




Asad Ali Khan

PhD Scholar, Department of Public Administration, Gomal University, Dera Ismail Khan, Pakistan

| KEYWORDS   | ABSTRACT  |
|--|---|
| <p>Talent Management, Organizational Learning, Sustainable Performance, Mediation and Telecommunication Sector</p>   | <p>This study aimed to examine organizational learning role in bridging the talent management and sustainable performance in particular context. The organizations in contemporary technologically advanced and competitive business landscape that demand the sustainable and effective talent with continuous learning to stay in business and achieve organizational success. The main purpose of study is to explore direct effect of talent management upon the sustainable performance and to investigate the mediation of the organizational learning. A quantitative approach was used and data was gathered from telecommunication industry, Pakistan using the structured questionnaires. The statistical procedures were used to explore suggested relationships between research variables. The results indicate that talent management has positive impact on sustainable performance as employers that successfully develop employees and manage their talent with career development &amp; retention plans experience better productivity, innovation as well as organizational growth. The findings show that there is significant partial mediational effect in study. The implications of findings are valuable with respect to managers in designing sustainable human resource and organizational learning strategies in the telecommunication industry in the context of Pakistan.</p> |
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| <p><b>Corresponding Author</b></p>   | <p><b>Asad Ali Khan</b></p>   |
| <p><b>Email:</b></p>   | <p><a href="mailto:mrasad@gu.edu.pk">mrasad@gu.edu.pk</a></p>   |
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## INTRODUCTION

The telecommunication sector has developed into a dynamic and competitive industry that helps the countries to grow economically and technologically in the evolving business world. This sector faces the issues of retaining talent and not maintaining the same amount of performance as in past due to changing business landscape. The talent management practices play important strategic priority for the acquisition, development & retention of skilled employees for every organization

(Monyei, Okeke & Adeyemi, 2024). As optimism positively impacts both target performance levels and prolonged sustainability, optimism has come out as critical factor in the effective talent management, which in turn takes effective performance outcomes (Kafetzopoulos & Gotzamani, 2022). The growing complexities about talent management, learning concerns, and sustainability standards especially in industries that require continuous innovations to address the challenge of change are arising amid organizations operating in current viable environments (Elzek, Soliman, Riyami & Scott, 2023). The current business environment has been characterized by uncertainty and relevance of talent management strategies in achieving the sustainable outcomes determines success of organizations.

To regulate the skills and knowledge art of workforce, and capabilities that will direct sustainable performance, organizations need talent management strategies for sustainability (Pantouvakis & Vlachos, 2020). The sustainable performance offers distribution of viable actions with desirability for attainment of the required reputation (Zgrzywa & Jankowska, 2021). The excellence of talent management yields extraordinary outcomes to success of desired sustainable outcomes with its connecting activities. The organizational learning is middle part that bridges talent management practices as sustainable performance results are the use of acquired knowledge internally (Zhang, Xu & Xiao, 2022). The organizations integrating talent development efforts with mechanisms for knowledge sharing will expand their adaptation abilities as well as innovation potential, which generates the sustained performance improvement (Tunio, 2024). The managers who inspire their employees build more positive organizational cultures that enable them to maintain the higher performances in long term. Organizations focused on sustainable performance are typically more resilient to external shocks, given their emphasis upon resource efficiency, innovation, and strong stakeholder relationships.

The organizations are looking forward to efficient organizational learning practices and tools by adopting the changes within or outside of the organizational perspectives that ultimately improve organizational sustainable performance (Mustafa & Lleshi, 2024). The organizational learning greatly affects the business processes and flows of information increasing overall performance of organization as well as leadership (Keshwan, Ajee & Mahdi, 2022). It has been recognized that organizational learning is an important factor affecting the knowledge management processes, in collaboration with the leadership traits toward the desired and leading achievements (Pinheiro & Alves, 2024). The sustainable performance means the ability of organization to the stakeholder needs without over consuming its procedures and plans for future profitability, social well-being, and environment responsibility (Khan & Khan, 2025). The influence of career management is particularly important, emphasizing the need to enhance the qualifications, identify career goals, provide career coaching, and address any deficiencies hindering the achievement of career goals, in order to improve their credentials through the available opportunities for realizing diverse and leading consequences.

