


## An empirical investigation into the impact of talent management, organizational learning, and environmental dynamism on sustainable business performance in Pakistani hospitals

 Muhammad Abbas<sup>1</sup>

 Anas A. Salameh<sup>2</sup>

### How to cite this article:

Abbas, M., Salameh, A. A. (2023). An empirical investigation into the impact of talent management, organizational learning, and environmental dynamism on sustainable business performance in Pakistani hospitals. *Journal of Personnel Management*, 1(2), 1-18.

Received: 1 July 2023 / Accepted: 27 November 2024 / Published online: 5 December 2024  
© 2023 SMARC Publications.

### Abstract

This paper examines the mediating role of organizational learning and the moderating role of environmental dynamism in talent management and hospitals' sustainable business performance in the Pakistani healthcare sector. The study used a quantitative approach, with an initial sample of 174 Pakistani hospitals. The theoretical framework was based on previous studies of talent management (TM), organizational learning (OL), environmental dynamism (ED), and sustainable business performance (SBP). Partial least squares-structural equation modeling (PLS-SEM) was used to test the study's hypotheses. Talent management mindset (TMM), but not talent management strategy (TMS), has a significant relationship with OL and SBP. OL has a significant direct relationship with SBP and mediates the relationship between TMM and SBP but not between TMS and SBP. Research limitations/implications – This work is one of a limited number of studies that empirically address TM, OL, ED, and SBP in this context. The study is limited to Pakistani hospitals. It provides theoretical contributions by broadening the knowledge of OL, TM, and the multifocal perspective of hospitals' SBP, a relevant but underexplored issue, offering several avenues for future research. The findings have beneficial practical implications for both policymakers and managers. First, focusing on talented people will directly improve sustainable performance in the Pakistani health sector. The findings also have important theoretical implications for Pakistan and countries in similar situations. The study will serve as a reference point for such countries in trying to understand factors influencing SBP. This is the first study to examine the mediating effect of OL on the relationship between talent management and hospitals' sustainable business performance in Pakistan or

---

<sup>1</sup>Department of Management, Superior University, Lahore

<sup>2</sup>Department of Management, Prince Sattam bin Abdulaziz University, Saudi Arabia.

**Corresponding author:** a.sallameh@psau.edu.sa



worldwide.

**Keywords:** Organizational Learning (OL), Environmental Dynamism (ED), Talent management strategy (TMS), Sustainable business performance (SBP), Talent management mindset (TMM), Talent management (TM)

## 1 Introduction

In recent decades, the business landscape has undergone profound transformations, shaped by forces such as globalization, intensified global competition, evolving customer expectations for quality, rapid technological advancements, and the empowerment of workers. Concurrently, the field of talent management has experienced significant and noteworthy developments, as highlighted by Whysall et al. (2019), Mohammed et al. (2018), and Cappelli and Keller (2017). These changes have prompted a substantial intellectual and philosophical reconsideration in addressing human factors within organizations (Krzywdzinski, 2019; Weisblat, 2019). The evolving dynamics have ushered in a new reality for businesses, with a heightened focus on the unique human resource of individual talent (Crane & Hartwell, 2019). This paradigm shift suggests a compelling need for the specialized professionalism in the management of this vital resource (Chan et al., 2020; Muratbekova-Touron et al., 2018). Consequently, organizations are compelled to adapt to this changing landscape, recognizing the imperative to manage talent with a nuanced and strategic approach that aligns with the demands of the contemporary business environment (Obedgiu et al., 2022).

The evolution of human resource strategy has prompted a concentrated effort in discovering and attracting highly talented and skilled employees. This transformative shift in focus on human talent management is a response to the ongoing changes witnessed in the twenty-first century (Cheese et al., 2007; Deery, 2008; Langenegger et al., 2011). Talent management has emerged as a pivotal component of human resource management, with a particular emphasis on the recruitment and retention of a new breed of human resources characterized by profound expertise, extensive knowledge, and distinctive capabilities (Belcourt et al., 2022). This paradigm shift has necessitated a reevaluation of traditional approaches, extending human resources management into the realm of human resources management strategy (Langford et al., 2014). Scholars in management assert that success in the contemporary era requires fundamental changes in business philosophies, systems, and governing policies, emphasizing the need for distinctive capabilities fostering innovation, quality, and flexibility (Deters, 2017; Harsch & Festing, 2020).

To date, there exists a notable void in the literature regarding the exploration of the relationship between talent management (TM) and sustainable business performance (SBP) and how TM can serve as a catalyst for a firm's sustainable success. Our study aims to address this critical gap in understanding. While previous research has provided insights into TM, several gaps persist. Firstly, despite a few scholars delving into the dual dimensions of TM (Mahfoozi et al., 2018), a predominant perspective treats it as a uni-dimensional construct, often considering it as a singular indicator (Bhatnagar, 2007). Our study seeks to bridge this gap by employing two indicators, namely talent management mindset and strategy (TMM and TMS), to comprehensively capture the nuances of SBP. Secondly, we introduce a unique contribution to the body of knowledge by incorporating organizational learning (OL) as a mediator in the relationship between TM dimensions and SBP and environmental dynamism (ED) as moderator in the relationship between OL and SBP.

In a recent study, researchers recommended the incorporation of diverse mediating variables, including organizational learning, whose substance can enrich talent development and contribute to sustainable business performance (AlQershi et al., 2022). Hence, this study investigates the intricate connections between TMM and TMS on SBP while unraveling the mediating influence

of OL in these relationships. Studies have also suggested the inclusion of other moderating variables in the relationship of talent management and sustainable business performance in organizations (Obedgiu et al., [2022](#)). Therefore, this study investigates the moderating role of ED in the relationship between OL and SBP. This research is conducted within Pakistan hospitals, facing a pressing TM challenge. The findings hold significance in a country ranked 113th globally in talent, signifying a potential lack of emphasis on refining human talent as a pivotal factor in achieving superior. Overall, our study contributes to TM research by dissecting it into two dimensions, enabling a nuanced understanding of the diverse sources of TM capabilities.

The subsequent sections of this paper are organized as follows. In Section 2, we conduct a comprehensive review of existing literature, elucidating key insights and formulating the study hypotheses. Section 3 delves into the quantitative research methodology employed in this study, providing a detailed discussion. Following that, Section 4 outlines the data screening process and presents the results of hypothesis testing. Finally, Section 5 encapsulates our study's contributions, practical implications, limitations, and sets the stage for future research endeavors.

