

# Optimizing Education: How Dual Teacher Technology, Communication, and Decision-Making Drive Performance?

Yanan Qi <sup>1</sup>, Supot Rattanapun <sup>2\*</sup>

<sup>1</sup> Ph.D candidate, International College, Rajamangala University of Technology Krungthep, Bangkok, Thailand

<sup>2</sup> Lecturer, International College, Rajamangala University of Technology Krungthep, Bangkok, Thailand

\* **Corresponding Author:** [supot.r@mail.rmutk.ac.th](mailto:supot.r@mail.rmutk.ac.th)

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## ABSTRACT

In the complex environment of academic institutions, optimizing organizational effectiveness is a paramount concern. Driven by a growing awareness of the need for tailored organizational strategies in academic settings, this study seeks to uncover the dynamics shaping the relationships among these key variables. The primary purpose of this research is to provide a comprehensive understanding of how efficiency orientation, information exchange, decision-making structures, and talent management collectively influence continuous performance improvement within academic institutions. Employing a mixed-methods approach, this study integrates quantitative surveys and qualitative interviews to capture the multifaceted nature of the studied variables. The research targets educators from Sichuan Film and Television University and Sichuan University of Media and Communications. A sample size of 435 respondents participated in the survey, and eight interviewees were selected for in-depth qualitative insights. Statistical analyses reveal intricate correlations among efficiency orientation, information exchange, localization of decision-making, talent management, and continuous performance improvement within academic institutions. Streamlined processes positively influence talent management, emphasizing the importance of organizational efficiency. Transparent communication channels play a pivotal role in effective talent management, underscoring the significance of information exchange. Decision-making structures impact talent management strategies, necessitating a balanced approach. Talent management emerges as a proactive strategy, influencing and being influenced by continuous performance improvement efforts. This research contributes to organizational theory by offering context-specific insights into the relationships among key variables within academic institutions. The study's originality lies in addressing research gaps, providing a nuanced understanding of decision-making dynamics, and uncovering the reciprocal relationship between talent management and continuous performance improvement.

**Keywords:** Efficiency Orientation, Information Exchange, Localization of Decision-making, Talent Management, Continuous Performance Improvement.

## INTRODUCTION

Information interchange, talent management, efficiency orientation, and continual performance enhancement in academic institutions, which are always changing and encounter organizational complexity, are examined in this research. This research explores the organizational processes that underpin higher education

academic success to gain knowledge. In a time of many difficulties and opportunities for educational institutions, knowing the intricate relationships between these vital factors is crucial. Academic environments, like dynamic mosaics, are complicated beyond order (Ororbia, 2023). This research analyzes the links and synergies that help academic institutions work successfully to comprehend these levels of complexity. This research seeks to understand how efficiency orientation, information interchange, localization of decision-making, talent management, and academic institution performance enhancement relate (Brahmbhatt, Maheshwari, & Gudi, 2023). These institutions are noted for organizational complexity and quality. This study examines how organizational dynamics affect academic accomplishment in higher education, where knowledge is paramount. Understanding the complex relationship between these factors is crucial in an environment of tremendous challenges and opportunities. Like a dynamic mosaic, academia defies order. This study examines the complicated relationships between academic institutions.

Academic institutions improve organizational effectiveness through personnel management, efficiency emphasis, information exchange, and performance enhancement. Academic institutions operate within a particular context of aims, challenges, and dynamics. Efficiency orientation is crucial to an organization's functioning, according to academics. Early studies, such as (B. H. Huang, Bedore, Ramírez, & Wicha, 2022), have shown that efficient processes help educational institutions accomplish strategic goals. This empirical evidence suggests that efficiency focus is essential for successful organizational functioning in the complicated sector of higher education. Developing solutions that meet the sector's aims and challenges requires understanding academia's efficiency complexity. Organizational dynamics research has shown the effects of individual components. Franck, Donovan, Kellison, and McAdam-Marx (2023) show that information sharing and good people management are mutually beneficial. Transparent communication channels have helped identify, develop, and use talent, improving our understanding of how information sharing affects commercial talent management strategies. These findings impact businesses that want to improve personnel management beyond organizational behavior theory (Frederick, Desselle, Gatwood, & Hohmeier, 2021). Scholars have proven intricate information flow patterns, helping firms comprehend how effective communication influences talent management goals.

Although previous research has made substantial progress, there is still a noticeable gap in studying talent management, focusing on efficiency, sharing of information, localization of decision-making, and continuous improvement of performance in academic institutions. The current collection of data is significant, but it needs a focused examination that especially considers the unique difficulties and opportunities in the academic field (Martin, 2023). The aim of this research is to address these gaps in knowledge by conducting a thorough analysis that considers the interrelationships between these factors. Although previous study has provided a basic insight, the lack of investigations that focus on specific contexts in the always changing field of higher education drives this effort ahead (Yuan et al., 2023). This research aims to make a substantial contribution to the current body of knowledge by conducting a thorough analysis of the specific organizational dynamics of academic institutions. By offering a deeper understanding of the complex relationships that impact the effectiveness of educational institutions, this study aims to fill a need for empirical evidence.

This study seeks to understand the complicated linkages between information exchange, efficiency orientation, decision-making localization, personnel management, and academic performance improvement. Academic institutions have a distinctive organizational environment and confront specific challenges that differ from business settings. It seeks a complete knowledge of their academic interactions. This study examines how an institution's focus on effectiveness affects academic talent management (King & Vaiman, 2019). Additionally, the study examines how open communication channels affect academic talent management strategies and the importance of information sharing in talent management. This research examines how decentralized versus centralized decision-making processes impact talent management in academic organizations. The study also examines personnel management in performance enhancement (Yang & Duan, 2023). Proactive talent management will be examined in relation to academic institutions' performance improvement efforts. The findings are used to make practical recommendations to improve organizational performance, considering higher education's particular challenges and aims (Z. He, Chen, & Zhu, 2023). The purpose is to explain the mechanisms and processes that allow academic institutions' constituents to interact and affect each other, not only detect correlations.

The significance of this research has theoretical and practical applications in higher education making, this work important for academic institutions, policymakers, and analysts. The findings will help academic institutions understand how information exchange, efficiency-focused decision-making, and people management affect performance improvement. Academic institutions must understand this to adapt their organizational strategies to higher education's shifting landscape. The data will also help academic institutions develop a talented workforce for long-term success by improving people management practices. Academic leaders may achieve balance by making localized changes while pursuing organizational goals by studying how decision-making procedures affect

talent management. Comprehensive governance frameworks that support innovation require this knowledge. The study on the mutually beneficial relationship between personnel administration and performance improvement will help firms foster sustainable growth. This trend affects higher education executives who want their institutions to be flexible. Organizational theory benefits from the research's thorough grasp of academic institutions' main component relationships. The study's context-specific findings will affect organizational research in various domains, adding to current knowledge. This study overcomes research restrictions to better comprehend academic institution organizational dynamics. A complete evaluation that considers the environment bridges the gap between abstract theoretical frameworks and their actual effects in higher education. This study is relevant outside its local context since it illuminates academic institutions and improves theory. The findings may impact decision-making, provide personnel management insights, and add to the ongoing conversation on increasing organizational performance in higher education's dynamic area.

## LITERATURE REVIEW

### Efficiency Orientation and Talent Management

In organizational management literature, efficiency orientation, and maximizing processes and resources is prevalent. Academic studies have examined how this approach influences personnel management, attracting, maintaining, and developing talented people. This problem requires efficiency-driven organizational recruiting. Dammert and Nansamba (2023) found that efficient organizations value technical talents above soft ones. This technique accelerates job integration to boost operations and meet critical company goals. Efficiency-focused efforts may affect hiring and retention. Inefficient cultures and staff retention initiatives include cost-benefit assessments and quantitative performance metrics. This may overvalue top performers and undervalue larger pools. Thus, staff turnover may impact organizational culture and performance. Efficient operations affect talent development. Efficiency-oriented cultures support standardized training programs to rapidly develop staff capabilities to fulfill crucial operational needs, according to Himeur, Alsalemi, Al-Kababji, Bensaali, and Amira (2020). These programs may increase short-term productivity but not career-specific progress. Highly skilled experts may lose interest and work satisfaction due to disrespect. Efficiency has a major influence on recruiting, keeping, and developing personnel and determining organizational succession planning. Dabić et al. (2021) note that efficiency-focused organizations tend to prioritize short-term succession strategies. Perhaps leadership pipelines are neglected in favor of instant hiring. This strategy may lack leadership, hindering the development of future leaders and threatening the business's long-term viability and competitive edge. Understanding the complex interplay between talent management and talent focus is crucial. An overwhelming focus on efficiency may limit attracting, keeping, and developing exceptional people, but a complete plan may help a firm adapt and succeed (Hua & Yuan, 2022). Effectively balancing efficiency and talent concerns helps organizations adapt to changing market conditions and train and inspire employees. Drawing from the literature review, the following hypothesis is proposed:

H1: Efficiency orientation has a positive effect on talent management.