### Objectives & Hypotheses

1. There is a significant association among talent management, organizational learning and sustainable performance in the particular context (H<sub>1</sub>).

2. There is significant mediating role of organizational learning in linking talent management and sustainable performance in particular context (H<sub>2</sub>).

### LITERATURE REVIEW

The organizational success is highly dependent on talent management since it is about acquisition of talented staff members and development of existing skills to retain talent that sustains success. Successful organizations in today's changing business environment need talent management as a basic practice (Alhammadi & Romle, 2023). The organization need to attract and develop skilled personnel with required skills and approach to realize strategic objectives in diverse operational settings (Ferreiro, Miguéns & Lema, 2021). The talent management goes beyond standard human resources practices but follows the organization-wide strategies to ensure sustained growth and performance sustainability (Mujtaba & Mubarik, 2022). The sustainable performance refers to achievement of the organization's goals achieved whenever learning and leadership is taken into account during evaluation (Khan, Siddique & Khan, 2024). The talent strategies must take into consideration sustainable performance measures subsequently they assess longevity of enterprise and corporate social responsibility practices. The organizational learning is the middle part that bridges talent management practices as sustainable performance results are the use of acquired knowledge internally.

The organizations integrating talent development efforts with mechanisms for knowledge sharing will expand their adaptation abilities as well as innovation potential, which generates sustained performance improvement (Menezes, Gumashvili & Kanokon, 2025). The leadership as visionary and inspirational leadership style is a mediator between the talents management strategies and the sustainable performance outcomes (Kafetzopoulos & Gotzamani, 2022). The managers who inspire their employees build more positive organizational cultures that enable them to maintain high performance levels in the long term (Khan, Siddique & Khan, 2024). This research attempts to investigate the effects of talent management on sustainable performance using the assessment of learning organization & leadership mediating influence toward desired and leading outcomes (Kordab, Raudeliūnienė & Kavaliausk, 2020). An effective approach called talent management helps organization in discovering and developing intellectual assets of organization to improve performance. This plays important role in building organizational performance and employees' professional growth. Thus, talent management works directly to boost organization sustainability into the long-term.

The sustainability of the organizations comes into picture at the time of existence of appropriate workplace with positive organizational culture & investments in employee development (Rožman, Tominc & Štrukelj, 2023). As per the literature, strong correlation exists between organization's competitive advantage and extensive implementation of the talent management practices, hence sustainable advantage in the competitive market (Younas & Bari, 2020). The talent management has been thought to play critical role in ensuring an entity has sustainable business operations in the highly competitive and socially responsible environment for success (Sparrow & Makram, 2015). Talent management strategies can help organizations elevate their performance from low to

high levels while sustaining sustainability and competitive edge (Mujtaba & Mubarik, 2022). It involves a comprehensive life cycle process comprising practices and systems for developing talent management strategies. Thus, organizations are aligning their human resource strategies, practices, and processes to generate talent management strategies aimed at boosting the productivity and satisfaction as firms recognize talented human resources as a viable advantage in achieving the sustainability outcomes.

The human resource management is extension of talent management utilized by large number of businesses for the sustainable performance. The needs of project orienting organizations are met through leadership which emphasizes on the vision, inspirational role and inspires followers to do their unsurpassed (Khan, 2025). For managers, it is a good strategy to achieve sustainable project development goals (Odionu, Bristol & Okon, 2024). It is found that relationship with sustainable performance is more impacted by transformational leadership than task sustainable performance because leadership attempts to build up a conducive, cooperative, transformational environment with linking leaders and subordinates (Jiang, Zhao & Ni, 2017). It has been found that leadership leads to increases of organizational ownership behavior of employees. The research highlights the need for attention of leadership in ensuring that organizational ownership behavior is triggered as it helps to improve employee's performance over long term that are needed for comprehending the situations for realizing the desired outcomes (Alhammad & Romle, 2023). From business and management perspective, the researcher has 'scoped in' on the idea of learning for sustainability in concerned organization.