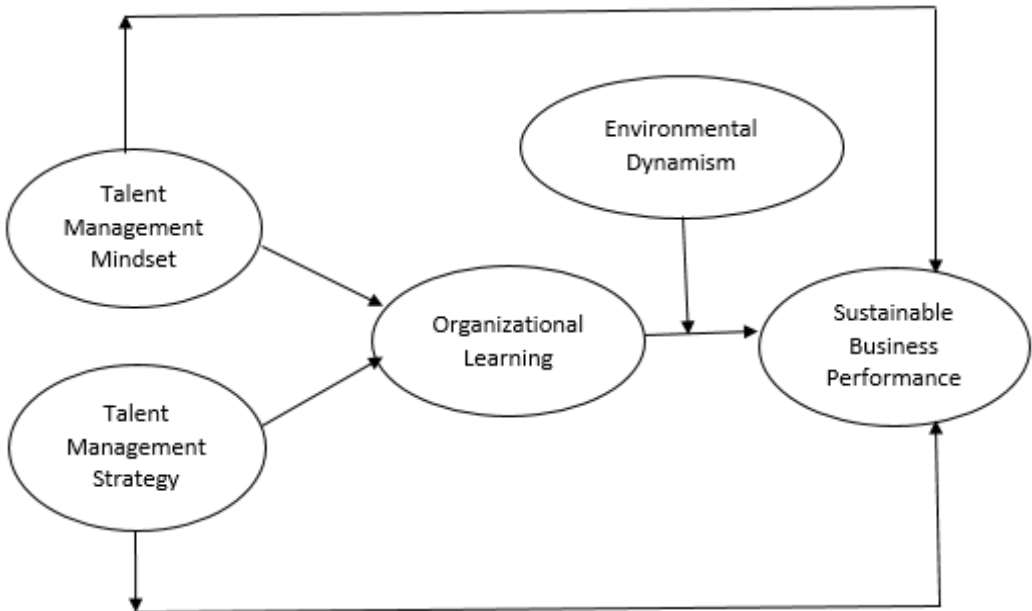
## 2 Literature review

### 2.1 Talent management

Talent management stands as a pivotal factor in a firm's sustainable performance (Tamunomiebi & Worgu, [2020](#)), playing a leading role in differentiating various facets of the organization from its counterparts (Ewerlin and Süß, [2016](#)). It serves as a decisive element that bestows organizations with a unique competitive advantage, emerging as a key weapon in seizing market opportunities through the creativity and innovation of talented personnel (Kim & Scullion, [2011](#)). A comprehensive TM system comprises multiple components aimed at aligning with the company's goals, translating its strategy and vision into integrated operational and application programs for achieving excellence (Deters, [2017](#)). This system effectively contributes to ensuring a continuous and complete supply of talent, building a succession plan for the seamless retention or replacement of individuals on short notice or through planned approaches within the workforce (Turner, [2017](#)). Talent management is fundamentally a culture founded on principles and methods that foster an environment conducive to the emergence and growth of talent (Talpoş et al., [2017](#)). Scholars have attempted to delineate the dimensions of TM, with Schreuder and Noorman, ([2019](#)) proposing a two-dimensional model comprising Talent Management Mindset (TMM) and Talent Management Strategy (TMS). Tamunomiebi and Worgu ([2020](#)) identified talent acquisition, talent development, and talent retention as dimensions of TM, while Van Zyl ([2017](#)) contributed dimensions such as attraction, sourcing and recruitment, deployment and transitioning, growth and development.

Building upon Dynamic Capability Theory, which underscores the pivotal role of organizational learning in adapting to changes and fostering innovation. This theoretical framework posits that dynamic capabilities, inclusive of organizational learning, substantiate sustained competitive advantage, thereby aligning with the paradigm of sustainable business performance (Teece et al., [1997](#)). Within this framework, talent management strategies are construed as integral components of an organization's dynamic capabilities, serving to attract, nurture, and retain talent (Elzek et al., [2023](#)). The concept of dynamic capabilities, encapsulating a predisposition for continuous improvement and adaptation, harmonizes with the underlying tenets of a talent management mindset (Luna-Arocas, [2023](#)). Additionally, the theory recognizes the strategic significance of being responsive to environmental changes, thereby aligning with the conceptual construct of environmental dynamism (Pantouvakis & Vlachos, [2020](#)). This theoretical framework offers a comprehensive lens through which the interplay of organizational learning, sustainable business performance, talent management strategies, and environmental dynamism can be analyzed and understood within the organizational context (Rahman et al., [2023](#)). The theoretical framework is

visually presented in Figure 1.



**Figure 1:** Research model

Numerous studies have delved into the concept of Talent Management (TM) across diverse sectors, spanning the gas sector (Gardas et al., [2019](#)) to the hospitality industry (Chung & D’Annunzio-Green, [2018](#)). Previous research has explored TM’s impact on strategic opportunities (Schuler et al., [2011](#)), challenges in Industry 4.0 (Whysall et al., [2019](#)), competitive advantage (Abu-Darwish et al., [2022](#)), and strategic renewal (Järvi & Khoreva, [2020](#)). Initially, TM studies were concentrated in countries with higher knowledge intensity, including the UK, Canada, Germany, and Italy (Ewerlin & Süß, [2016](#); Glenn, [2012](#); Guerici & Solari, [2012](#)). However, interest has expanded globally to include Brazil (Reis & Quental, [2014](#)), South Africa (Barkhuizen, [2014](#)), China, India (Cooke et al., [2014](#)), South Korea (Park, [2020](#)), and Egypt (Mousa & Ayoubi, [2019](#)). Specific studies have examined the success factors of TM in relation to performance, demonstrating a significant influence on performance (Glaister et al., [2018](#); Latukha & Veselova, [2019](#)). Salau et al. ([2018](#)) identified a noteworthy relationship between TM and firms’ innovation performance. Even during the COVID-19 crisis, Aguinis and Burgi-Tian ([2021](#)) found a significant correlation between TM and organizational performance. While various factors contribute to TM success, scholars underscore the importance of considering these factors as strategies within the purview of human resources management (De Boeck et al., [2018](#); Harsch & Festing, [2020](#); Tafti et al., [2017](#)). This study proposes the following hypotheses:

***H1. TMM has a positive effect on hospitals’ sustainable business performance.***

***H2. TMS has a positive effect on hospitals’ sustainable business performance.***

***H3. TMM has a positive effect on hospitals’ organizational learning capability.***

***H4. TMS has a positive effect on hospitals’ organizational learning capability.***

## 2.2 Organizational Learning

While the theoretical perspective on the relationship between Organizational Learning (OL) and organizational performance may not be unequivocal (Zgrzywa-Ziemak, 2015), an analysis of empirical studies suggests a significant impact of OL on organizational performance (Gomes et al., 2021; Watkins & Kim, 2018). The prevailing studies confirm the positive influence of OL on overall organizational results, innovation, strategy effectiveness, strategic flexibility, project outcomes, and employees' attitudes and behaviors (Goh et al., 2012; Watkins & Kim, 2018; Zgrzywa-Ziemak, 2015). Several studies indicate that the relationship between learning and performance has an indirect influence (Pesämaa et al., 2013), and the mediating role of OL in enhancing performance is established (Alegre & Chiva, 2013). While the influence of OL on organizational results is affirmed across various cultural contexts, types of organizations, industries, and conditions, there is a notable gap in research examining the relationship between OL and Sustainable Performance (SP).

***H5. Organizational learning has a positive effect on hospitals' sustainable business performance.***

Moreover, it is anticipated that Organizational Learning (OL) will function as a mediating factor in the association between Talent Management (TM) dimensions and Sustainable Business Performance (SBP). TM, a pivotal element in sustaining superior organizational performance, demarcates an entity from its industry counterparts (Latukha & Veselova, 2019; Park, 2020). Managers are mandated to cultivate a culture encompassing both OL and TM, guided by a distinctive vision adaptable to dynamic business environments (Meyers et al., 2020). The extant literature consistently underscores Organizational Learning (OL) as a pivotal determinant influencing business performance (Alonazi, 2021; Vega-Vázquez et al., 2016). Furthermore, Talent Management (TM) has exhibited a positive influence on OL. For example, Sahibzada et al. (2023), in a survey involving 536 academic and administrative staff from research-based higher education institutes (HEI's) of China, found a significant positive association between TM and OL. Similarly, Afshari and Hadian, (2021) gathered data from 194 employees in a Ports and Maritime organization, revealing that TM significantly impacted organizational learning capability and intellectual capital. Consequently, building upon the observed positive relationship between TM and OL, we posit the hypothesis that TM positively affects sustainable business performance (SBP) through the mediating role of OL.