### Information Exchange and Talent Management

Technology advances have accelerated business information exchange. Information flow inside a company is crucial to its success. Information communication is crucial to hiring. Meher and Mishra (2022) claim that companies that use excellent knowledge-sharing platforms may recruit top talent. Transparent and honest communication about a company's culture, beliefs, and future growth boosts its employer reputation and attracts talent. Quick and efficient communication of job opportunities and criteria improves focused and efficient recruiting. To retain talent and create a positive work environment, information distribution is essential. Smudde (2021) stress the importance of open communication for employee engagement and satisfaction. Understanding their company's goals, plans, and successes helps employees feel connected and loyal. Knowledge sharing creates a positive corporate culture, encouraging employees to stay and contribute to the company's success. Knowledge sharing boosts abilities and learning in talent development. Nasriah Zakaria et al. (2023) found that firms that prioritize career information, skill development, and training programs foster continuous improvement. Thus, the workforce's overall skill set improves, improving their ability to adapt to changing job needs and the organization's long-term success. Information exchange affects internal succession planning. Kaur Bagga, Gera, and Haque (2023) stress the significance of effective communication in selecting and developing organizational leaders. Sharing staff objectives, abilities, and growth opportunities may help organizations create customized succession plans. This proactive method may help an organization overcome problems and decrease leadership vacancy risks while enabling a seamless leadership transition. Building on the insights from the literature review,

the following hypotheses are proposed:

H2: Information exchange has a positive impact on talent management.

### **Localization of Decision Markers and Talent Management**

The localization of decision-makers in companies when key talent management decisions are constrained to a certain geographic or hierarchical area has been studied extensively. Choosing to hire locally limits access to talented people. Jackson and Dunn-Jensen (2021) suggest that local decision-makers may struggle to access global talent markets. In an increasingly connected and dynamic commercial market, this barrier may limit the organization's ability to recruit personnel with diverse opinions, abilities, and cultural backgrounds. Centralizing decision-making hurts talent retention tactics. Thakar, Mehta, Goel, and Verma (2023) discovered that clustering decision-makers in specific locations or hierarchical levels may make decision-making less inclusive. Disengagement and low morale may occur from excluding distant or lower-ranking employees. As employees seek settings that recognize and reward their efforts, turnover may rise. Localization hinders talent development by limiting learning and growth. Development can benefit hierarchical or geographical decision-makers, according to Tsai, Kao, and Kuo (2023). This may hamper career growth and training for talented workers in remote regions or lower positions in the business. Leadership from many places complicates succession planning. Mandak, Light, and McNaughton (2019) say that detecting and training future leaders is constrained when crucial choices are concentrated in certain regions or hierarchical levels. This constraint might cause a leadership skills deficit in particular locations or levels of the organization, compromising its long-term survival and adaptation. Expanding upon the literature review, the following hypotheses are formulated:

H3: Localization of decision markers negatively affects talent management.

### **Talent Management Continuous Performance Improvement**

Talent management is essential to long-term success and competitiveness in today's organizations. Strategically aligning individual abilities with organizational goals is the key to talent management and continual performance development. Gardas, Mangla, Raut, Narkhede, and Luthra (2019) state that effective talent management ensures that personnel have the skills and talents needed to meet the company's changing needs. According to Ysidron, France, Yang, and Mischkowski (2022), companies that employ rigorous recruiting procedures to match individuals' abilities and values to their goals and objectives create an environment that encourages performance development. Organizational success depends on personnel involvement and performance. Thus, carefully selecting staff with the right skills and cultural compatibility is crucial to achieving these goals. The effect extends to organizational talent development. Pahuja (2022) recommend continual skill and training to create a flexible and responsive workforce. Using talent management approaches that stress continual learning prepares employees for industry shifts and technology advancements. Therefore, an innovative and adaptable culture evolves, creating the framework for continual performance improvements. Continuous performance improvement requires talent retention techniques. Schelhorn, Lindl, and Kuhbandner (2023) found that companies that retain top performers have a trained and stable staff. Minimizing staff turnover helps organizations use existing knowledge and skills. Consistency helps achieve performance improvement goals without the issues of frequent worker turnover. Talent management also affects succession planning, which is essential to an organization's success. Businesses that take proactive initiatives to ensure leadership succession improve knowledge and skill transfer, according to Leithwood (2023). This proactive technique reduces leadership vacancy risks, enabling continual performance improvement throughout leadership changes. Integration of performance management systems into talent management frameworks allows continual growth and assessment. Kaliannan, Darmalinggam, Dorasamy, and Abraham (2023) claim that performance management methods that complement talent management goals promote responsibility and personal growth. Derived from the literature review, the following hypothesis is presented:

H4: Talent management continuous performance improvement.

### **Efficiency Orientation and Performance Continually Improvement**

Efficiency orientation in management emphasizes process and resource optimization. To maintain excellence, this literature review investigates how efficiency orientation influences many organizational activities and performance improvement. Efficiency optimizes resources and streamlines processes to boost performance. Anufrieva (2022) says efficiency-focused firms spot operational inefficiencies better. These firms foster a culture of continuous improvement by finding and eliminating inefficiencies to improve operations. Performance enhancement requires efficiency orientation. Belderbos, De Michiel, Sleuwaegen, and Wu (2021) discovered that efficient companies may respond faster to market changes and exploit new possibilities. Quick and effective resource redistribution helps the corporation respond to changing business conditions, improving performance. Coolen, van den Heuvel, Van De Voorde, and Pauwe (2023) also remark that efficient organizations employ

data-driven decision-making. Data analytics may help organizations make better decisions and track performance by revealing patterns, trends, and improvement opportunities. This analytical method ensures that procedures are constantly improved to meet company goals. It stimulates ongoing performance improvement. The impact is also seen in effective organizations' skilled worker management. Jiang and Sohail (2023) found that emphasizing effectiveness attracts, develops, and retains skilled workers. Efficiency-focused companies match employee talents with operational demands to motivate employees to enhance performance. Efficiency and innovation are key to great performance. According to Guo and Luo (2021), organizations that balance innovation and efficiency foster a culture that encourages process modifications. Creativity and efficiency provide a holistic approach to performance improvement that includes incremental improvements and revolutionary discoveries. Expanding upon the literature review, the following hypotheses are formulated:

H5: Efficiency orientation has a positive impact on the performance's continual improvement.

### **Exchange of Information and Performance Continually Improvement**

In the present dynamic business environment, information exchange has become a significant feature impacting numerous processes. Understanding the relationship between information distribution and performance improvement requires understanding how transparent communication aligns with company goals and individual contributions. According to Wong et al. (2020), information flows smoothly across hierarchy and functional sectors, improving people's grasp of overall goals. This statement's clarity ensures that individual and communal efforts are focused toward common goals. This is essential to performance improvement. Information exchange is crucial for problem-solving and decision-making. Companies that encourage open communication and information sharing can cooperatively tackle difficulties and opportunities, according to Fan, Wan, Xu, and Wang (2022). By offering additional information, shared detection of impediments improves decision-making and allows for quick and efficient performance improvements. Information communication is essential for knowledge sharing and organizational learning. Pourkomaillian (2023) found that firms that share best practices, lessons learned, and industry insights foster continual learning. The flow of information helps the company adapt to changing conditions, harness specialist expertise, and adapt to new trends, improving performance over time. Innovation, which drives progress, is affected. Information sharing spreads ideas and attitudes, according to Salmi and Heikkilä (2015). Open forums for varied viewpoints stimulate innovation. Sharing information encourages organizations to adopt new technology, procedures, and tactics that boost performance. In order to match individual skills with business needs, talent management requires effective communication. Massimo and Nora (2022) emphasize open communication on career advancement, skills, and organizational expectations. This lets people match their career growth to corporate needs. This alignment keeps staff flexible and skilled, improving performance. Drawing upon the findings in the literature review, the following hypotheses are proposed:

H6: The exchange of information has a positive impact on performance and continuous improvement.

