees' retention.
4. The employees who perceive justice in institutions are likely to exhibit positive behaviors by fostering an environment of trust and fairness, organizations can enhance talent retention and ultimately drive better performance.

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