***H6. Organizational learning (OL) positively mediates the relationship between TMM and sustainable business performance (SBP).***

***H7. Organizational learning (OL) positively mediates the relationship between TMS and sustainable business performance (SBP).***

## 2.3 Environmental Dynamism

The business environment encompasses numerous uncontrollable variables, presenting both challenges and opportunities for companies striving to achieve their objectives (Sanderson & Luffman, 1988). Firms operate within an external business environment characterized by constant flux, necessitating continual adaptation (Bondeli & Havenvid, 2022; Rodríguez-Peña, 2023). In the face of heightened competition and technological advancements, companies confront highly dynamic environments. Environmental dynamism denotes the degree of volatility or unpredictability of change within an industry (Lin et al., 2022). Industry shifts can originate from various sources, encompassing the pace of change and innovation in the company's core operations, the introduction of novel products and services, and the uncertainty surrounding competitors' actions and customers' preferences (Gambal et al., 2022). Operating in dynamic environments requires companies to navigate swift changes in technology, customer needs,

preferences, and competitive landscapes (Ismail et al., 2023). Environmental dynamism, representing the ever-changing external conditions, necessitates organizations to adapt for sustainable growth (Ahmed et al., 2022). Organizational learning emerges as strategic response to this dynamism encompassing the acquisition, interpretation and application of knowledge within organization (Gomes et al., 2022). In environments marked by high dynamism, organizational learning becomes a catalyst for innovation, which in turn influence business performance, hence, we propose:

H8: Environmental Dynamism moderates the relationship between organizational learning and sustainable business performance.

### 3 Research methodology

#### 3.1 Sample and procedure

In this research, a cross-sectional quantitative design was employed to capture respondents' perspectives at a specific point in time. Primary data was gathered from general managers of Punjab hospitals through an online survey questionnaire. The selection of hospitals and managers utilized a random sampling technique. With Pakistan housing 1,276 hospitals (Khan et al., 2023), and following CL Chuan and Penyelidikan, (2006) table, a target of 201 questionnaires was set. To ensure adequate responses, the authors distributed 275 questionnaires. A total of 193 questionnaires were returned, but 19 were excluded due to missing data. PLS-SEM analysis was conducted on the remaining 174 valid questionnaires to assess the proposed hypotheses. Descriptive analysis using SPSS was performed to outline sample characteristics, including age, working experience, education level, gender, and the number of employees (see Table 1).

#### 3.2 Measurements of the study

In this study, two dimensions served as the independent variables (IV): mindset and strategy (TMM and TMS). Fourteen items were adapted from Mahfoozi et al. (2018), and an additional four items were adopted from Garcia et al. (2008) for the mediating variable (OL). The dependent variable (DV), SBP, was assessed using an eleven-item scale derived from Haseeb et al. (2019) and Khan et al. (2021). Six items were adopted from Azadegan et al. (2013) for moderating variable (ED). Respondents were requested to express their level of agreement with each item on a five-point scale ranging from 1 (strongly disagree) to 5 (strongly agree).

**Table 1:** Demographic characteristics of the respondents

Demographic Constructs	Categories	Frequency	Percent
Gender	Male	31	17.8
	Female	143	82.2
Age	Less than 26	0	0.00
	26 to 30 years	4	2.29
	31 to 35 years	64	36.78
	Above 35	106	60.91
Education	School certificate	0	0
	Diploma	1	0.57
	Degree	148	85.05
	Postgraduate Degree	25	14.36
Working Experience	Less than 5 years	1	0.57
	Between 5 and 10 years	48	27.58
	Between 10 and 20 years	93	53.44
	Less than 5 years	32	18.39



## 4 Empirical results

### 4.1 Assessment of the measurement model

In evaluating our measurement model, we employed the two-step approach Alqershi et al. (2021) outlined. The initial step involved assessing convergent validity and reliability, with acceptance criteria stipulating that loadings should exceed 0.5 for convergent validity, and values below this threshold were eliminated. Additionally, composite reliability was required to surpass 0.7, and following recommendations, the average variance extracted (AVE) needed to exceed 0.5 (Alqershi et al., 2021). Our study adhered to these criteria, and all latent variables met the specified cutoffs, indicating satisfactory discriminant validity. The measurement model results revealed that three out of 35 items were excluded due to loadings falling outside the acceptable range. Consequently, the final model retained 32 items, with loadings ranging from 0.503 to 0.880, as illustrated in Table 2.

### 4.2 Discriminant validity

The subsequent phase involved scrutinizing discriminant validity, defined as the extent to which a particular latent construct distinguishes itself from others. The discriminant validity (DV) results are presented in Table 3, employing the Heterotrait-Monotrait (HTMT) criterion. HTMT values exceeding a predefined threshold indicate a deficiency in discriminant validity among the compared latent variables. The accurate pre-identified threshold is subject to debate, with some authors suggesting a value of 0.85. According to the table results, the study model demonstrated acceptable discriminant validity for the latent variables under consideration, as the calculated values for Convergent Validity (CV), Reliability (R), and Discriminant Validity (DV) met the established criteria.

### 4.3 Assessment of significance of the structural model

Following the assessment of the measurement model, our study proceeded to evaluate the structural model, utilizing 500 bootstrap samples and a sample size of 174 cases to ascertain the significance of the path coefficients. The results are presented in Table 4. Initially, we focused on the R<sup>2</sup> values of the two endogenous constructs, Organizational Learning (OL), and Performance. For Organizational Learning (OL), the R<sup>2</sup> was 0.174 (Q<sup>2</sup> = 0.091), signifying that 17.4% of the variance was explained. Similarly, for Performance, the R<sup>2</sup> was 0.253 (Q<sup>2</sup> = 0.105), indicating that 25.3% of the variance was explained in the model. These results provide insights into the extent to which the variables contribute to the variance in the respective constructs.

In the examination of direct effects, as presented in Table 4, the results revealed that TMM exhibited a positive and significant relationship with sustainable performance ( $\beta = 0.130, p < 0.05$ ). However, TMS did not show statistical significance ( $\beta = 0.096, p > 0.05$ ), leading to the non-support of H2. Regarding the relationship between TMM and OL, the findings indicated a significant positive association ( $\beta = 0.414, p < 0.01$ ), supporting H3. The relationship between TMS and Organizational Learning was also statistically significant ( $\beta = 0.204, t = 4.531; p < 0.05$ ), supporting H4. Organizational Learning (OL) was found to be positively related to performance ( $\beta = 0.431, p < 0.01$ ), providing support for H5.

After examining the direct relationships, the mediating effect was tested (Table 5), which showed that OL mediates the relationships between TMM and SBP. OL mediates the relationship between TMM and SBP ( $\beta = 0.179, p < 0.05$ ); hence, H6 was supported, while OL does not mediate the relationship between TMS and performance, the result ( $\beta = -0.014, p > 0.05$ ) means that H7 is not supported. Finally, results showed significant impact of Environmental Dynamism on the relationship between OL and performance ( $\beta = 0.377, t = 6.727; p < 0.05$ ); thus, hypothesis 8 is accepted.