### **Localization of Decision Making and Performance Continually Improvement**

The limited capacity to adjust to continually changing external circumstances affects how decision-making localization affects performance development. Wu et al. (2021) discovered that decentralized decision-making may make it harder for organizations to respond rapidly to market changes or unforeseen shocks. Lack of agility in an organization's decision-making processes can hinder innovation and adaptability, hampering performance. An organization's innovation is limited by centralizing decision-making. Sleep, Gala, and Harrison (2023) noted that hierarchical decision-making may neglect alternative views. This may hamper the creation of new strategies and inventive processes to improve performance in changing conditions. Decentralizing decision-making may also hinder the organization's capacity to leverage employees' unique skills. Schmitt (2023) claims that regional or hierarchical decision-making cannot maximize human potential. Poor impacts also lower employee engagement and motivation, diminishing their efficacy as a bonus. Coolen et al. (2023) claim that outlying regions may feel detached or devalued when decision-making is geographically or hierarchically centralized. This may lower worker morale and devotion, which harms corporate culture and hinders cooperative performance improvement initiatives. In light of the literature review, the following hypothesis is posited:

H7: The localization of decision making negatively affects the continuous performance improvement.

### **Talent Management as Mediator**

Efficiency orientation, which focuses on optimizing organizational processes and resources, is key to obtaining performance results through talent management techniques. Talent management attracting, developing, and retaining talented workers improves an organization's performance when combined with efficiency-focused strategies. Efficiency orientation is key to talent recruitment. Effective companies optimize their recruitment processes to hire talented workers quickly and successfully (Meijerink, Fisher, McDonnell, & Wiblen, 2024).

Talent acquisition and efficiency orientation are linked because they lower the time and costs spent replacing employees and enhance the possibility of acquiring candidates whose skills match the company's goals (Brannstrom, Ewers, & Schwarz, 2022). Staff recruiting and hiring are vital to increasing an organization's performance. Efficiency orientation prioritizes continual skill growth and learning in talent development. Effective companies react to worker needs via focused training. This strategy creates an expert atmosphere and equips personnel to respond to organizational changes. Efficiency-focused activities and talent development programs boost staff performance. Staff are skilled and flexible to changing corporate conditions (Geromichalos & Kospentaris, 2022). Efficiency-focused organizations understand the necessity of retaining talented individuals to retain talent. Talent management is key to staying competitive. Efficiency orientation affects performance-based incentives and professional development. Efficiency-focused companies foster employee engagement and loyalty by supporting professional growth and rewarding hard work (Das, Mukhopadhyay, & Suar, 2023). Having motivated and loyal personnel helps the business achieve strategic goals, improving performance. Cooperation between talent management and efficiency-focused techniques boosts performance. This highlights the necessity to include an efficiency-focused mindset throughout all phases of a business's talent management lifecycle. This alignment ensures the right people are hired and creates a flexible, productive workforce that helps the company succeed.

**H8: Efficiency Orientation impact on performance improvement through talent management.**

Effective talent acquisition requires information flow to define the recruiting process. Organizations that emphasize open and straightforward communication during the recruiting process are more likely to attract applicants who understand their values and expectations. Strategic recruiting results from educated decision-making. It improves performance by matching employee talents to corporate goals (Lu, Guo, Qu, Lin, & Lev, 2023). Information exchange has far-reaching effects on talent development. Effective employee-management communication identifies each employee's growth needs and preferences. Information, tools, and honest performance reviews promote continual education. Talent development initiatives that support corporate goals improve employee capabilities and company success (Straub et al., 2023). Effective communication affects employee engagement and satisfaction, making it essential for retaining talent. Transparent and honest communication regarding career progress, corporate changes, and successes creates a good work environment. Companies that prioritize information sharing in talent retention have more loyal employees. Employee loyalty improves performance because motivated and pleased workers are more productive and committed to the company's goals. Information exchange and talent management work together to boost performance. A culture of open communication helps talent management in all areas. Integration is key in hiring, training, and retaining employees. It assures personnel competence, motivation, and alignment with the organization's goals. Congruence and good information transmission create a highly productive and successful workforce (Gregorio Jr & Kobayashi, 2021). Companies must comprehend the relationship between talent management and information exchange to succeed in the complex 21st century business world. Effective communication channels foster an environment where employees are skilled and eager to develop. Thus, the team becomes extremely motivated and efficient in achieving organizational excellence.

**H9: Information exchange impact on performance improvement through talent management.**

The influence of talent management on increasing performance through localization of decision-making is vital to organizational dynamics. The distribution of decision-making authority within an organization has a significant influence on talent management, which includes attracting, developing, and retaining talented people. Decentralization or localization of decision-making affects talent management and development to boost performance. Localizing talent acquisition decision-making gives departmental or local administrators responsibility over recruiting and candidate assessment. This technique recognizes the unique demands and difficulties of different teams, enabling a customized recruitment process. The sources are from Watson et al. (2022). Local talent acquisition improves performance by speeding up skill matching, cultural fit, and onboarding. Localizing decision-making helps talent development by meeting team or unit learning needs (Gat et al., 2023). A decentralized method is more flexible since it addresses sector or division-specific talent management demands. By giving personnel choices to industry experts who understand their constraints and possibilities, this alignment generates a flexible and productive workforce.

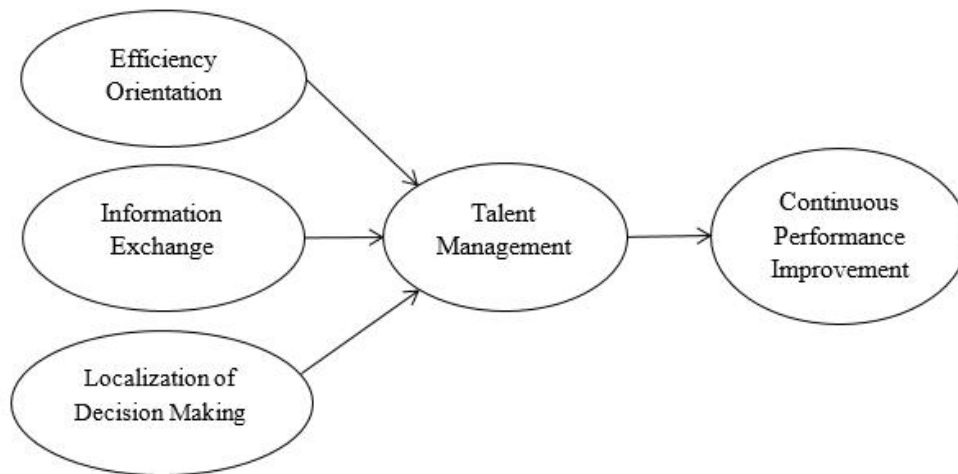
**H10: Localization of decision-making impact on performance improvement through talent management.**

### **Underpinning Theory**

Localizing decision-making and performance improvement are hard, but this study investigates them from several angles. Talent Management Theory, which studies how decision localization influences talent acquisition, development, and retention and organizational performance, inspired this study. Talent Management Theory says

companies prosper by strategically aligning human skills with long-term business goals (Makarem, Metcalfe, & Afiouni, 2019). Understanding how focused decision-making influences skill learning starts with this hypothesis. Personal and commercial goals impact worker quality and diversity. The 360-degree Theory enhances Talent Management Theory with organizational-level feedback. This research investigates how talent management increases performance through decision localization (Qiao, Xu, Li, & Ouyang, 2021). To assess talent-related behaviors and their influence on the organization's success, the research collects peer, employee, and manager input.

