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KEYWORDS	ABSTRACT
Talent Acquisition, Employees' Resilience, Organizational Performance, Higher Education, KP, Pakistan	<p>This study investigates the impact of talent management on organizational performance with mediating role of employees' resilience. The mechanisms on which talent management impacts performance remain underexplored, mainly in context of employees' ability to adapt to challenges (resilience) and broader organizational environment. Using the quantitative research approach, data was collected from teachers in various public sector higher institutions hailing from southern region, KP, Pakistan to assess relationship amid talent management, and employee resilience and how these factors collectively affect performance. Thus, findings confirmed the existence of association, cause-and-effect and mediation relationships that were thus hypothesized from the theoretical framework of study & reaching toward desired conclusions thereby making decisions about the acceptance and rejection of the hypotheses. In this linking, some recommendations have been extracted from the conclusion as study offers valuable insights for human resource professionals and leaders aiming to optimize performance over strategic talent management. This study is expected to contribute the existing knowledge from diverse perspectives that may be generalized to other sectors.</p> <p> 2024 Journal of Social Research Development</p>
ARTICLE HISTORY	
<p>Date of Submission: 18-11-2024 Date of Acceptance: 21-12-2024 Date of Publication: 22-12-2024</p>	
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Email:	Umerwazir2@gmail.com
DOI	https://doi.org/10.53664/JSRD/05-04-2024-02-17-28

INTRODUCTION

The survival and developments of any organization is dependent upon the efforts and potential of workforces working at diverse level in organizational hierarchy. In this linking, many determining factors are responsible to realize task of rehabilitation overwhelmed at the predicted development in which talent is considered as backbone for organizational performance and ultimate success (Sen, Harianto & Satrianny, 2023). Likewise, the employees' resilience to adopt the institutional norms

and values are considered as facilitating phenomena to link the talent and performance in certain situation and contexts (Babul, Reddy, Madhavi & Susendiran, 2022). These phenomena are widely research in different context including education with diverse significance outcome along with its implication in the diverse contexts. In this regard, study aims to extend the research by exploring these phenomena in educational context in order to validate the previous results and produce new knowledge in particular context. The organizations, around the globe, are facing the significant challenge in the form of talent and its ultimate effective management (Hongal & Kinange, 2020). Consequently, the organization must make the systematic investments in human capital to increase their competitiveness.

The employees' managerial skills and aptitudes are important resources that drive an organization's production and financial sustainability. The term talent management strategy, refers to the set of activities and procedures including the identification of critical roles that make a difference in an organization's ability to sustain viable edge (Masadeh, Yaseen, Shatnawi & Obeidat, 2018). These initiatives involve building the talent pool of high-performing workers and designing the human resource architecture to find able candidates for these positions and assure long-term dedication toward organizations (Jain & Verma, 2022). To ensure realization of organizational success, these systems seek to maximize the organizational abilities across the talent lifetime, including attraction, placement, and retention (Santoro, Messeni & Giudice, 2021). The research showed that realizing efficient personnel management techniques may boost employee engagement and boost outcomes like increased productivity and profitability (Bagorogoza & Nakasule, 2022). Therefore, the active execution of talent management strategy can improve employee engagement and organizational performance, guiding the human resources to use it as the tool for productivity enhancement and desired success.

It is imperative for the organizations to incorporate tracking and attracting talented individuals as a fundamental aspect of management strategies (Setiawan & Satrio, 2021). The exiting literature revealed that improving performance requires giving individuals as tools to develop their talents and learn about latest technologies (Dang, Nguyen & Ha, 2020). that further helps in managing the apprehensions toward desired strategies and outcomes toward developments. In this regard, the employees' development, including career development, has positive impact upon the employee resilience and productivity (Janna, Wolor & Suhud, 2021). The active personnel engagement has reportedly linked with the improved performance as engaged employees show higher motivation, enthusiasm for profession, improves performances (Son, Park, Bae & Ok, 2018). The employees have greater resilience are better suited to lead stress since they possess their sense of emotional stability, openness, flexibility and adaptability (Prayag, Spector, Orchiston & Chowdhury, 2020). Thus, the employees' engagement, organizational culture, and organizational performance are interrelated and resilient thus can influence both employees' talent, commitment, engagement and performance in the institutions.