**Table 2:** Loadings, CR and AVE

Construct	Items	Loadings	Alpha	rho_a	CR	AVE
TMM	MM1	0.794	0.832	0.835	0.881	0.598
	TMM2	0.773				
	TMM3	0.788				
	TMM4	0.783				
	TMM5	0.725				
	TMM6	0.674				
TMS	TMS1	0.83	0.866	0.893	0.903	0.653
	TMS2	0.886				
	TMS3	0.825				
	TMS4	0.852				
	TMS5	0.621				
	TMS6	0.840				
	TMS7	0.880				
OL	OL1	0.779	0.864	0.876	0.901	0.646
	OL2	0.864				
	OL3	0.801				
	OL4	0.806				
PER	PER1	0.789	0.864	0.893	0.896	0.535
	PER2	0.745				
	PER3	0.784				
	PER4	0.776				
	PER5	0.737				
	PER6	0.765				
	PER7	0.237				
	PER8	0.839				
	PER9	0.699				
	PER10	0.783				
ED	ED1	0.789	0.864	0.893	0.896	0.535
	ED2	0.745				
	ED3	0.784				
	ED4	0.776				
	ED5	0.737				
	ED6	0.765				

**Table 3:** Discriminant Validity (HTMT Ratio)

	OL	MM	MS	PER	ED
OL					
MM	0.687				
MS	0.511	0.559			
PER	0.614	0.674	0.756		
ED	0.504	0.338	0.115	0.108	

## 5 Discussion

Talent management issues have started to manifest in various spheres of our lives, spanning political, economic, business, social, and even sports domains. There is a growing interest in understanding the impact of talent management on sustainability and performance, exploring a diverse array of approaches to leverage organizational learning for sustained success. This multifaceted exploration reflects the recognition of talent management as a crucial factor



influencing performance across different facets of our society.

Despite the crucial role that talent plays in contributing to high performance, there exists a limited awareness among organizations and nations regarding the fundamental mechanisms through which talent management influences the attainment of exceptional performance. The conventional role of human resources management is undergoing a transformation, giving way to a new paradigm that integrates human talent management. Organizations are increasingly recognizing the significance of human talent in strategic planning, aiming to secure a prominent position at the table for achieving competitive advantage. This shift in focus also involves providing the necessary learning and knowledge for practitioners in the contemporary world. Consequently, the gradual emergence of human talent management in recent decades has redefined the relationship between human factors and management, reflecting a dynamic evolution in how organizations approach and leverage their human resources for success.

Our research offers valuable insights into the mindset and strategy of talent management, making a distinctive contribution to the field of management. This contribution is particularly significant as it addresses a research gap within the global health sector. In addition to enriching the existing talent management literature, our work extends into the realm of sustainable business performance within the health sector. It specifically delves into the initiatives taken in a hospital setting to enhance sustainable performance, exploring a relatively unexplored area within the health sector, especially in South Asia, including Pakistan. This unique focus adds depth to the understanding of talent management practices and their impact on sustainable business performance in the context of healthcare.

**Table 4: Path Analysis**

	Relationship	Beta	SD	t-value	P-value	LL	UL	Decision
H1	MM -> PER	0.130	0.071	1.816	0.035	0.003	0.241	Accepted
H2	MS -> PER	0.096	0.102	0.938	0.174	-0.124	0.214	Rejected
H3	MM -> OL	0.414	0.073	5.647	0.01	0.270	0.515	Accepted
H4	MS -> OL	0.204	0.031	4.531	0.003	0.164	0.138	Accepted
H5	OL -> PER	0.431	0.074	5.855	0.001	0.283	0.540	Accepted
H6	MM -> OL -> PER	0.179	0.045	3.943	0.001	0.111	0.062	Accepted
H7	MS x OL -> PER	-0.014	0.043	0.312	0.377	-0.078	0.257	Rejected
H8	ED x OL -> PER	0.377	0.041	6.727	0.001	0.276	0.340	Accepted

Our model yields significant direct effects of TMM on Organizational Learning (OL) and Sustainable Business Performance (SBP) with coefficients of ( $\beta = 0.130$ ,  $t=5.647$ ,  $p < 0.01$ ) and ( $\beta = 0.130$ ,  $t=1.816$ ,  $p < 0.03$ ), respectively. This outcome aligns with dynamic capability theory (Teece, 2023), which asserts that talent is a key driver of success. The theory emphasizes treating all employees as individuals with unique talents, emphasizing the need to identify, refine, and develop their skills (Finch et al., 2016), ultimately leading to sustainable performance (Wamalwa, 2023). This result can be elucidated by the understanding that nurturing and retaining a talented workforce automatically influences the learning capability (Chen & Zheng, 2022). In turn, this enhanced learning capability contributes to achieving organizational goals in terms of productivity, profitability, and growth. The finding underscores the critical importance of talent management in harnessing and maximizing the potential of the learning within an organization.

Regarding H5, our results indicate a significant relationship between Organizational Learning (OL) and the sustainable performance of Pakistani hospitals ( $\beta = 0.431$ ,  $t=5.855$ ,  $p < 0.01$ ). This finding aligns with prior studies. These studies collectively suggest that organizations can achieve success by prioritizing the skills of their employees and aligning objectives to attain Sustainable Business Performance (SBP), provided they are cognizant of their competitive standing and

possess the ability to develop their capabilities. Our research additionally affirms that Sustainable Business Performance (SBP) stands out by showcasing distinctive value-added learning capabilities, particularly in organizational structure and human elements, differentiating it from competitors. However, sustaining attractiveness and promoting oneself within the industry require effective utilization of resource capabilities. Organizations must also have a keen understanding of learning capabilities, how to promote it to meet and surpass market demands within the competitive landscape of performance. This underscores the notion that Organizational Learning, being a source of knowledge channeled to create value, plays a pivotal role and serves as a potent competitive asset in influencing Sustainable Business Performance.

In addition to establishing the direct relationship between talent management and performance, Alqershi et al. (2019) underscored scholars' growing interest in the mediating role of organizational learning (Rezaei et al., 2021). Our study contributes confirmatory evidence for the mediating effect of organizational learning in the relationship between TMM and Sustainable Business Performance (SBP), thereby supporting H6. This underscores the critical role of talent management as the foundation of SBP, emphasizing the need for organizations to leverage their unique learning capabilities and affirming its mediating influence. While talent represents a valuable resource, the dynamic nature of the market poses a threat to future economic growth and business performance. To navigate these challenges, organizations must adapt their strategies to align with the evolving landscape. Managers in the hospitals should give increased attention and interest to talent management by effectively utilizing learning capabilities. This strategic shift is crucial in the context of the ongoing scientific revolution and the transition from an industrial economy to a knowledge economy.

Further this study provide confirmatory evidence that organizational learning does not mediate the relationship between talent management strategy and sustainable business performance, thereby rejecting H7. This is in line with earlier findings that the implementation of talent management strategies, when focused on attracting and retaining talent, may not directly contribute to sustainable business performance (Al Aina & Atan, 2020; Weng et al., 2023). Recent studies have explored the relationship between organizational learning and sustainable business performance (Hadi, 2023; Zgrzywa-Ziemak & Walecka-Jankowska, 2020). The study posits that organizational dynamism plays a crucial role in strengthening the connection between organizational learning and sustainable business performance, thereby supporting H8. Specifically, the moderating effect enhances the positive impact of organizational learning on overall performance, indicating that adaptability and responsiveness to environmental changes contribute significantly to organizational success.