Frederick Herzberg's Two-Factor Theory examines decentralization and employee motivation and satisfaction. This theory describes how decision localization motivates or dissatisfies workers by distinguishing motivators and hygiene factors. These attributes must be assessed for employee engagement and organizational performance (Y. He, Li, & Xue, 2022). Scientific Management Theory by Frederick Taylor highlights corporate performance. Decision-making localization is investigated for productivity and efficiency in relation to talent management simplification. Decision localization may help or impede efficiency-focused organizational performance strategies, according to this study (Alhasan, Ahmad, Wazirali, Aleisa, & Abo Shdeed 2023). Social Exchange Theory helps people understand reciprocal and mutually beneficial business relationships. The theory shows how local decision-making affects organization members' opportunities, resources, and recognition (Song et al., 2022). This research analyzes how social interactions affect talent management and organizational success. This, on the basis of the above literature and supportive theories we developed the following conceptual framework which is shown in **Figure 1**.



**Figure 1.** Conceptual Framework

## METHODOLOGY

### Research Design

This mixed-method study uses quantitative and qualitative methods to understand how decision-making localization improves people management performance. In the quantitative phase, surveys collect numerical data, whereas, the qualitative phase, interviews examine topic complexity. The study's mixed-method design allows data triangulation, which increases validity and trustworthiness.

### Phase 1: Quantitative

To begin this study, researchers employed quantitative methods and interviewed professors from Sichuan's two top universities, the Sichuan University of Media and Communications and the Sichuan Film and Television University. It was vital that the survey accurately reflected this university (**Table 1**).

**Table 1.** Demographic Profile

Demographic	Frequency	Percentage (%)
<b>Gender</b>		
- Male	210	48.3

Demographic	Frequency	Percentage (%)
- Female	225	51.7
<b>Age Group</b>		
- 20-30 years	120	27.6
- 31-40 years	180	41.4
- 41-50 years	90	20.7
- Over 50 years	45	10.3
<b>Years of Experience</b>		
- Less than 5 years	90	20.7
- 6-10 years	135	31.0
- 11-15 years	120	27.6
- Over 15 years	90	20.7

To determine the appropriate sample size for the study, the researcher employed the Taro Yamane formula, proposed by Taro Yamane (Tepping, 1968). This formula took into consideration the size of the population and the desired level of precision. The formula was expressed as:

$$n = \frac{p(1-p)(Z^2)}{e^2}$$

In the above formula, n represents sample size, P represents proportion (0.5), e represents sampling error(0.05), and z represents 95% reliability (1.96).

$$\begin{aligned} n &= \frac{(0.5)(1-0.5)(1.96)^2}{(0.05)^2} \\ &= \frac{0.9604}{0.0025} \\ &= 384.16 \approx 390 \end{aligned}$$

In this study, the researcher decided that 390 samples would give enough data and make the survey practicable. To decrease bias and maximize relevance, individuals were randomly chosen.

To understand Sichuan educators' distinctive traits and experiences, the study was done there. Survey questionnaires were delivered to 450 prospective participants to ensure a suitable sample size. The researcher gathered 435 questionnaires after data collection. The replies prompted further questions. The high response rate (15 surveys not returned) showed the approach's efficacy and participants' interest. Random selection gave each investigator institution instructor an equal chance to participate. This method made findings applicable to other groups, boosting study generalizability. The poll sought a variety of useful data for research. Human resource management, decision-making decentralization, and performance evaluation are examined. A small group of educators piloted the questionnaire to discover and fix clarity, readability, and usefulness issues. The questionnaire used in this study was originally developed for people management, performance development, and decision-making localization research (Table 2). Considering the specific situation of Sichuan Film and Television University and Sichuan University of Media and Communications faculty, the questionnaire was tailored to the study aims. Following recognized methodologies from comparable studies promotes dependability and validity. Employee happiness, talent management, decision-making, and organizational performance were surveyed. The researchers collected quantitative and qualitative data using Likert scales, multiple-choice questions, and open-ended questions. The survey questions sought educators' full viewpoints and personal experiences on how decentralizing decision-making affects personnel management and performance.

**Table 2.** Questionnaire Items and Source

Variable	Questions	Reference
Efficiency Orientation	EO1 Able to actively complete teaching tasks.	(Gittell, Seidner, & Wimbush, 2010)
	EO2 Able to actively complete research tasks.	
	EO3 Able to adopt new teaching methods.	
	EO4 Able to seek opportunities to improve job content and methods.	
	EO5 Ability to find new work methods, techniques, or tools.	
	EO6 Being able to systematically introduce creativity into work practice.	



Variable	Questions	Reference
Information Exchange	EO7	Contribute to creative implementation.
	EO8	Ability to focus on work beyond daily work.
	IE1	The organization provides communication channels to facilitate information sharing among employees.
	IE2	Provided rich training.
	IE3	Provided projects and opportunities for seminars or external exchanges.
	IE4	I often provide my own ideas for my colleagues' projects.
	IE5	I will share my ideas and creativity with my leaders and colleagues.
	IE6	The direct leader will communicate with me from time to time.
	IE7	Provide opportunities for employees to move across different disciplines or positions.
Localization of Decision-Making	IE8	Organizational leaders are willing to listen to the voices of grassroots teachers.
	DM1	I have been given full trust by the organization.
	DM2	I have full autonomy in my work.
	DM3	Work is flexible, and I can choose my own time and location for work
	DM4	The organization adopts a team or self-management approach.
	DM5	The organization allows employees to participate in important decisions of the college.
	DM6	Employees are able to cope with unexpected situations during teaching.
	DM7	I am able to successfully complete tasks with certain difficulties.
	DM8	I can accept and try to complete challenging tasks.
Talent Management	TM1	Organizations provide rewards for innovation.
	TM2	Encourage the self-development of double teachers.
	TM3	I can derive satisfaction from work.
	TM4	When I meet my expectations, my direct supervisor will give me affirmation.
	TM5	Double teachers have clear promotion channels.
	TM6	Employees have good development prospects in this organization.
	TM7	My direct supervisor will consider my personal feelings when assigning tasks.
	TM8	I am satisfied with the speed of my professional improvement.
	Performance Continually Improvement	PI1
PI2		My work experience and abilities are very compatible with my current job responsibilities.
PI3		The organization provides employees with resources and opportunities for continuous learning.
PI4		The organization has considered long-term plans for double teachers and assisted them in career planning.
PI5		Organizations strive to build a harmonious and healthy work environment.
PI6		The organization implements sustainable human development in performance evaluation.
PI7		Organizations care about employees' mental health.
PI8		Existing performance evaluations contribute to the development of management work.

(Tangirala &amp; Ramanujam, 2008)

(Takeuchi, Chen, &amp; Cheung, 2012)

(Pfeffer, 1995)

(Edwards & Wright, 2001)  
(Combs, Liu, Hall, & Ketchen, 2006)

Instructors at selected Sichuan Province schools were surveyed. Respondents might select between computer and paper surveys. The survey's clear instructions encourage honest responses. Participants were anonymous to facilitate honest criticism. The data collection phase followed ethical standards, informing participants about the study's goal and allowing them to volunteer. The researcher quickly addressed participant questions and difficulties throughout data collection. Reminders and timely communication increased response and data collecting. After data collection, the analytical model was created. SPSS and AMOS were used for analysis. These technologies enabled large-scale quantitative data modeling and statistical analysis. The analytical framework

thoroughly evaluated variable patterns and interactions to attain research goals. Means, frequencies, and standard deviations describe variables. Inferential statistics include regression analysis, ANOVA, and t-tests to evaluate hypotheses and make conclusions. AMOS currently uses structural equation modeling to examine complicated variable interactions. Decision-making localization affects organizational performance and people management, allowing for short- and long-term monitoring.

### Phase 2: Qualitative

Eight randomly selected Sichuan Film and Television University and Sichuan University of Media and Communications employees were interviewed in-depth for this study's qualitative (Table 3). This phase sought to investigate educators' views on talent management, decentralization of decision-making, and performance improvement. The author used a random sample and interviewed students at both institutions' campuses to ensure a complete representation of opinions. This collection includes varied experiences and views to increase qualitative data quality and depth.

**Table 3.** Respondents Profile

Participant	Gender	Age	Years of Experience
P1	Female	35	8
P2	Male	42	15
P3	Female	28	4
P4	Male	50	20
P5	Female	38	12
P6	Male	32	6
P7	Female	45	18
P8	Male	29	7

The research included semi-structured interviews to enable open and honest communication as well as unrestrained opinion expression. The application of a well-constructed interview guideline made sure that the semi-structured interviews covered a wide range of subjects and provided opportunities to consider new ideas. The goal of the interview questions was to learn the participants' perspectives on decision-making, talent management, and how these factors affect academic achievement (Table 4).