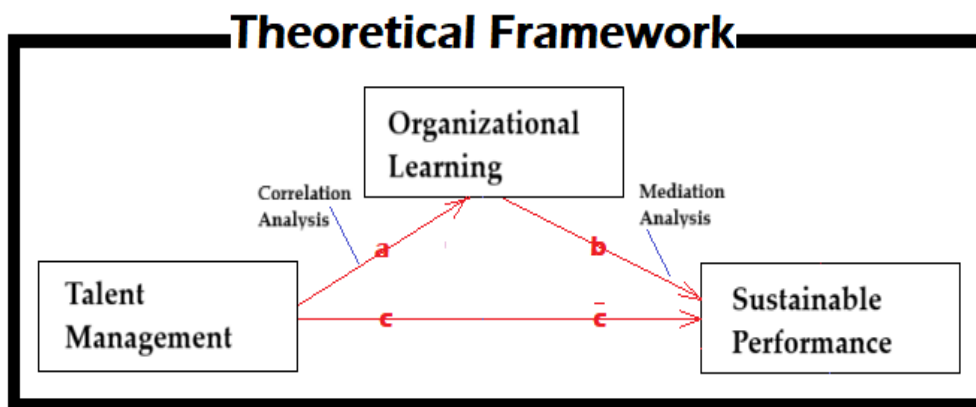
These findings suggest that it takes time to form sustainability values within projects, teams and networks to achieve meaningful sustainability for organization (Pantouvakis & Vlachos, 2020). One of the ways that sustainability requires time for the reflective and reflexive learning so as to maximize the potential for sustainable performance, organization can realign and reorganize their talent and accomplish long-term performance goals (Lin, Effendi & Iqbal, 2022). Both of these are described in too many different ways and are very similar to each other. In reflection it is a process of thinking back over former experiences and events and reflective learning is considered to including living with ideas of self (Haile & Tüzüner, 2022). Therefore, diverse strategies and actions are required for comprehending these situations for realizing the consequences aligned with the organizational leading objectives toward the desired success. In researcher's focus, specifically, researcher is interested in learning for sustainability within an organization from a business and management perspective (Zgrzywa & Jankowska, 2021). These findings indicate that meaningful sustainability for organization requires time to create and sustain sustainability values in projects, teams and networks.

The reflective and reflexive learning takes time to be achieved for the sustainability. The two are them defined vastly differently, and between the two, couple is similar. The reflection is process in which someone reflects upon previous experiences or events, which reflective learning is process where someone as consider their own philosophies about self (Jyoti, Chahal & Rani, 2017). The sustainable organizational performance means the ability of organization to stakeholder needs without over consuming its procedures and plans for future profitability, social well-being, and

## Khan ... Role Of Organizational

environment concern (Tunio, 2024). An organization performs sustainably when its management is capable of developing strategies to increase stakeholder profits, market share, and talent while reducing costs and employees' turnover (Pinheiro & Alves, 2024). Thus, the influence of career management is particularly important, emphasizing the need to boost the qualifications, identify career goals, provide career coaching, and address any deficiencies hindering the achievement of career goals (Khan, 2025), in order to improve their credentials through available opportunities for realizing diverse and leading consequences that are required for desired reputation along with anticipated outcomes.

Figure 1 Theoretical Framework



### RESEARCH METHODOLOGY

The research design supports the development of general outlook and concept of investigation of research problems, like talent management, sustainable performance, and organizational learning in particular landscape. The nature of variables and relationship amid them in attaining desirable results can be learnt with the assistance offered by research design (Chawla & Sondhi, 2011). The quantitative design also encourages the scholars, relying on nature and needs of research studies, to proceed with a specific method (inductive or deductive) to test the variables in a native setting to generate the desired information with a view to influence the conclusion and adding something innovative toward existing knowledge on the research phenomena (Bryman, & Bell, 2015). This research approach procedure has contributed to augmentation of helpfulness, credibility of social studies as research questions was answered successfully contributing in expanding theory placing an influence on practice. The design of questionnaire made the collected data valid, objective, and adequate to be studied both in the statistical and thematic manner in order to attain the desired outcomes of research.