## 6 Theoretical implications

Our study makes a substantial contribution to the existing literature by advancing our understanding of talent management, an increasingly crucial phenomenon for organizations and nations alike. While numerous studies have acknowledged the importance of talent management practices for achieving superior performance, our work stands out by examining the intricate linkages between Talent Management (TM), Organizational Learning (OL), Environmental dynamism (ED) and Sustainable Business Performance (SBP). In doing so, we adopt a conceptual framework grounded in dynamic capabilities theory, offering a comprehensive perspective on how talent management is intricately connected to sustainable business performance through the lens of organizational learning and environmental dynamism.

Through empirical analysis, our research unveils both direct and indirect relationships among Talent Management, Organizational Learning, Environmental Dynamism and Sustainable Business Performance. Notably, it underscores the pivotal role of organizational learning in mediating the connections between TMM, TMS and Sustainable Business Performance (SBP) in

the specific context of Pakistan. Furthermore, it also highlights the significant influence of Environmental Dynamism on the relationship of organizational learning and sustainable business performance. This unique contribution extends to the health-care sector of South Asian countries, particularly within the hospital setting, addressing a notable gap in the literature of quantitative studies dedicated to the interplay between Talent Management and Sustainable Business Performance in healthcare institutions.

This study's results hold significant implications for the hypotheses examining the direct relationships between TMM, TMS and Organizational Learning (OL), TMM, TMS and Sustainable Business Performance (SBP), and OL and SBP and OL, ED and performance. Moreover, the confirmed mediating influence of organizational learning in the relationship between TMM and SBP opens up promising avenues for future research on Sustainable Business Performance. Notably, our work pioneers the investigation of these relationships, representing a novel contribution to the existing body of knowledge. Study also illuminates the specific components of Talent Management (TM) in Pakistan hospitals, focusing on TMM and TMS. This is crucial as talent management is a comprehensive strategy encompassing the recruitment, training, and retention of high-performing employees. However, the impact of TM on the Sustainable Business Performance (SBP) of the healthcare sector, especially in Pakistan hospitals, had received limited attention prior to our work.

Another noteworthy theoretical contribution is our exploration of the relationships among Talent Management (TM), Organizational Learning (OL), Environmental Dynamism and Sustainable Business Performance (SBP). While previous studies have suggested that talent management effectiveness varies across sectors, our research is the first to delve into these relationships within the health-care sector, specifically focusing on Pakistan hospitals. This unique perspective adds a valuable dimension to the literature on talent management and its impact on Sustainable Business Performance in a healthcare context.

## **7 Practical implications**

This paper holds practical implications for practitioners and offers valuable insights for policymakers, particularly for entities such as the Pakistan Ministry of Health. Our investigation delves into how Talent Management (TM) practices adopted by Pakistan health organizations can address challenges in sustaining performance, which, in turn, has repercussions on national GDP and healthcare expenditure. For practitioners, adopting a strategic talent management mindset and strategy is crucial. This involves identifying and nurturing talent within the organization, aligning talent practices with organizational goals, and ensuring that the workforce has the necessary skills for sustainable business performance. Policymakers can consider supporting the development of guidelines that promote strategic talent management within healthcare institutions.

Recognizing the link between talent management practices and sustainable business performance is essential for hospitals. Efforts should focus on fostering a culture of continuous learning, skill development, and knowledge sharing among employees. Policymakers can encourage and recognize initiatives that foster organizational learning within healthcare institutions. Hospitals need to adapt to environmental dynamism by acknowledging its impact on talent management, organizational learning, and sustainable business performance. This may involve developing flexible talent management strategies that can adapt to changing external conditions. Policymakers can consider supporting hospitals in building adaptive capabilities to respond to dynamic environmental factors.

Implementation of targeted training and development programs is recommended to enhance the skills and capabilities of healthcare professionals, contributing to both talent development and organizational learning. Policies could advocate for funding or support mechanisms to facilitate

ongoing training and development initiatives within the healthcare sector. Encouraging collaboration and knowledge sharing among staff members is beneficial for hospitals. This can be facilitated through the creation of interdisciplinary teams, regular knowledge-sharing sessions, and the use of technology to facilitate information exchange. Policymakers can promote collaborative initiatives within the healthcare sector, fostering a culture of knowledge sharing and collaboration among hospitals.

### **8 Limitations and future research**

This research, while offering valuable insights, is not without limitations. Firstly, the findings' generalizability may be constrained due to the exclusive focus on Pakistani hospitals. Expanding the study to include diverse healthcare settings could enhance the external validity of the results. Additionally, the cross-sectional design employed limits the ability to establish causal relationships among the variables. Future research could benefit from longitudinal or experimental designs for a more nuanced understanding of the temporal dynamics involved. The reliance on self-reported measures introduces the potential for bias in responses, and future studies may benefit from incorporating objective performance metrics or multiple data sources to enhance validity. The study's concentration on single-source data, predominantly from managers or management, suggests a need for future research to incorporate perspectives from various stakeholders, such as allied staff, to provide a more comprehensive view.

In terms of future directions, a comparative analysis across different healthcare systems and countries could shed light on contextual variations and best practices. Longitudinal studies exploring the dynamic relationships among talent management, organizational learning, and sustainable business performance over time could provide valuable insights into causal mechanisms. A mixed-methods approach, combining qualitative and quantitative methods, could offer a more comprehensive understanding of the intricate dynamics within healthcare organizations. In-depth case studies focusing on specific hospitals could provide detailed insights into the contextual factors influencing talent management strategies, organizational learning, and sustainable business performance. Exploring the impact of talent management and organizational learning on specific employee and patient outcomes could provide a broader perspective on the implications of these practices in healthcare settings.

Finally, intervention studies that implement strategies to enhance talent management and organizational learning within healthcare settings, coupled with an assessment of their impact on sustainable business performance, could offer practical insights for practitioners and policymakers alike. Addressing these limitations and pursuing these future directions could contribute to a more comprehensive and contextually nuanced understanding of talent management, organizational learning, and sustainable business performance in the healthcare sector.

### **9 Conclusion**

This study delves into the relationships among talent management, organizational learning, and sustainable business performance in Pakistani hospitals, providing valuable insights for both academia and practice. While our findings shed light on the importance of strategic talent management and its impact on organizational outcomes, acknowledging limitations, such as the focus on a specific context and the cross-sectional design, underscores the need for cautious interpretation. The practical implications underscore the significance of fostering a talent-centric culture and adaptability to environmental dynamism for sustained business performance. As we conclude, this research lays a foundation for future investigations into these dynamics, offering a pathway for refining strategies within the healthcare sector and contributing to the broader discourse on talent management and organizational performance.