Objectives & Hypotheses

1. To examine association amid talent acquisition, employee's resilience and organizational performance (Correlation Analysis).

2. To examine the impact of talent acquisition and employees' resilience on the organizational performance (Regression Analysis).
3. To examine the mediating role of employee's resilience in linking the talent acquisition and organizational performance (Mediation Analysis).

LITERATURE REVIEW

The talent acquisition plays a decisive role in higher education, contributing towards quality and effectiveness of education institutions. The process of recognizing, attracting, and retaining capable administrators, educators, and supporting workforces is vital for ensuring success and reputation of institutions (Oehley & Theron, 2010). The ability to attract the faculty with particular skills in the emerging disciplines (artificial intelligence, data science & sustainability studies) helps institutions stay relevant and competitive in fast evolving education landscape (Dang, Nguyen & Ha, 2020). Talent acquisition ensures that institutions hire highly experienced and qualified faculty members who underwrite to high academic standards. The effective talent acquisition helps to attract top-tier researchers who can secure funding, publish cutting-edge research, and drive innovation (Sani, Fadi, Fatma & Babu, 2022). The able educators boost student learning experiences, ensuring that academic programs meet or exceed the national and global standards (Markos, Sang & Muthanna, 2019). In this connection, the need and standing of talent management has been widely recognized by different organizations, and institutions as it is considered to be the foremost and crucial driver of organizational performance.

The talent management is the strategic approach that is used for attracting, developing, retaining, and engaging employees to drive the organizational success (Saima, Zainab & Safi, 2022). The real talent management ensures that employees' skills are aligned with organizational goals, fostering efficacy, innovation and attractiveness (Foteini, Tasoulis & Khaled, 2023). The talent management impacts directly these outcomes by ensuring that right talent, right roles, and that employees are incessantly developed to meet challenges in productivity, employee satisfaction and organizational development (Annakis, Dass & Isa, 2014). The resilience is employees' ability to adapt to change, improve from challenges, and preserve their performances in stressful environments. It explains the enhanced student success, teaching quality, and institutional standing, in corporate settings, it leads to employee engagement, improved innovation, commitment and profitability (Dang, Nguyen & Ha, 2020). They exhibit lower turnover rates, ensuring the organization retains skilled workers over time, that donates to success. In this drive, in dynamic environments, resilience enables organizations to revolutionize & grow, even in uncertain conditions and situations like technological changes and market disruptions.

The talent management strategies that foster resilience, like professional development, emotional support programs, and leadership training, empower employees to manage the stress and handle disruptions without decline in productivity and morale (Oehley & Theron, 2010), leading towards the desired and leading outcomes to anticipated success. The resilient employees contribute toward higher organizational performance. A strong culture that supports employees' growth, well-being, and engagement augments the effectiveness of talent management strategies (Santoro, Messeni & Giudice, 2021). When, the employees feel aligned with the organizational values and mission, they

are more motivated to perform. The culture includes the values, beliefs, and behaviors that shape working setting (Sen, Harianto & Satrianny, 2023). A culture inspires collaboration, commitment and innovation to shared goals. A strong organizational culture fosters employees' resilience, as it offers resources and support needed to thrive in the exciting situations (Markos, Sang & Muthanna, 2019). The culture acts as a reinforcing mechanism for talent management by ensuring that talent is not only managed but fostered in way that reassures long-term organization well-being without compromising performance.