The population refers to major part of carrying out research on specific problems within a specific setting using the necessary sample so as to make performance of the generalizability (Ridenour & Newman, 2008). These employees form population in this research of various telecommunication operators working in Islamabad Pakistan. The sample size was determined by many factors like precision level required and availability of resources (Yamane, 1967). Therefore, total population

(3448) was not feasible to access and carry out research. In this regard, a sample set 358 was drawn by use of sample determination formula. Thus, 358 questionnaires were distributed wherein 344 were recollected and used for data analysis. Therefore, both sources primary and secondary were used to conduct current study, reaching the conclusion and make the suitable decisions (Saunders, Thornhill & Lewis, 2007). The survey approach enables the researchers to use an instrument for data collection and consequently researcher designed questionnaire for primary data collection that is recommended as significant tool for collection of primary facts and figures about research variables of the study.

In research, the validity and reliability is essential to guarantee building upon the credibility and precision of study (Ridenour & Newman, 2008), toward variables of research talent management sustainable performance and organizational learning especially within the context. The ethical consideration while conducting the current research is essential to ensure well-being and rights of participants, thereby maintaining integrity in research process, and uphold the reputation of the research community (Saunders, Thornhill & Lewis, 2007). The mediation analysis is the statistical tool and procedure used to explore the mechanism where variables (independent & dependent) are affected by another (mediating variable) (Preacher & Hayes, 2008). It helps in understanding intermediate paths that explain relationship amid an independent variable (talent management), dependent variable (sustainable performance) through the mediators (organizational learning & transformational leadership). Thus, the current study used all required methods and procedures that are critical for conducting the research in the particular context for realizing the desired and leading outcomes.

### RESULTS OF STUDY

The results of current study are produced in this section that aimed to present the main outcomes of statistical procedures for chasing the hypothesis and realizing the leading outcomes for making the suitable decisions.

Table 1 Descriptive Statistics

|                         | Descriptive Statistics |         |         |        |        |
|-------------------------|------------------------|---------|---------|--------|--------|
|                         | N                      | Minimum | Maximum | Mean   | SD     |
| Talent Management       | 344                    | 1.30    | 4.80    | 3.2388 | .74281 |
| Organizational Learning | 344                    | 1.60    | 4.60    | 3.4921 | .66084 |
| Sustainable Performance | 344                    | 1.63    | 4.70    | 3.3604 | .59788 |
| Valid N (listwise)      | 344                    |         |         |        |        |

The descriptive statistics is an important procedure which helps in providing the information for describing the research variable in terms of mean, minimum, and maximum response rate about talent management strategies, organizational learning, and sustainable performance, along with the standard deviation for realizing the desired information. The result of current study provides significant information that is within required threshold values and thus significantly describes research variables.

Table 2 Correlation Analysis

|                             |                     | Correlations |        |        |
|-----------------------------|---------------------|--------------|--------|--------|
|                             |                     | [1]          | [2]    | [3]    |
| Talent Management [1]       | Pearson Correlation | 1            | .252*  | .597** |
|                             | Sig. (2-tailed)     |              | .000   | .000   |
|                             | N                   | 344          | 344    | 344    |
| Organizational Learning [2] | Pearson Correlation | .252*        | 1      | .343** |
|                             | Sig. (2-tailed)     | .000         |        | .000   |
|                             | N                   | 344          | 344    | 344    |
| Sustainable Performance [3] | Pearson Correlation | .597**       | .343** | 1      |
|                             | Sig. (2-tailed)     | .000         | .000   |        |
|                             | N                   | 344          | 344    | 344    |

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

The first hypothesis assumed the positive association among talent management, organizational learning and sustainable performance by using correlation procedure to confirm relationship with respect to strength and direction. The results of correlation confirm the existence of association, where there is a positive and significant association as that can be witnessed from the results of the correlation analysis. The criterion variable (sustainable performance) is significantly associate with predictors and mediator likewise talent management (R = .597 & P = .000), and organizational learning (R = .343 & P = .000) and therefore hypothesis about association is accepted from the correlation outcomes.