## 10 References

- Abu-Darwish, N. J., Al-Kasasbeh, M. M., & Al-Khasawneh, M. M. (2022). The mediating role of cloud computing in the relationship between talent management and competitive advantages. *Competitiveness Review: An International Business Journal*, 32(2), 200–213.
- Afshari, L., & Hadian Nasab, A. (2021). Enhancing organizational learning capability through managing talent: Mediation effect of intellectual capital. *Human Resource Development International*, 24(1), 48–64. <https://doi.org/10.1080/13678868.2020.1727239>
- Aguinis, H., & Burgi-Tian, J. (2021). Talent management challenges during COVID-19 and beyond: Performance management to the rescue. *BRQ Business Research Quarterly*, 24(3), 233–240. <https://doi.org/10.1177/23409444211009528>
- Ahmed, A., Bhatti, S. H., Gölgeci, I., & Arslan, A. (2022). Digital platform capability and organizational agility of emerging market manufacturing SMEs: The mediating role of intellectual capital and the moderating role of environmental dynamism. *Technological Forecasting and Social Change*, 177, 121513.
- Al Aina, R., & Atan, T. (2020). The impact of implementing talent management practices on sustainable organizational performance. *Sustainability*, 12(20), 8372.
- Alegre, J., & Chiva, R. (2013). Linking Entrepreneurial Orientation and Firm Performance: The Role of Organizational Learning Capability and Innovation Performance. *Journal of Small Business Management*, 51(4), 491–507. <https://doi.org/10.1111/jsbm.12005>
- Alonazi, W. B. (2021). Building learning organizational culture during COVID-19 outbreak: A national study. *BMC Health Services Research*, 21(1), 422. <https://doi.org/10.1186/s12913-021-06454-9>
- AlQershi, N. A., Thurasamy, R., Ali, G. A., Al-Rejal, H. A., Al-Ganad, A., & Frhan, E. (2022). The effect of talent management and human capital on sustainable business performance: An empirical investigation in Malaysian hospitals. *International Journal of Ethics and Systems*, 38(2), 316–337.
- Azadegan, A., Patel, P. C., Zangouinezhad, A., & Linderman, K. (2013). The effect of environmental complexity and environmental dynamism on lean practices. *Journal of Operations Management*, 31(4), 193–212.
- Barkhuizen, N. (2014). How relevant is talent management in South African local government institutions? *Mediterranean Journal Of Social Sciences*, 5. <https://ideas.repec.org/a/bjz/mjssjr/3308.html>
- Belcourt, M., Singh, P., Snell, S., & Morris, S. (2022). *Managing Human Resources 10CE*. Cengage Canada. [https://books.google.com/books?hl=en&lr=&id=SE2-EAAAQBAJ&oi=fnd&pg=PR11&dq=Belcourt,+M.,+Singh,+P.,+Snell,+S.+and+Morris,+S.+\(2022\).+Managing+Human+Resources+10CE,+Cengage+Canada.&ots=DFgFPUqMNO&sig=1xWt\\_ynADEbAeYqRKXttBhTJ5K8](https://books.google.com/books?hl=en&lr=&id=SE2-EAAAQBAJ&oi=fnd&pg=PR11&dq=Belcourt,+M.,+Singh,+P.,+Snell,+S.+and+Morris,+S.+(2022).+Managing+Human+Resources+10CE,+Cengage+Canada.&ots=DFgFPUqMNO&sig=1xWt_ynADEbAeYqRKXttBhTJ5K8)
- Bhatnagar, J. (2007). Talent management strategy of employee engagement in Indian ITES employees: Key to retention. *Employee Relations*, 29(6), 640–663.
- Bondeli, J. V., & Havenvid, M. I. (2022). Bouncing back in turbulent business environments: Exploring resilience in business networks. *Industrial Marketing Management*, 107, 383–395.
- Cappelli, P., & Keller, J. R. (2017). The historical context of talent management. *The Oxford Handbook of Talent Management*, 1.
- Chan, K.-Y., Lim, K. H., & Uy, M. A. (2020). Entrepreneurship-Professionalism-Leadership: A Framework for Nurturing and Managing the R&D Workforce for a National Innovation Ecosystem. In M. R. Ho, J. C. Kennedy, M. A. Uy, & K.-Y. Chan (Eds.), *Entrepreneurship–Professionalism–Leadership* (pp. 177–207). Springer Singapore. [https://doi.org/10.1007/978-981-15-3121-7\\_10](https://doi.org/10.1007/978-981-15-3121-7_10)
- Cheese, P., Thomas, R. J., & Craig, E. (2007). *The talent powered organization: Strategies for globalization, talent management and high performance*. Kogan Page Publishers.

[https://books.google.com/books?hl=en&lr=&id=kRvHo65IUSMC&oi=fnd&pg=PP2&dq=Cheese,+P.,+Thomas,+R.J.+and+Craig,+E.+\(2007\).+The+Talent+Powered+Organization:+Strategies+for+Globalization,+Talent+Management+and+High+Performance,+Kogan+Page+Publishers.&ots=K9ATIG18Th&sig=pjhQTI\\_ERSBMxd8jdAhJ9RvyF-w](https://books.google.com/books?hl=en&lr=&id=kRvHo65IUSMC&oi=fnd&pg=PP2&dq=Cheese,+P.,+Thomas,+R.J.+and+Craig,+E.+(2007).+The+Talent+Powered+Organization:+Strategies+for+Globalization,+Talent+Management+and+High+Performance,+Kogan+Page+Publishers.&ots=K9ATIG18Th&sig=pjhQTI_ERSBMxd8jdAhJ9RvyF-w)

- Chen, S., & Zheng, J. (2022). Influence of Organizational Learning and Dynamic Capability on Organizational Performance of Human Resource Service Enterprises: Moderation Effect of Technology Environment and Market Environment. *Frontiers in Psychology, 13*, 889327. <https://doi.org/10.3389/fpsyg.2022.889327>
- Chuan, C. L., & Penyelidikan, J. (2006). Sample size estimation using Krejcie and Morgan and Cohen statistical power analysis: A comparison. *Jurnal Penyelidikan IPBL, 7*(1), 78–86.
- Chung, K. L., & D'Annunzio-Green, N. (2018). Talent management practices in small-and medium-sized enterprises in the hospitality sector: An entrepreneurial owner-manager perspective. *Worldwide Hospitality and Tourism Themes, 10*(1), 101–116.
- Cooke, F. L., Saini, D. S., & Wang, J. (2014). Talent management in China and India: A comparison of management perceptions and human resource practices. *Journal of World Business, 49*(2), 225–235.
- Crane, B., & Hartwell, C. J. (2019). Global talent management: A life cycle view of the interaction between human and social capital. *Journal of World Business, 54*(2), 82–92.
- De Boeck, G., Meyers, M. C., & Dries, N. (2018). Employee reactions to talent management: Assumptions versus evidence. *Journal of Organizational Behavior, 39*(2), 199–213. <https://doi.org/10.1002/job.2254>
- Deery, M. (2008). Talent management, work-life balance and retention strategies. *International Journal of Contemporary Hospitality Management, 20*(7), 792–806.
- Deters, J. (2017). *Global leadership talent management: Successful selection of global leadership talents as an integrated process*. Emerald Publishing Limited. <https://www.emerald.com/insight/content/doi/10.1108/978-1-78714-543-620171005/full/html>
- Elzek, Y. S., Soliman, M., Al Riyami, H., & Scott, N. (2023). Talent management and sustainable performance in travel agents: Do green intellectual capital and green servant leadership matter? *Current Issues in Tourism, 1*–16. <https://doi.org/10.1080/13683500.2023.2252560>
- Ewerlin, D., & Süß, S. (2016). Dissemination of talent management in Germany: Myth, facade or economic necessity? *Personnel Review, 45*(1), 142–160.
- Finch, D. J., Peacock, M., Levallet, N., & Foster, W. (2016). A dynamic capabilities view of employability: Exploring the drivers of competitive advantage for university graduates. *Education+ Training, 58*(1), 61–81.
- Gambal, M.-J., Asatiani, A., & Kotlarsky, J. (2022). Strategic innovation through outsourcing—A theoretical review. *The Journal of Strategic Information Systems, 31*(2), 101718.
- García-Morales, V. J., Lloréns-Montes, F. J., & Verdú-Jover, A. J. (2008). The Effects of Transformational Leadership on Organizational Performance through Knowledge and Innovation \*. *British Journal of Management, 19*(4), 299–319. <https://doi.org/10.1111/j.1467-8551.2007.00547.x>
- Gardas, B. B., Mangla, S. K., Raut, R. D., Narkhede, B., & Luthra, S. (2019). Green talent management to unlock sustainability in the oil and gas sector. *Journal of Cleaner Production, 229*, 850–862.
- Glaister, A. J., Karacay, G., Demirbag, M., & Tatoglu, E. (2018). HRM and performance—The role of talent management as a transmission mechanism in an emerging market context. *Human Resource Management Journal, 28*(1), 148–166. <https://doi.org/10.1111/1748-8583.12170>
- Glenn, T. (2012). The state of talent management in C anada's public sector. *Canadian Public*