**Table 4.** Interview Guidelines

Variable	Questions
EO	How EO effect to double teacher's PI in China?
	How EO relate to double teacher's TM in China?
IE	How IE effect to double teacher's PI in China?
	How IE relate to double teacher's TM in China?
DM	How DM effect to double teacher's PI in China?
	How DM relate to double teacher's TM in China?
TM	How TM effect to double teacher's PI in China?
	How TM relate to double teacher's TM in China?
PI	What are the PI in China?
	How to improve PI in China?
	Do you think there are any aspects that need to be improved in the existing PI?

To evaluate qualitative interview data, thematic analysis was used. This strategy involved systematically identifying, classifying, and evaluating dataset topics. The qualitative findings were fully understood by using theme analysis to uncover reoccurring patterns of importance. A systematic and repeating technique identified themes and codes (Table 5). Open coding was used to assess and categorize raw interview data using descriptive codes in the first phase. These identifiers were then grouped into themes to convey the participants' replies. Through comparison and refinement, several interwoven themes emerged, representing the participants' diverse perspectives and experiences.

**Table 5.** Thematic Analysis

Stage	Description
Data Familiarization	Immersion in the qualitative data through repeated readings to gain

Stage	Description
Generating Initial Codes	familiarity.
	Noting initial thoughts, ideas, and potential patterns.
	Systematically assigning codes to relevant sections of the data.
Searching for Themes	Focusing on capturing key concepts and patterns.
	Identifying overarching themes by grouping related codes together.
Reviewing Themes	Exploring connections and patterns within the coded data.
	Refining and reviewing identified themes for coherence and relevance.
Defining and Naming Themes	Ensuring themes accurately represent the content of the data.
	Clearly defining and naming each theme to reflect its essence.
	Developing concise and meaningful descriptions for each theme.

## RESULTS

### Quantitative Findings

**Table 6** shows descriptive data, illustrating the complexity of study-related factors. Efficiency orientation (EO), information exchange (IE), localization of decision-making (DM), talent management (TM), and performance continually improvement (PI) had average values of 3.871 to 4.226, indicating that most respondents see these organizational features of their academic institutions positively. The central tendency shows a favorable judgment of the traits being evaluated, confirming optimism. These variables' standard deviations (S.D.) range from 0.531 to 0.812, showing high response variability. Standard deviation (S.D.) values show that most respondents' views gravitate around the mean despite great data variation. This minor diversity is critical to understanding participant opinions and distribution. Skewness and kurtosis measures reveal data dispersion. Skewness, which measures distribution asymmetry, is -1.901 to -0.589. The negative skewness values show a little left bias, indicating that participants prefer to rate variables positively. Kurtosis values of 0.371 to 1.935 imply skewed or symmetrical distributions. Positive kurtosis values suggest peaked distributions, clustering respondents' ratings around the mean with longer tails.

**Table 6.** Descriptive Statistics

Variables	Mean	S.D.	Skewness	Kurtosis
EO	3.999	0.812	-1.100	1.307
IE	3.966	0.694	-0.624	0.498
DM	4.021	0.734	-0.941	1.440
TM	3.871	0.742	-0.589	0.371
PI	4.226	0.531	-1.901	1.935

The study's important variables' construct reliability and validity are shown in **Table 7** and **Figure 2**. This comprehensive examination helps measure information exchange, talent management, efficiency, and performance improvement. The factor loadings ( $\lambda$ ), commonalities (P), and internal consistency ( $\alpha$ ) of each construct are assessed using Cronbach's alpha ( $\alpha$ ). The efficiency orientation's high alpha coefficient of 0.935 indicates great construct dependability and internal consistency. Individual item factor loadings (EO1–EO8) are significant, ranging from 0.620 to 0.790. These loadings increase construct reliability and evaluation consistency. The information exchange's Cronbach's alpha rating of 0.876 indicates strong internal consistency. The factor loadings for each item (IE1–IE8) range from 0.594 to 0.826, indicating construct validity. This shows the measuring device's reliability and accuracy in recording participants' views on academic knowledge transfer. The Cronbach's alpha rating of 0.915 for decision-making localization indicates strong construct dependability. The factor loadings of individual items (DM1 to DM8) varied from 0.546 to 0.777, demonstrating substantial conceptual linkages. The evaluation instrument is reliable in evaluating participants' views on regionalizing decision-making processes.

Talent management has an alpha value of 0.892, indicating high dependability. Individual item factor loadings (TM1–TM8) vary from 0.623 to 0.768, demonstrating excellent concept validity. This study shows that the assessment accurately and dependably gathers participant opinions on educational talent management strategies. The construct's Cronbach's alpha rating of 0.855 indicates strong dependability. The construct's viability is shown by PI1–PI8 item factor loadings from 0.508 to 0.720. This shows the reliability of the measuring instrument in assessing participants' views on improving educational institution performance. **Table 7** analyzes

key variables' reliability and validity in detail. This assessment verifies the measuring instrument's capacity to accurately reflect talent management's complexity, focus on efficiency, information exchange, and continuing performance development in the investigated educational setting. The strong alpha coefficients and constant factor loadings enhance the measurement's dependability and accuracy, allowing for additional analysis and interpretation.

**Table 7.** Construct Reliability and Validity

<b>Construct and Items</b>	<b>P</b>	<b><math>\lambda</math></b>	<b><math>\alpha</math></b>
<b>Efficiency Orientation</b>			<b>0.935</b>
EO1	0.685	0.814	
EO2	0.657	0.776	
EO3	0.750	0.831	
EO4	0.620	0.755	
EO5	0.790	0.868	
EO6	0.712	0.803	
EO7	0.698	0.803	
EO8	0.712	0.767	
<b>Information Exchange</b>			<b>0.876</b>
IE1	0.824	0.831	
IE2	0.745	0.821	
IE3	0.758	0.812	
IE4	0.594	0.707	
IE5	0.826	0.806	
IE6	0.622	0.611	
IE7	0.676	0.624	
IE8	0.822	0.667	
<b>Localization of Decision-Making</b>			<b>0.915</b>
DM1	0.729	0.713	
DM2	0.777	0.766	
DM3	0.744	0.763	
DM4	0.724	0.825	
DM5	0.731	0.787	
DM6	0.740	0.769	
DM7	0.679	0.762	
DM8	0.546	0.712	
<b>Talent Management</b>			<b>0.892</b>
TM1	0.678	0.720	
TM2	0.742	0.769	
TM3	0.730	0.678	
TM4	0.690	0.677	
TM5	0.623	0.657	
TM6	0.768	0.717	
TM7	0.661	0.734	
TM8	0.758	0.769	
<b>Performance Continually Improvement</b>			<b>0.855</b>
PI1	0.657	0.731	
PI2	0.666	0.672	
PI3	0.524	0.647	
PI4	0.629	0.603	
PI5	0.508	0.628	
PI6	0.637	0.713	
PI7	0.720	0.656	
PI8	0.620	0.655	