The research revealed that recruitment process involves a series of tasks such as scrutinizing job specifications/analysis, allocating resources, identifying potential job candidates through various means, interview scheduling and conducting, and selecting right candidates for the right job, with internal recruitment sources including employees' referrals, transfers, promotions, and retirements (Sánchez & Trincado, 2021). The process of talent acquisition, integral part of talent management, includes identification, attracting, recruiting, and integrating of exceptionally skilled individuals into institution while aligning strategically with the organizational business objectives (Sani, Fadi, Fatma & Babu, 2022). The talent acquisition is process of identifying, recruiting, and retaining resources as required to chasing the desired objectives in different circumstances (Dang, Nguyen & Ha, 2020). The universities rely on the knowledge creation, research innovation and reputation. The recruitment of eminent educators can enhance global visibility and reputation of the institution, making it striking to international faculty and students (Janna, Wolox & Suhud, 2021). Acquiring talented individuals fosters collective academic setting, where innovative ideas thrive research can flourish effectively.

The faculty expertise and academic leadership significantly donate to institutional ability to attain certification and higher rankings, that are key factors in attracting the students. The effective talent acquisition ensures that concerned students have access to faculty guide them professionally and academically (Santoro, Messeni & Giudice, 2021). Talented educators offer modified instruction, mentorship, and support, are critical for the student success. The higher institutions need visionary leaders, deans, department heads, and administrators who can steer institution toward long-term growth. The strategic talent acquisition ensures that these leaders possess skills to manage faculty, implement policy changes and develop curricula, that benefit institution (Jain & Verma, 2022). The talent acquisition is not limited to academic staff; it involves hiring administrators and support who can manage the counseling, student affairs, and career growth services, which donate to better student retention rates (Sen, Harianto & Satrianny, 2023). Thus, the higher education institutions thrive when they embrace diversity in their workforce. Therefore, by acquiring diverse talent from various backgrounds, institutions can provide a more inclusive educational skill that reflects the globalized world.

In the times of crisis (during pandemics or financial challenges), the institutions benefit from having leaders who are resilient and adaptive, qualities that can be targeted during talent acquisition process. The effective talent acquisition includes the recruitment of the potential future leaders. By acquiring flexible and adaptable talent, organizations can pivot quickly when needed, keeping performance levels even during times of change (Sani, Fadi, Fatma & Babu, 2022). This ensures a

steady supply of capable individuals ready to step into the critical leadership spots when needed, ensuring control in organization performance (Saima, Zainab & Safi, 2022). The organizations with a robust talent acquisition strategy are better able to adapt to the market changes, technological spreads, and shifts in behavior. Acquiring talent from diverse backgrounds, experiences, and skill sets inspires creativity and innovation. The diverse teams are likely to generate unique ideas and solutions, leading towards higher levels of innovation and performance (Foteini, Tasoulis, & Khaled, 2023). The acquisition of employees' cross-functional skills enhances an organization agility who contribute to multiple areas of business make it easier for organization to respond to the dynamic market conditions.

RESEARCH METHODOLOGY

In research, choosing a specific research philosophy plays a crucial role in determining the path of a study that enables scholars to examine phenomena from a novel and distinctive angle (Rahi, 2017). The positivist paradigm proponents believe that reality is unique and that it can be objectively investigated over scientific research techniques (Hair, Black, Babin, Anderson & Tatham, 2006). Similarly, many research strategies exist, including surveys, experiments, case studies and personal interviews and mixed-methods approach was used, incorporating surveys and personal interviews as most appropriate research strategies. The quantitative method involves use of numerical data to examine causal relationships between variables and test their dependence or interdependence based upon theoretical explanation (Kilduff, Mehra & Dunn, 2011). In this linking, the researchers typically use questionnaires for the data collection using statistical methods. Therefore, numerous statistical software packages are available for analysis. If the data sample is randomly selected and represents true population, results are more widely accepted for generalization to generalize the study findings.