- Administration*, 55(1), 25–51. <https://doi.org/10.1111/j.1754-7121.2012.00204.x>
- Goh, S. C., Elliott, C., & Quon, T. K. (2012). The relationship between learning capability and organizational performance: A meta-analytic examination. *The Learning Organization*, 19(2), 92–108.
- Gomes, G., Seman, L. O., & Carmona, L. J. D. M. (2022). Industry does matter: Analysing innovation, firm performance and organisational learning heterogeneities on Brazilian manufacturing sectors. *Structural Change and Economic Dynamics*, 63, 544–555.
- Guerci, M., & Solari, L. (2012). Talent management practices in Italy – implications for human resource development. *Human Resource Development International*, 15(1), 25–41. <https://doi.org/10.1080/13678868.2011.647461>
- Hadi, P. (2023). The impact of exploitative and organizational learnings on SMEs' performance: The role of environmental dynamism. *International Journal of Research in Business and Social Science* (2147-4478), 12(3), 31–40.
- Harsch, K., & Festing, M. (2020). Dynamic talent management capabilities and organizational agility—A qualitative exploration. *Human Resource Management*, 59(1), 43–61. <https://doi.org/10.1002/hrm.21972>
- Haseeb, M., Hussain, H. I., Ślusarczyk, B., & Jermisittiparsert, K. (2019). Industry 4.0: A solution towards technology challenges of sustainable business performance. *Social Sciences*, 8(5), 154.
- Ismail, A., Hidajat, T., Dora, Y. M., Prasatia, F. E., & Pranadani, A. (2023). *Leading the Digital Transformation: Evidence from Indonesia*. Asadel Publisher. [https://books.google.com/books?hl=en&lr=&id=tCbPEAAAQBAJ&oi=fnd&pg=PA7&dq=Ismail,+A.,+Hidajat,+T.,+Dora,+Y.M.,+Prasatia,+F.E.+and+Pranadani,+A.+\(2023\),+Leading+the+Digital+Transformation:+Evidence+from+Indonesia,+Asadel+Publisher.&ots=ohi74pzPFp&sig=ycwybTPhZNQlq143HEmYDGOX0ws](https://books.google.com/books?hl=en&lr=&id=tCbPEAAAQBAJ&oi=fnd&pg=PA7&dq=Ismail,+A.,+Hidajat,+T.,+Dora,+Y.M.,+Prasatia,+F.E.+and+Pranadani,+A.+(2023),+Leading+the+Digital+Transformation:+Evidence+from+Indonesia,+Asadel+Publisher.&ots=ohi74pzPFp&sig=ycwybTPhZNQlq143HEmYDGOX0ws)
- Järvi, K., & Khoreva, V. (2020). The role of talent management in strategic renewal. *Employee Relations: The International Journal*, 42(1), 75–89.
- Khan, N. U., Wu, W., Saufi, R. B. A., Sabri, N. A. A., & Shah, A. A. (2021). Antecedents of sustainable performance in manufacturing organizations: A structural equation modeling approach. *Sustainability*, 13(2), 897.
- Khan, S. J., Asif, M., Aslam, S., Khan, W. J., & Hamza, S. A. (2023). Pakistan's healthcare system: A review of major challenges and the first comprehensive universal health coverage initiative. *Cureus*, 15(9). <https://www.cureus.com/articles/168957-pakistans-healthcare-system-a-review-of-major-challenges-and-the-first-comprehensive-universal-health-coverage-initiative.pdf>
- Kim, C. H., & Scullion, H. (2011). Exploring the links between corporate social responsibility and global talent management: A comparative study of the UK and Korea. *European J. of International Management*, 5(5), 501. <https://doi.org/10.1504/EJIM.2011.042176>
- Krzywdzinski, M. (2019). Globalisation, decarbonisation and technological change: Challenges for the German and CEE automotive supplier industry. *Béla Galgóczi (Hg.), Towards a Just Transition. Coal, Cars and the World of Work*, Brussels: European Trade Union Institute, 215–241.
- Langenegger, P. B., Mahler, P., & Staffelbach, B. (2011). Effectiveness of talent management strategies. *European J. of International Management*, 5(5), 524. <https://doi.org/10.1504/EJIM.2011.042177>
- Langford, D., Fellows, R. F., Hancock, M. R., & Gale, A. W. (2014). *Human resources management in construction*. Routledge. <https://www.taylorfrancis.com/books/mono/10.4324/9781315844695/human-resources-management-construction-david-langford-gale-fellows-hancock>
- Latukha, M., & Veselova, A. (2019). Retracted: Talent management, absorptive capacity, and firm performance: Does it work in China and Russia? *Human Resource Management*, 58(5),



- 503–519. <https://doi.org/10.1002/hrm.21930>
- Lin, Z., Jiang, M. S., & Wang, X. (2022). Joint influence of R&D strategy and environmental uncertainty on innovation performance: Insight from transaction cost economics. *Canadian Journal of Administrative Sciences / Revue Canadienne Des Sciences de l'Administration*, 39(4), 396–412. <https://doi.org/10.1002/cjas.1670>
- Luna-Arocas, R. (2023). The key role played by innovation in the talent management and organizational performance relationship. *Employee Relations: The International Journal*, 45(6), 1347–1370.
- Mahfoozi, A., Salajegheh, S., Ghorbani, M., & Sheikhi, A. (2018). Developing a talent management model using government evidence from a large-sized city, Iran. *Cogent Business & Management*, 5(1), 1449290. <https://doi.org/10.1080/23311975.2018.1449290>
- Meyers, M. C., Van Woerkom, M., Paauwe, J., & Dries, N. (2020). HR managers' talent philosophies: Prevalence and relationships with perceived talent management practices. *The International Journal of Human Resource Management*, 31(4), 562–588. <https://doi.org/10.1080/09585192.2019.1579747>
- Mohammed, A. A., Hafeez-Baig, A., & Gururajan, R. (2018). Talent management as a core source of innovation and social development in higher education. *Innovations in Higher Education-Cases on Transforming and Advancing Practice*, 1–31.
- Mousa, M., & Ayoubi, R. M. (2019). Talent management practices: Perceptions of academics in Egyptian public business schools. *Journal of Management Development*, 38(10), 833–846.
- Muratbekova-Touron, M., Kabalina, V., & Festing, M. (2018). The phenomenon of young talent management in Russia—A context-embedded analysis. *Human Resource Management*, 57(2), 437–455. <https://doi.org/10.1002/hrm.21860>
- Obedgiu, V., Lagat, C., & Sang, J. (2022). Talent Management and Employee Performance: The Moderating Effect of Transformational Leadership. *Orsea Journal*, 12(1). <https://journals.udsm.ac.tz/index.php/orsea/article/view/4987>
- Pantouvakis, A., & Vlachos, I. (2020). Talent and leadership effects on sustainable performance in the maritime industry. *Transportation Research Part D: Transport and Environment*, 86, 102440.
- Park, H. M. (2020). Talent management dilemma and distance between South Korea and the USA. *International Journal of Export Marketing*, 3(4), 335. <https://doi.org/10.1504/IJEXPORTM.2020.109526>
- Pesämaa, O., Shoham, A., Wincent, J., & Ruvio, A. A. (2013). How a learning orientation affects drivers of innovativeness and performance in service delivery. *Journal of Engineering and Technology Management*, 30(2), 169–187.
- Rahman, M., Abd Wahab, S., & Latiff, A. S. A. (2023). The Underlying Theories of Organizational Sustainability: The Motivation Perspective. *Journal of Business and Management Studies*, 5(1), 181–193.
- Reis, R. S., & Qental, C. (2014). Global Talent Management in Brazil: Jeitinho as a Managerial Talent. In A. Al Ariss (Ed.), *Global Talent Management* (pp. 123–140). Springer International Publishing. [https://doi.org/10.1007/978-3-319-05125-3\\_9](https://doi.org/10.1007/978-3-319-05125-3_9)
- Rodríguez-Peña, A. (2023). Corporate entrepreneurship and firm performance relationship under the moderating effect of environmental dynamism: Replication and extension analysis. *Journal of International Entrepreneurship*, 21(4), 550–585. <https://doi.org/10.1007/s10843-023-00338-1>
- Sahibzada, U. F., Jianfeng, C., Latif, K. F., Shah, S. A., & Sahibzada, H. F. (2023). Refuelling knowledge management processes towards organisational performance: Mediating role of creative organisational learning. *Knowledge Management Research & Practice*, 21(1), 1–13. <https://doi.org/10.1080/14778238.2020.1787802>