**Mediation First Step (a)**

Table 3 Model Summary

| R     | R Square | MSE   | F       | df1    | df2      | p     |
|-------|----------|-------|---------|--------|----------|-------|
| .2517 | .0633    | .6159 | 27.9859 | 1.0000 | 342.0000 | .0000 |

Table 4 Coefficients of Regression

| Model             | Coefficient | se    | t       | p     | LLCI   | ULCI   |
|-------------------|-------------|-------|---------|-------|--------|--------|
| Constant          | 2.3470      | .1643 | 14.2809 | .0000 | 2.0238 | 2.6703 |
| Talent Management | .2743       | .0519 | 5.2902  | .0000 | .1723  | .3763  |

Predicting Variable: Talent Management, Criterion Variable: Organizational Learning

**Mediation Second & Third Steps (b & c)**

Table 5 Model Summary

| R     | R Square | MSE   | F        | df1    | df2      | p     |
|-------|----------|-------|----------|--------|----------|-------|
| .6292 | .3958    | .2228 | 130.9277 | 2.0000 | 341.0000 | .0000 |

Table 6 Coefficients of Regression

| Model    | Coefficient | Se    | t       | p     | LLCI   | ULCI   |
|----------|-------------|-------|---------|-------|--------|--------|
| Constant | 1.4775      | .1294 | 11.4196 | .0000 | 1.2230 | 1.7319 |

|                         |       |       |         |       |       |       |
|-------------------------|-------|-------|---------|-------|-------|-------|
| Organizational Learning | .1540 | .0350 | 4.3964  | .0000 | .0851 | .2229 |
| Talent Management       | .4441 | .0362 | 12.2760 | .0000 | .3730 | .5153 |

Predicting Variable: Talent Management, Organizational Learning  
 Criterion Variable: Sustainable Performance

**Mediation Fourth Step (c)**

Table 7 Model Summary

| R     | R Square | MSE   | F        | df1    | df2      | p     |
|-------|----------|-------|----------|--------|----------|-------|
| .5967 | .3561    | .2367 | 193.4860 | 1.0000 | 342.0000 | .0000 |

Table 8 Coefficients of Regression

| Model             | Coefficient | se    | t       | p     | LLCI   | ULCI   |
|-------------------|-------------|-------|---------|-------|--------|--------|
| Constant          | 1.8389      | .1210 | 15.1976 | .0000 | 1.6009 | 2.0769 |
| Talent Management | .4864       | .0350 | 13.9099 | .0000 | .4176  | .5552  |

Predicting Variable: Talent Management, Criterion Variable: Sustainable Performance

The sixth hypothesis was about the examination of organizational learning as mediator to link talent management and sustainable performance by using mediation procedure containing four paths thereby determining direct and indirect relationships among the research variables. In this regard, path-a revealed that there is 06.33% variance in organizational learning is due to talent management with significant impact ( $\beta = .2743$  & P-value= .0000). The second and third paths show that there is 39.58% change in sustainable performance is due to talent management and organizational learning with significant impact like talent management ( $\beta = .4441$  & P-value= .0000) and organizational learning ( $\beta = .1540$  & P-value= .0000). The fourth path revealed that 35.61% change in performance is due to talent management with significant impact ( $\beta = .4864$  & P-value= .0000).

The results revealed that organizational learning partially mediated the relationship between talent management & sustainable performance due to decrease in  $\beta$ -value from (.4864) in direct relationship to (.4441) in indirect relationship and therefore, the hypothesis about mediation is partially accepted from the mediation outcomes in all four mediation paths. It is confirmed from the mediation result that in predicting the sustainable performance not only talent management is important but organizational learning is also important for predicting the performance through motivation and intellectual stimulation that used as significant tools for employees' motivation and commitment towards the talent management and performance. Hence the results of study provide significant information in reaching conclusion about mediation procedure and related significant outcomes.