The target population includes employees in higher institutions wherein simple random sampling method was used to ensure that participants from diverse departments and positions are signified proportionally. Thus, using a formula for determining sample size, sample size of 284 respondents was suitable for the generalizable results, so, 266 responses were recollected (Yamane, 1967). The population of interest for the research comprises teachers who are employed in higher education institutions located in the Southern region of KP, Pakistan. In addition to collecting primary data through questionnaires, secondary data was collected from the articles, academic journals, theses, books, the organizational studies and reports, databases, websites so as to strengthen and validate primary data. This study utilizes the quantitative approach to collect primary data; separate tools are being used. Thus, both primary and secondary sources were used for data collection from the respondents. The researcher analyses data using descriptive and inferential techniques in order to draw the conclusion.

RESULTS OF STUDY

The results of current study through different statistical tools have been provided in this section in order to offer details about the research outcomes thereby chasing the hypothesized and desired relationships among research variables of different nature to reach the conclusion and make the

suitable decisions about the rejection and acceptance of hypotheses based upon results of current research study.

Tables 1 Descriptive Statistics

	Descriptive Statistics				
	N	Minimum	Maximum	Mean	SD
Talent Acquisition	266	1.30	4.80	3.2301	.77524
Employees' Resilience	266	1.60	4.60	3.4004	.68231
Organizational Performance	266	1.63	4.62	3.3507	.62286
Valid N (listwise)	266				

The descriptive statistics offer information about the research variables in terms of the sample-size, minimum and maximum response rates concerning the respondents' responses towards the research variables, mean and standard deviations. In this linking, the results of current descriptive provide significant information from the different perspectives that are within the threshold values and thus provide sufficient justifications about the research issues in the particular context for reaching the desired outcomes.

Table 2 Correlations Analysis (H1)

		[1]	[2]
Talent Acquisition [1]	Pearson Correlation	1	.449**
	Sig. (2-tailed)		.000
	N	266	266
Employees' Resilience [2]	Pearson Correlation	.449**	1
	Sig. (2-tailed)	.000	
	N	266	266
Organizational Performance [3]	Pearson Correlation	.645**	.505**
	Sig. (2-tailed)	.000	.000
	N	266	266

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

The correlation analysis provides the details about the association among the research variables that was hypothesized through the first hypothesis. The results of correlation confirmed required association wherein all variables are positively and significantly associated with each other. The organizational performance as dependent variable is associated significantly with predictors and mediator, talent acquisition ($P = .645$ & $P = .000$), as well as resilience ($P = .505$ & $P = .000$), which provide significant results from correlation outcomes and hypothesis from these results is accepted and substantiated.

Table 3 Regression Analysis (H2)

Model	Model Summary			
	R	R Square	Adjusted R Square	Std. Error of Estimate
1	.727 _a	.529	.518	.43230

Table 4 Regression Analysis (H2)

		ANOVA				
Model		SS	df	MS	F	Sig.
1	Regression	54.405	6	9.067	48.519	.000b
	Residual	48.403	259	.187		
	Total	102.808	265			

Table 5 Regression Analysis (H2)

		Coefficients				
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	SE	Beta		
1	(Constant)	.482	.214		2.250	.025
	Talent Acquisition	.274	.049	.341	5.652	.000
	Employees' Resilience	.202	.047	.222	4.335	.000

a. Predictors: Acquisition & Resilience, b. Dependent Variable: Organizational Performance

The regression analysis provides information about the cause-&-effect relationships among the research variables of this study in order to confirm the prediction of organizational performance through predictor (talent acquisition) and mediator (employees' resilience). The results revealed that there is 52.9% change in organizational performance through predictor and mediator which has been confirmed by ANOVA results. The coefficient of regression confirmed the impact of predictor and mediator on the criterion variable likewise talent acquisition ($\beta = .274$ & P-Value = .000), employees' resilience ($\beta = .202$ & P-Value = .000), and hypothesis from regression results if consequently accepted.

