

Developing organizational performance through talent management practices: employee satisfaction's mediating role in learning organizations

Abstract

Purpose: Talent management research today is increasing as organizational requirements attempt to meet the challenges of effectively managing talent to achieve organizations' strategic agendas. However, in learning organizations specifically, investigations of talent management practices are limited, with this study exploring the role of talent management practices in employee satisfaction and organizational performance in Pakistan.

Design/methodology/approach: The study was conducted in various universities (public and private) in Pakistan using a quantitative approach. Cross-sectional data are collected through a questionnaire, with analysis and conclusions based on completed questionnaires from 403 respondents. **Findings:** The study's findings from the analysis by structural equation modeling (SEM) emphasize the positive and significant effects of most talent management practices (i.e. talent identification, talent development, talent culture and talent retention) on employee satisfaction and organizational performance (talent attraction is the exception). Employee satisfaction positively and significantly affects organizational performance and is found to have a mediating effect, bridging the relationships of most talent management practices (talent identification, talent development, talent culture and talent retention) with organizational performance. **Practical implications:** The study's findings support human resource professionals, academics and policymakers in managing talent practices to enhance organizational performance. The findings assist in developing core skills and talent-related competencies to achieve organizational goals and success. **Originality/value:** The study fills the research gaps by developing a framework of talent management practices for employee satisfaction and organizational performance in learning organizations, which warrants further consideration.

Keywords

Employee satisfaction; Learning organizations; Organizational performance; Talent management practices