**DISCUSSION**

The talent management is a strategic savvy that emphasizes on attracting, developing, motivating, retaining skilled, competent workforce to accomplish organizational objectives (Collings, Mellahi

& Cascio, 2018). The talent acquisition is one of dimensions, resulting in identifying workforce requirements, employer branding, recruitment, and selection to hire the right individuals with the right skills at right time (Alhammadi & Romle, 2023). Best acquisition fits individual abilities with organizational strategy. The other dimension is talent development, that focuses on practice of continuous learning, present and the future leadership roles hence promoting sustainability of the organization (Monyei, Okeke & Adeyemi, 2024). One of dimensions of talent management is performance management as well. It entails setting goals, performance systems, blend individual performance with organizational goals (Khan, 2025). Thus, the clear and equitable performance management assists in ensuring that the employees are motivated and that the potential talent identified. The firms using organizational learning and sustainable growth together with talent management have developed a core approach of ensuring success in contemporary business world by realizing sustainability.

The organizations build workforces capable of delivering sustainable programs by first putting in place talent acquisition (Pantouvakis & Vlachos, 2020). The attraction of the competent workers capable of supporting the sustainability missions of organization implies attraction of employees with consistent values and ability to work effectively in team towards achievement of corporate environmental and social missions (Mujtaba & Mubarak, 2022). A combination of organizational vision with the skills that the employees have in regard to mission translates to greater employee commitment to the organization along with greater involvement for outcomes (Farhan, 2024). An learning best partner talent acquisition by making organizational improvement system in place, which facilitates knowledge exchange (Feeney, Grohnert & Gijsselaers, 2023). Employees prove to be motivated when they offered job security complementing career progress opportunities given to them as an incentive to comply with sustainable practices. In its turn, it results in better organizational performance and a higher reputation by the stakeholders. Thus, the companies that incorporate sustainability as an aspect in the talent acquisition practice are able to enhance their reputation in job market.

By finding individuals with the primary focus on environment and social concerns, organization can create leaders able to stimulate sustainability efforts and implement systemic changes (Iqbal, Ahmad, Nasim & Khan, 2020). The strategic alignment of leaders plays an important role in goals as such leaders can guide organizational decisions and allocate resources appropriately and encourage to invest their efforts at work in sustainability of organization (Alhammadi & Romle, 2023). The integration of sustainability in organizations is influenced by organizational pledge to sustainability, in terms of substantial leadership commitment to apply principles in company framework (Khan, Siddique & Khan, 2024). Fortunately, the organizations involving principles of sustainability in their perspective approach to employee acquisition and in manner in which they instruct employees in their organizations essentially develop a greater employer affiliation (Khan, 2025). In this connection, the innovation is one of the significant aspects that organizations should have to stay competitive in markets. The sustainable talent acquisition process learning and development strategies can assist concerned organizations to create improved relations with concerned stakeholders.

### CONCLUSION

The study on unlocking sustainability through talent management focuses on the contribution of strategically managing human capital in sustainable performance in long-run and key mediating variables of the organizational learning. The research bases its arguments on the perception that individuals represent most valuable & inimitable organizational asset and therefore places talent management at center of economic, social and operational sustainability. The talent management is understood as holistic system that includes attraction, development, performance management, engagement, and retention of talents in line with the organization strategy as well as capability requirements of future. The results highlight that talent management is direct contributors of sustainable performance since it facilitates the presence of competent, motivated, and dedicated employees can add toward productivity, service quality, innovation & responsible organizational practices. The research contends that efficient performance in short run is not sufficient to produce sustainable performance but demands sustained investment in human capacity which facilitates flexibility, creativity and resilience in a changing environment as required to realizing the desired and leading outcomes.

### Recommendations

1. To ensure that long-term sustainability goals and objectives are met, organizations should employ strategic and integrated talent management system with the integration of talent acquisition, development, performance management and retention practices aligned with long-term sustainability.
2. The organizations ought to emphasize upon building and nurturing the transformational leadership abilities within all management levels by providing leadership development programs, succession planning and reward systems that foster visionary, ethical, people-oriented leadership.
3. The management ought to also reinforce organizational learning systems by investing in ongoing training, knowledge sharing systems, mentoring, and learning oriented culture to ensure employees become adaptable, innovative and provide sustainable performance for desired success.
4. To make lasting organizational success, the top management and policymakers should make certain that talent management, leadership & sustainability strategies are aligned with sustainability in governance, performance reviews, decision-making to boost long-term organizational success.

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