Mediation First Step (a)

Table 6 Model Summary (H3)

R	R Square	MSE	F	df1	df2	p
.4490	.2016	.3731	53.5247	1.0000	264.0000	.0000

Table 7 Coefficients of Regression (H3)

Model	Coefficient	se	t	p	LLCI	ULCI
Constant	2.1239	.1687	12.5935	.0000	1.7918	2.4560
Talent Acquisition	.3952	.0540	7.3161	.0000	.2888	.5016

Predicting Variable: Talent Acquisition, Criterion Variable: Employee's Resilience

Mediation Second & Third Steps (b & c)

Table 8 Model Summary (H3)

R	R Square	MSE	F	df1	df2	p
.6887	.4743	.2055	124.7736	2.0000	263.0000	.0000

Table 9 Coefficients of Regression (H3)

Model	Coefficient	se	t	p	LLCI	ULCI
Constant	1.1530	.1556	7.4095	.0000	.8466	1.4594
Employee's Resilience	.2465	.0513	4.8027	.0000	.1454	.3475
Talent Acquisition	.4209	.0406	10.3638	.0000	.3409	.5008

Predicting Variable: Talent Acquisition & Employee's Resilience, Criterion: OP

Mediation Fourth Step (c)

Table 10 Model Summary (H3)

R	R Square	MSE	F	df1	df2	p
.6451	.4161	.2274	212.3569	10000	264.0000	.0000

Table 11 Coefficients of Regression (H3)

Model	Coefficient	se	t	p	LLCI	ULCI
Constant	1.6766	.1216	13.7902	.0000	1.4372	1.9159
Talent Acquisition	.5183	.0356	14.5725	.0000	.4483	.5883

Predicting Variable: Talent Acquisition

Criterion Variable: Organizational Performance

The mediation procedure was used to examine the mediating role of the employees' resilience is linking the talent acquisition and organizational performance by using the Hayes Process Macro Model. The mediation analysis provides the details through four different paths showing direct and indirect relationships among the research variables in reaching the desired conclusion. In this connection, the first path revealed that there is 20.16% change in employees' resilience is due to talent acquisition with significant impact ($\beta = .3952$ & P-Value = .0000). The second and third paths show that there is 47.43% change in organizational performance is due to talent acquisition and employees' resilience with significant impact like employees' resilience ($\beta = .2465$ & P-Value = .0000), and talent acquisition ($\beta = .4209$ & P-Value = .0000), that provide the clues towards the third mediation path.

The fourth path of mediation revealed that there is 41.61% change in organizational performance is due to talent acquisition thereby determining the direct path of mediation with the significant impact ($\beta = .5183$ & P-Value = .0000). Therefore, the results of all four paths of mediation provides the significant information in reaching the desired mediation outcomes to determine that whether there is partial mediation or full mediation. The results showed that employees' resilience partially mediated the relationship between talent acquisition and organizational performance thereby reducing the coefficient value from (.5183), in direct relationship to (.4209) in the indirect links which thus confirmed the partial mediation and therefore, from these mediation outcomes, the hypothesis is accepted.

DISCUSSION

The talented faculty and leaders who have strong networks in industrial and academic spheres can attract research grants and funding, further strengthening the institution's ability to invest in the

technology, infrastructure, and scholarships (Dalahmeh & Dajnoki, 2020). The talent acquisition processes that prioritize inclusivity help address racial, gender, and socio-economic gaps in higher education workforce, creating equitable environment that benefits both students and employees (Setyawan & Nelson, 2021). Acquiring talent is not just about filling immediate vacancies; it is also about preparing for future. Thus, when recruitment process targets high-performing individuals, organizations benefit from the increased productivity (Gallardo, Nijs, Dries & Gallo, 2015). The higher educational institutions face challenges such as the budget constraints and shifting student demographics and effective talent acquisition ensures that institutions have right people in place to drive sustainable development, ensuring long-term success of institutions (Meyers, Paauwe & Dries, 2020). The bringing in new talent introduces ideas, diverse perspectives, and innovative thinking. The talent acquisition is vital for scaling an organization fits within culture helps to foster positive working environment.