- Salau, O., Osibanjo, A., Adeniji, A., Oludayo, O., Falola, H., Igbinoba, E., & Ogueyungbo, O. (2018). Data regarding talent management practices and innovation performance of academic staff in a technology-driven private university. *Data in Brief*, 19, 1040–1045.
- Sanderson, S. M., & Luffman, G. A. (1988). Strategic planning and environmental analysis. *European Journal of Marketing*, 22(2), 14–27.
- Schreuder, R., & Noorman, S. (2019). Strategic talent management: Creating strategic value by placing top talents in key positions. *Development and Learning in Organizations: An International Journal*, 33(1), 1–4.
- Schuler, R. S., Jackson, S. E., & Tarique, I. (2011). Global talent management and global talent challenges: Strategic opportunities for IHRM. *Journal of World Business*, 46(4), 506–516.
- Tafti, M. M., Mahmoudsalehi, M., & Amiri, M. (2017). Critical success factors, challenges and obstacles in talent management. *Industrial and Commercial Training*, 49(1), 15–21.
- Talpoş, M.-F., Pop, I. G., Văduva, S., & Kovács, L. A. (2017). Talent Management and the Quest for Effective Succession Management in the Knowledge-Based Economy. In S. Vaduva, I. S. Fotea, & A. R. Thomas (Eds.), *Business Ethics and Leadership from an Eastern European, Transdisciplinary Context* (pp. 65–73). Springer International Publishing. [https://doi.org/10.1007/978-3-319-45186-2\\_6](https://doi.org/10.1007/978-3-319-45186-2_6)
- Tamunomiebi, M. D., & Worgu, V. O. (2020). Talent management and organizational effectiveness. *Journal of Contemporary Research in Social Sciences*, 2(2), 35–45.
- Teece, D. J. (2023). The evolution of the dynamic capabilities framework. *Artificiality and Sustainability in Entrepreneurship*, 113. <https://library.oapen.org/bitstream/handle/20.500.12657/59324/978-3-031-11371-0.pdf?sequence=6#page=115>
- Teece, D. J., Pisano, G., & Shuen, A. (1997). Dynamic capabilities and strategic management. *Strategic Management Journal*, 18(7), 509–533. [https://doi.org/10.1002/\(SICI\)1097-0266\(199708\)18:7<509::AID-SMJ882>3.0.CO;2-Z](https://doi.org/10.1002/(SICI)1097-0266(199708)18:7<509::AID-SMJ882>3.0.CO;2-Z)
- Turner, P. (2017). *Talent management in healthcare: Exploring how the world's health service organisations attract, manage and develop talent*. Springer. [https://books.google.com/books?hl=en&lr=&id=Vk8xDwAAQBAJ&oi=fnd&pg=PR7&dq=Turner,+P.+\(2017\),+Talent+Management+in+Healthcare:+Exploring+How+the+World%E2%80%99s+Health+Service+Organisations+Attract,+Manage+and+Develop+Talent,+Springer.&ots=e3JmbQ58rO&sig=0BrUS7mOKh-e2E21f5dvZf7L1Uw](https://books.google.com/books?hl=en&lr=&id=Vk8xDwAAQBAJ&oi=fnd&pg=PR7&dq=Turner,+P.+(2017),+Talent+Management+in+Healthcare:+Exploring+How+the+World%E2%80%99s+Health+Service+Organisations+Attract,+Manage+and+Develop+Talent,+Springer.&ots=e3JmbQ58rO&sig=0BrUS7mOKh-e2E21f5dvZf7L1Uw)
- Van Zyl, E. S., Mathafena, R. B., & Ras, J. (2017). The development of a talent management framework for the private sector. *SA Journal of Human Resource Management*, 15(0), 19 pages. <https://doi.org/10.4102/sajhrm.v15i0.820>
- Vega-Vázquez, M., Cossío-Silva, F.-J., & Revilla-Camacho, M.-Á. (2016). Entrepreneurial orientation–hotel performance: Has market orientation anything to say? *Journal of Business Research*, 69(11), 5089–5094.
- Wamalwa, L. S. (2023). Transactional and Transformational Leadership Styles, Sensing, Seizing, and Configuration Dynamic Capabilities in Kenyan Firms. *Journal of African Business*, 24(3), 444–466. <https://doi.org/10.1080/15228916.2022.2112487>
- Watkins, K. E., & Kim, K. (2018). Current status and promising directions for research on the learning organization. *Human Resource Development Quarterly*, 29(1), 15–29. <https://doi.org/10.1002/hrdq.21293>
- Weisblat, I. A. (2019). Technology and globalization: The evolution of human interactions, values, and management practices. In *Advances in the Technology of Managing People: Contemporary Issues in Business* (pp. 1–12). Emerald Publishing Limited. <https://www.emerald.com/insight/content/doi/10.1108/978-1-78973-073-920191001/full/html/1000>
- Weng, T.-C., Shen, Y.-H., & Kan, T.-T. (2023). Talent Sustainability and Development: How

Talent Management Affects Employees' Intention to Stay through Work Engagement and Perceived Organizational Support with the Moderating Role of Work–Life Balance. *Sustainability*, 15(18), 13508.

Whysall, Z., Owtram, M., & Brittain, S. (2019). The new talent management challenges of Industry 4.0. *Journal of Management Development*, 38(2), 118–129.

Zgrzywa-Ziemak, A. (2015). The impact of organisational learning on organisational performance. *Management and Business Administration. Central Europe*, 23(4), 98–112.

Zgrzywa-Ziemak, A., & Walecka-Jankowska, K. (2021). The relationship between organizational learning and sustainable performance: An empirical examination. *Journal of Workplace Learning*, 33(3), 155–179.