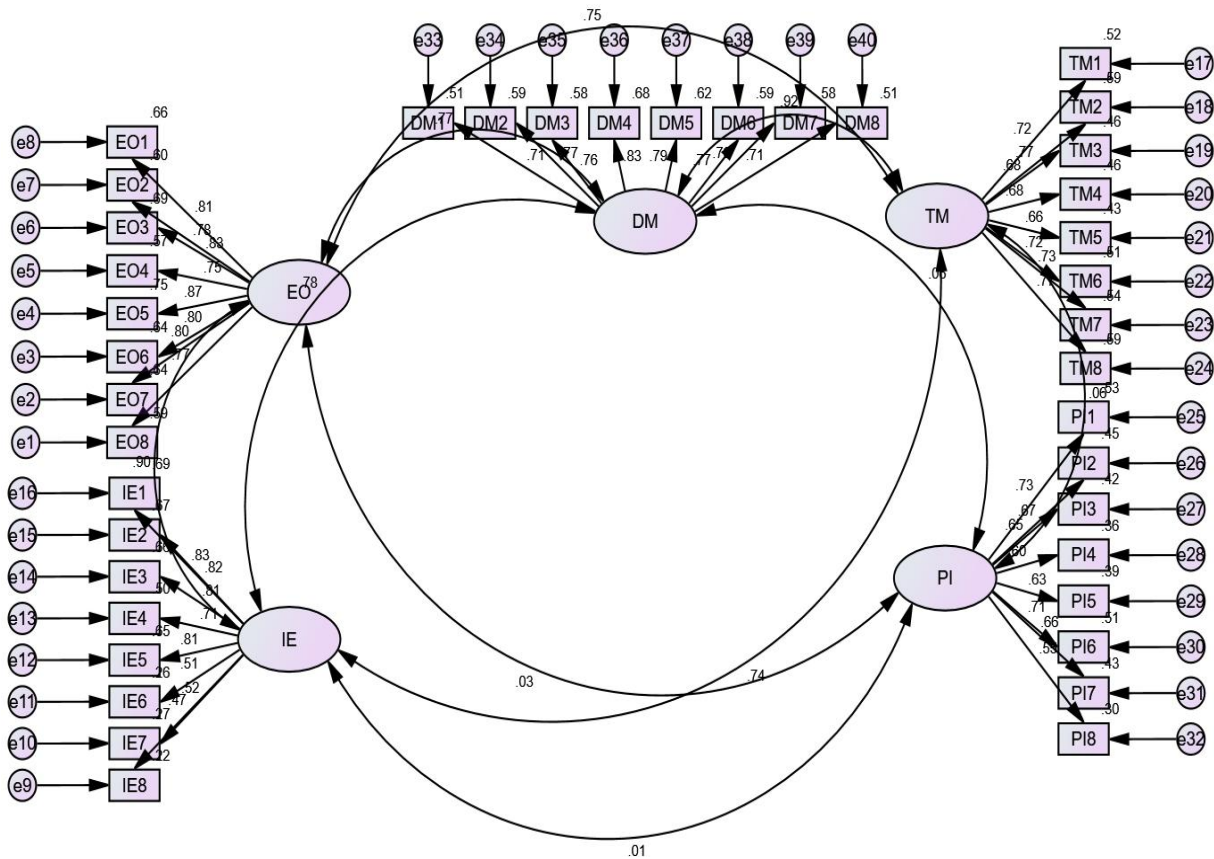


Figure 2. Confirmatory Factor Analysis

Table 8 thoroughly evaluates the structural equation model's durability. Several fit indicators assess the model's adequacy. A 2.072  $X^2/DF$  ratio indicates a good match. Well-fitting models have values below 2. The proposed model, with a GFI of 0.815, explains much of the data variability. A CFI score of 0.891 shows good agreement, indicating that the model replicates data better than the baseline model. The adjusted goodness-of-fit index (AGFI), Tucker-Lewis Index (TLI), and normed fit index (NFI) generate favorable findings, validating the model's ability to effectively describe the structure. Additionally, the standardized root mean square residual (SRMR) and root mean square error of approximation (RMSEA) reveal the model's covariance matrix estimate accuracy. With an RMSEA of 0.016 and an SRMR of 0.043, the model correctly describes the data. The indices in Table 8 show that the structural equation model represents the latent component relationships well.

Table 8. Model Fitness

Construct	$X^2/DF$	GFI	CFI	NFI	TLI	AGFI	RMSEA	SRMR
Model	2.072	0.815	0.891	0.987	0.953	0.852	0.016	0.043

Table 9 provides crucial data for assessing the structural equation model's latent components and Variance Inflation Factor (VIF). From 1.234 to 2.486, VIF values indicate that the structures being analyzed have no significant multicollinearity. The efficiency orientation VIF is 2.486, significantly below the recommended level of 5. This suggests that additional factors do not considerably enhance this concept's variability. This shows that the approach constantly ties efficiency orientation to other elements including information exchange, localization of decision-making, talent management, and continuous performance improvement. No significant construct links corroborate discriminant validity. The square root values in the diagonal cells of the table reveal the average variance extracted (AVE), whereas the elements outside the diagonal show construct correlations. Diagonal components are generally larger than off-diagonal elements, suggesting that indicators of each construct share more variation with each other than with indicators of other constructs. This shows that the structural equation framework can differentiate factors, proving its uniqueness. These include efficiency, information exchange, decision localization, talent management, and performance improvement.

**Table 9.** VIF and Discriminant Validity

Construct	VIF	EO	EI	DM	TM	PI
Efficiency Orientation	2.486	0.443				
Information Exchange	1.687	0.524	0.656			
Localization of Decision-Making	1.234	0.714	0.303	0.321		
Talent Management	1.335	0.282	0.624	0.517	0.324	
Performance Continually Improvement		0.401	0.403	0.373	0.410	

**Table 10** shows the direct route analysis results, which explain the correlations between variables in the structural equation model. The ideas being studied include direct pathways from efficiency-oriented personnel management, information interchange, and decision localization. The beta coefficients show the size and direction of these associations, while the T values and P values show the statistical significance of the recommended pathways. The initial theory linked human management to efficiency. The study's beta coefficient of 0.612, T value of 18.730, and P value of 0.0001 indicate its statistical significance. The structural model supports Hypothesis 1 that talent management positively affects efficiency-focused methods. Hypothesis 2, which examines talent management and information flow, yields surprising outcomes. The beta coefficient of 0.784, T value of 22.440, and P value of 0.0001 indicate a strong positive correlation. Hypothesis 2 is confirmed, demonstrating the importance of information exchange in academic talent management. Hypothesis 3, which examines talent management and decision localization, yields complex results. A beta coefficient of 0.017, T value of 0.527, and P value of 0.598 indicate little statistical significance. This disproves Hypothesis 3, showing that the model does not show a statistical link between decision-making localization and talent management.

Hypothesis 4 says talent management drives performance improvement. The route analysis produced a statistically significant beta coefficient of 0.836, T value of 30.577, and P value of 0.0001. Thus, Hypothesis 4 is supported, showing that talent management significantly impacts educational performance improvement. Next, we will examine Hypotheses 5 and 6, which examine how efficient information sharing affects performance enhancement. Validated both ideas. Hypothesis 5 shows that efficiency attention leads to performance increases, as shown by the T value of 9.808, beta coefficient of 0.377, and p-value of 0.0001. A T value of 7.292, beta coefficient of 0.266, and P value of 0.0001 support Hypothesis 6. These findings show that information sharing improves performance. However, Hypothesis 7, which examines decision-making localization and performance enhancement, yields a clear outcome. The T value of 1.103 and P value of 0.271 show that the beta coefficient of 0.038 is not significant. Thus, Hypothesis 7 is disproven since the model does not provide statistical evidence that decision-making localization influences continuous performance enhancement.

Hypothesis 8 proposes that talent management mediates the indirect relationship between efficiency and performance improvement. The mediation analysis showed a significant P value of 0.0001, T value of 6.511, and beta coefficient of 0.104. This large outcome supports Hypothesis 8, demonstrating the importance of talent management in academic efficiency-driven ongoing performance improvement. Hypothesis 9 expands mediation research by employing personnel management to increase information flow and performance. The beta coefficient of 0.245, T value of 5.051, and P value of 0.0001 indicate that talent management mediates. This finding confirms Hypothesis 9 and underlines talent management's role in knowledge sharing and performance improvement. Talent management mediates decision-making localization and performance improvement, according to Hypothesis 10. Talent management mediates, as shown by a beta coefficient of 0.155, T value of 7.433, and P value of 0.0001. Hypothesis 10 is verified, confirming talent management's role as a mediator that increases localized decision-making's impact on performance improvement.