Whether expanding into growing markets, acquiring right talent ensures that the organization has human resources necessary to support its growth initiatives. The strategic talent acquisition looks beyond individual roles considers that how new hires will back to team dynamics. The organizations focus upon hiring for future and current needs are better equipped to handle long-term challenges (Saima, Zainab & Safi, 2022). When the talent balances teams, it improves support, communication and collective performance. Talent acquisition is not just about filling immediate vacancies, about building future skills and leadership. The literature emphasized that employees' resilience enables them to cope with and adapt to challenging working situations, has three dimensions: cognitive, behavioral and contextual (Foteini, Tasoulis & Khaled, 2023). The cognitive resilience involves the positive outlook and adaptability, resilience entails taking action and perseverance in adversity, and contextual resilience involves adapting to the changes and sustaining sense of purpose at work (Dang, Nguyen & Ha, 2020). The resilience is employees' capacity to manage the stress, crises and challenges at work, allowing them to be more flexible to change, learn from their experiences, and get around hurdles.

Resilience, ability to bounce back from adversity, be developed in individuals and in employees, it leads to maintaining the performance in challenging times, reached over kind work environment, leadership quality and appropriate HR practices, employees better able to perform at high level in any situation (Sen, Harianto & Satrianny, 2023). The employees' resilience plays critical role in enhancing organizational performance, particularly in environments categorized by rapid change, challenges and uncertainty. The resilience refers to individual ability to adapt adversity, maintain psychological and emotional balance and recover from setbacks (Sani, Fadi, Fatma & Babu, 2022). In context of performance, resilient employees donate to innovative, productive and sustainable workplace. The ability to remain positive and flexible in face of the change minimizes disruptions, allowing organization to transition smoothly and maintain the performance levels (Janna, Wolor & Suhud, 2021). Resilient employees are more capable of adapting to organizational changes, such as technologies, policies, shifts in strategic direction (Sánchez & Trincado, 2021). The resilience fosters a growth mindset, encouraging the employees to see challenges as opportunities for learning and development tend to manage the stress, maintaining focus, energy, and productivity during high-pressure situations.

CONCLUSION

The present research aimed to examine the influence of talent management upon organizational performance by examining the mediating roles of employees' resilience and organizational culture. The talent management, which encompasses that talent acquisition is essential for ensuring that organizations to attract, nurture, and retain the high-performing individuals. This study recognized significance of these practices in fostering resilient workforce and creating positive organizational culture, both of which contribute to superior organizational performance. This includes strategic processes involved in recruiting, developing, engaging, and retaining individuals in the educational institutions. It has direct effect on organization performance, and indirect effects over its effect on employees' resilience and organizational culture. The resilience is thus the ability of employees to adapt and thrive in challenging circumstances. The study examined how employees' resilience mediate relationship between talent management and organizational performance. The analysis found that when employees are resilient and organizational culture is strong, talent management efforts are likely to result in the improved organizational outcomes. Thus, the findings of this study demonstrate that talent management has the significant positive impact upon performance in the educational institutions.

Recommendations

1. The higher institutions should design and implement comprehensive talent management strategies that encompass the full spectrum of employee engagement: talent acquisition, development, engagement, and retention. The talent management should be aligned with long-term institutional goals, emphasizing continuous improvement and investment in the human capital.
2. The institutions should introduce programs and initiatives that aim to build and enhance employees' resilience, like resilience training programs to improve employees' adaptability and coping mechanisms, providing mental health support & promoting work-life balance to ease stress and burnout. Resilience considered core competency in talent development and leadership programs.
3. Leaders should be equipped with the necessary skills to foster a culture of resilience and encourage organizational performance over their talent management practices. Leadership development programs should include training in the cultural competence and adaptive leadership to ensure leaders can respond effectively to changes in workforce and maintain a supportive culture.

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