**Table 10.** Path Analysis

Hypothesis	Relation	Beta	T value	P value	Result
Direct Path Analysis					
H1	EO -> TM	0.612	18.730	0.0001	Accepted
H2	IE-> TM	0.784	22.440	0.0001	Accepted
H3	DM -> TM	0.017	0.527	0.598	Rejected
H4	TM -> PI	0.836	30.577	0.0001	Accepted
H5	EO -> PI	0.377	9.808	0.0001	Accepted
H6	IE-> PI	0.266	7.292	0.0001	Accepted
H7	DM -> PI	0.038	1.103	0.271	Rejected

Hypothesis	Relation	Beta	T value	P value	Result
Mediation Analysis					
H8	EO -> TM -> PI	0.104	6.511	0.0001	Accepted
H9	IE-> TM -> PI	0.245	5.051	0.0001	Accepted
H10	DM -> TM -> PI	0.155	7.433	0.0001	Accepted

### Qualitative Findings

The study's qualitative findings reveal the complex mechanisms that drive academic institutions' efficiency, information sharing, decentralization of decision-making, talent retention, and constant performance improvement. Prioritizing efficiency has practical repercussions for talent management. Respondent 3 stressed the necessity of effective systems for discovering and developing potential. Streamlining administrative tasks frees up time and resources for talent development. This is consistent with research by Amaral, Rodrigues, Gaspar, and Gomes (2023) that shows efficient organizational procedures significantly affect talent management goals. Information interchange is essential for effective human management. "Establishing effective channels of communication is essential for identifying and assigning talented individuals," Respondent 4 said. Our people management method is based on current, relevant information, which supports continual improvement. According to studies, efficient information sharing improves people management results (Avença, Domingues, & Carvalho, 2023). Localizing decision-making has gotten more complicated, evoking different responses from participants. Decentralized decision-making lets departments tailor people management systems to their needs, said Respondent 5. Our approaches are more creative and diverse due to flexibility. Respondent 6 expressed concern that while some decentralization is beneficial, over localization may lead to people management strategy differences, hindering our efforts to improve performance. The organizational literature debates where to make choices. Arif, Johnston, Lane, and Beatson(2023) examine the potential drawbacks of broad decentralization and emphasize the need to create a harmonic equilibrium to maintain organizational success and unity. Academic institutions must manage talent well to improve. Strategic talent management goes beyond identifying talented people, according to the sixth responder. It includes their expansion, which affects our performance efforts. Farooq, Fu, Shumilina, and Liu (2021) underline the importance of people management in improving corporate success.

Respondent 8 agreed, "The institution's strong dedication to talent management clearly demonstrates its commitment to continuous improvement." We promote personal and professional growth and excellence by investing in our employees. This job shows how people management affects performance improvement. Participants prioritized steady performance improvement. Respondent 9 said talent management and growth synergistically produce a nice feedback loop. Our organization's success is affected by investing in skilled workers. (Allal-Chérif, Yela Aránega, & Castaño Sánchez, 2021) found that boosting performance and managing talent are linked. Respondent 10 further said that proactive people management measures to improve instructors and staff demonstrate our institution's commitment to ongoing development. This holistic approach respects people's importance in achieving the organization's goals. The qualitative findings illuminate the complicated links between efficiency orientation, information exchange, decision-making localization, talent management, and academic performance growth. Efficiency orientation and information interchange were praised, while decentralization of decision-making evoked mixed reactions. Talent management, a key intermediate, is now integral to performance enhancement. The findings add to current knowledge and provide academic institutions with practical advice on how to enhance their operations and performance.

## DISCUSSION

The discussion chapter serves as a comprehensive synthesis of the literature reviewed and the quantitative results obtained in this study, providing a nuanced understanding of the intricate relationships among efficiency orientation, information exchange, localization of decision-making, talent management, and continuous performance improvement within academic institutions. Our analysis confirms earlier findings that efficiency focus improves talent management. Efficiency-focused organizations are more likely to have successful personnel management strategies (Sengupta, Lalwani, Goswami, & Srivastava, 2021). According to respondents, a firm must foster an environment where efficiency is not simply a goal but a core value that guides personnel management. Efficiency orientation is noted in qualitative responses, which matches the scholarly discussion's focus on simpler

procedures that promote organizational performance. The qualitative findings support recent research that prioritizing efficiency creates an environment that encourages efficient management (Martindale et al., 2023). The respondents stressed the necessity of efficiency in company culture. Efficiency simplifies daily operations and makes people management methods thoughtful and effective, they said.

Previous research has shown that sharing information improves staff management practices. Our study shows that information sharing improves talent management. This supports the premise that open communication channels help organizations uncover and use talent. According to this survey, companies should foster open and honest communication. This will lay the framework for talent management and performance improvements. The qualitative findings constantly emphasize information exchange, supporting the literature's emphasis on open communication channels for efficient human management. The qualitative responses show that timely and proper information helps academic institutions recognize and utilize talent. Effective information interchange improves personnel management techniques, according to Zulfikar et al. (2020). The qualitative findings emphasize the need to encourage open and honest communication to develop a foundation for performance improvement.

Participants' reactions vary, but the literature's mixed findings support localizing decision-making. Some participants felt empowered by decentralized decision-making because it encouraged innovation and variation in people management. According to Sridevi and Suganthi (2022), decentralized decision-making helps departments customize talent management systems to their needs. Others' worries emphasize the risks of excessive localization, such as people management standards inconsistencies. Scholarly study emphasizes the necessity for a comprehensive plan while acknowledging the risks of over-decentralization (C. Huang et al., 2022). Decentralizing decision-making is difficult, reflecting the qualitative responses' numerous perspectives. Participants praised decentralized decision-making for letting departments adapt people management approaches. Academic study shows that decentralization in people management systems promotes innovation and variety (Xing, Xie, Li, & Wang 2023). Inconsistencies in people management practices were raised by more participants as a drawback of overemphasizing localization. The academic study emphasizes the importance of a complete strategy while acknowledging the risks of over-decentralization.

Talent management connects effectiveness, information exchange, and performance improvement in the organization. Talent management is essential for corporate performance and growth, according to the report. Talent management is linked to performance improvement (Dubey et al., 2024). Our analysis shows that talent management is a proactive strategy that fosters a culture of continual improvement and long-term success. Qualitative respondents saw talent management as essential to performance improvement, supporting research that views it as a strategic necessity. The qualitative findings show that talent management promotes growth, continual development, and proactive action. Guzeller and Celiker (2020) underline the importance of people management in improving organizational success.

Personnel management and performance enhancement are related to respondents' performance goals. This reinforces research showing people management and organizational improvement operate jointly (Das et al., 2023). Our poll respondents overwhelmingly agreed that talent development increases corporate performance. The respondents underlined continuous performance improvement, linking people management indicators to company improvement. Previous research indicates that improving performance and managing people are mutually advantageous (Cachón-Rodríguez, Blanco-González, Prado-Román, & Del-Castillo-Feito, 2022). Qualitative replies suggest that talent development creates a corporate success cycle. Qualitative answers convey these features' interconnectedness and reliance through their interaction. Research shows that a culture of continuous improvement must incorporate people management, information interchange, effectiveness, and decentralized decision-making. By illustrating how these traits are represented in academic institutions' organizational contexts, qualitative findings enrich quantitative findings.

## CONCLUSION

In conclusion, this study explored the relationships among efficiency orientation, information exchange, localization of decision-making, talent management, and continuous performance improvement within academic institutions. By integrating quantitative and qualitative data, the research provided a comprehensive understanding of these dynamics and offered practical insights for enhancing organizational effectiveness. Efficiency orientation significantly impacts talent management, as supported by both quantitative and qualitative findings. Respondents highlighted that a focus on efficiency shapes talent management strategies. For instance, one respondent mentioned, "Our institution places a high premium on efficiency, which guides our approach to



talent management, ensuring that our efforts are strategic and impactful." This suggests that academic institutions that prioritize efficiency can create an environment conducive to effective talent management, ultimately enhancing overall performance. Information exchange also emerged as a critical factor, with strong support from both quantitative data and qualitative insights. The importance of open communication channels was emphasized by respondents. One stated, "Open channels of communication are crucial for talent identification and deployment. Timely and relevant information support our talent management strategies." This underscores the need for academic institutions to foster a culture of transparent communication, enabling effective talent management and continuous performance improvement. The localization of decision-making presented a more complex picture. While quantitative results indicated a non-significant relationship with talent management, qualitative responses were mixed. Some respondents viewed decentralized decision-making as empowering, allowing departments to tailor strategies to their specific needs. However, others raised concerns about potential inconsistencies. One respondent noted, "Excessive localization may lead to inconsistencies in talent management practices, potentially hindering our continuous improvement efforts." These findings suggest that academic institutions should strike a balance between centralized and localized decision-making to maintain coherence while fostering innovation. Talent management itself was found to be a critical mediator, significantly influencing continuous performance improvement. Qualitative data supports this, with respondents emphasizing the dynamic nature of talent management. One respondent highlighted, "Strategic talent management ensures continuous development, directly impacting our institution's performance." This underscores the importance of investing in talent development as a proactive strategy for sustained organizational progress.

## IMPLICATIONS

### Practical Implications

The practical implications of this research are significant for academic institutions seeking to enhance their organizational effectiveness and drive continuous performance improvement. Firstly, the positive correlation between efficiency orientation and talent management suggests that institutions should prioritize streamlining processes to create an environment conducive to effective talent management. Practically, this involves investing in technologies and systems that optimize administrative processes, freeing up resources for strategic talent initiatives. For example, universities can implement comprehensive HR management systems that automate routine tasks, allowing HR professionals to focus on talent development programs. Secondly, the emphasis on information exchange underscores the importance of fostering transparent communication channels within academic institutions. Establishing platforms for sharing timely and relevant information is crucial for talent identification and deployment. Specific strategies could include implementing collaborative tools like Slack or Microsoft Teams, organizing regular inter-departmental meetings, and creating a centralized knowledge repository accessible to all staff. These measures can enhance the flow of information and facilitate better decision-making processes. The nuanced findings related to the localization of decision-making carry practical implications for institutions aiming to strike a balance between autonomy and consistency. While decentralization empowers departments to tailor talent management strategies, excessive localization may lead to inconsistencies. To address this, academic institutions should establish clear governance frameworks that define the extent of decision-making autonomy at different organizational levels. Regular training sessions for department heads on strategic alignment and leadership can help ensure that local decisions align with the institution's broader goals. Additionally, periodic reviews of departmental practices can help identify and address any inconsistencies. The study's emphasis on talent management as a proactive strategy highlights the need for institutions to invest in continuous development initiatives. Practical steps may include creating mentorship programs where experienced faculty members guide newer staff, providing funding for professional development courses, and setting up internal workshops on emerging educational technologies and teaching methodologies. Recognizing talent management as an integral driver of continuous performance improvement, institutions should align their human resource practices with broader organizational goals by incorporating talent development metrics into performance evaluations and strategic planning processes.

### Theoretical Implications

This research contributes significantly to the theoretical understanding of the interplay between efficiency orientation, information exchange, localization of decision-making, talent management, and continuous performance improvement within academic institutions. The findings extend existing theories by providing empirical evidence of the relationships among these variables. The positive correlation between efficiency orientation and talent management supports theories emphasizing the importance of streamlined processes in

organizational success. This research also sheds light on the impact of decision-making structures, contributing to theories that advocate for a balanced approach to localization within academic settings. Moreover, the study advances the theoretical discourse on talent management by highlighting its dynamic role as a proactive strategy for continuous development, beyond mere identification of high-potential individuals. The reciprocal relationship identified between talent management and continuous performance improvement enriches talent management theories, emphasizing its pivotal role in fostering a culture of ongoing progress. The findings provide a deeper understanding of how these theoretical constructs intersect and influence one another within the unique context of academic institutions, suggesting a need for an integrated approach in future theoretical models. This study also contributes to decision theory by illustrating how different decision-making structures can impact talent management and overall organizational performance. The mixed responses to localization of decision-making emphasize the need for a balanced approach, where autonomy and centralized oversight coexist. The findings suggest that future research should focus on developing frameworks that can accommodate varying degrees of decision-making autonomy while ensuring organizational coherence. Additionally, the research has implications for social exchange theory, particularly in the context of information exchange. The positive relationship between information exchange and talent management suggests that fostering open communication channels can create a more engaged and motivated workforce. This aligns with the principles of social exchange theory, which posits that social behavior is the result of an exchange process to maximize benefits and minimize costs. Future theoretical work could explore this relationship in greater detail, considering the specific mechanisms through which information exchange influences talent management outcomes.

## LIMITATIONS AND FUTURE DIRECTIONS

Despite the valuable insights provided by this research, certain limitations should be acknowledged to provide a balanced perspective on the findings. One significant limitation was the reliance on self-reported data, which could introduce response bias. For instance, teachers might have provided socially desirable responses, overstating the effectiveness of their institutions' talent management practices to appear more competent or supportive of their institutions. This could have led to inflated correlations between variables such as efficiency orientation and talent management, potentially skewing the results. Future research could address this limitation by incorporating observational data or third-party assessments, which could provide a more objective measure of the constructs under investigation. Another limitation was the geographical and cultural specificity of the study, which focused on academic institutions in Sichuan Province, China. The cultural context, characterized by unique administrative practices and educational policies, might limit the generalizability of the findings to other regions or countries. For example, the positive relationship between localization of decision-making and talent management observed here might differ in regions with different administrative autonomy levels or cultural attitudes towards hierarchy. To enhance the generalizability of the findings, future research could include a more diverse sample from various regions and educational systems, allowing for cross-cultural comparisons and a better understanding of how these relationships might vary globally. The cross-sectional design of this study presents another limitation, restricting the ability to establish causal relationships. While correlations between variables such as information exchange and continuous performance improvement were identified, it is unclear whether enhanced information exchange leads to better performance or vice versa. Longitudinal studies could address this limitation by tracking these variables over time, allowing researchers to observe how changes in one variable may causally influence another. This approach could provide more robust evidence for the causal pathways proposed in this study and help refine theoretical models of organizational effectiveness in academic settings. The study's sample size, while calculated using the Taro Yamane formula, may still be considered moderate, potentially impacting the generalizability and statistical power of the results. For example, with a larger sample size, it would be possible to perform subgroup analyses to understand better how variables such as institutional size or type (public vs. private) might moderate the relationships observed. Future research should aim to increase sample sizes and include diverse types of academic institutions to enhance the study's validity and reliability. This approach would allow for more detailed exploration of contextual factors that could influence the effectiveness of different talent management strategies. Another limitation lies in the study's failure to account for potential moderating variables that might impact the relationships between the primary constructs. For example, organizational culture and leadership styles are crucial factors that could significantly influence how efficiency orientation or information exchange affects talent management and performance improvement. Incorporating these moderating variables in future research could provide a more nuanced understanding of the complex interplay between these factors. By identifying which types of organizational cultures or leadership styles amplify or dampen these relationships, researchers can offer more tailored recommendations for practice.

Building on the insights from this study, future research should adopt a mixed-methods approach to provide a more comprehensive understanding of the phenomena under investigation. Combining quantitative data with qualitative insights, such as in-depth interviews or focus groups, can uncover deeper insights into the perceptions and experiences of organizational members. For example, while quantitative data might show a positive correlation between efficiency orientation and talent management, qualitative data could reveal the specific practices or cultural factors that drive this relationship. This approach would provide a richer, more contextualized understanding of how these constructs interact within different organizational settings. To address the limitation of the cross-sectional design, future research should consider longitudinal studies that explore the temporal dynamics of these relationships. By examining how efficiency orientation, information exchange, localization of decision-making, talent management, and continuous performance improvement evolve over time, researchers can gain insights into the causal mechanisms underlying these relationships. Longitudinal studies could reveal how initial improvements in information exchange might lead to long-term gains in performance or how changes in leadership practices might influence the effectiveness of talent management strategies. Exploring the impact of external factors, such as technological advancements or economic shifts, on the relationships under investigation is another valuable avenue for future research. The rapidly changing landscape of higher education demands continuous adaptation, and understanding how external forces influence these dynamics could provide valuable insights for institutions navigating these environments. For instance, future studies could examine how the adoption of new educational technologies impacts information exchange and talent management or how economic downturns affect the prioritization of efficiency and performance improvement initiatives. Lastly, future research could focus on developing and validating intervention strategies aimed at optimizing organizational effectiveness within academic institutions. Building on the relationships identified in this study, researchers could design and implement targeted interventions to enhance efficiency, improve information exchange, and refine talent management practices. These interventions could then be rigorously evaluated through experimental or quasi-experimental designs to assess their effectiveness. By providing empirical evidence on the impact of specific strategies, future research can offer practical, evidence-based recommendations for academic leaders seeking to improve their institutions' performance.

## **COBFLICT OF INTEREST**

No potential conflict of interest was reported by the authors.

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