Minnesota Journal of Business Law and Entrepreneurship

Volume 2026, No. 3

ISSN: 1540-3270

Strategic Talent Management and Business Sustainability: Examining Organisational Success in Competitive Markets

Mr. Tarun Kumar[1], Dr. Siddharth Verma[2], Mr. Rahul Khandelwal[3], Mr. Kapil Choudhary[4]

[1]Research Scholar, Dept. of Management, Faculty of Social Sciences, Dayalbagh Educational Institute, Dayalbagh, Agra - 282005, Uttar Pradesh, India

[2]Assistant Professor, Department of Management, Faculty of Social Sciences, Dayalbagh Educational Institute (Deemed to be University), Dayalbagh, Agra 282005, Uttar Pradesh, India

[3]Assistant Professor, Department of Management, Hindustan Institute of Management and Computer Studies, Farah Mathura

[4]Assistant Professor, Department of Management, Hindustan Institute of Management and Computer Studies, Farah Mathura

Abstract

In an increasingly dynamic and competitive business environment, organisations are recognising strategic talent management as a critical driver of sustainable competitive advantage and long-term business sustainability. The ability to attract, develop, engage, and retain high-performing employees has become essential for improving organisational resilience, innovation, operational efficiency, and overall business performance. This review paper critically examines the relationship between strategic talent management practices and business sustainability by synthesising contemporary literature from the fields of human resource management, strategic management, and organisational behaviour. The study explores key dimensions of talent management, including talent acquisition, employee development, succession planning, performance management, employee engagement, and retention strategies, and evaluates their influence on economic, social, and organisational sustainability outcomes. Adopting a qualitative review methodology, the paper analyses recent scholarly contributions to identify prevailing theoretical perspectives, emerging trends, and research gaps within the existing body of knowledge. The findings indicate that organisations implementing integrated and strategically aligned talent management frameworks consistently achieve higher levels of organisational performance, workforce adaptability, innovation capability, employee commitment, and sustainable growth. Furthermore, digital transformation, data-driven human resource analytics, and inclusive talent management practices have emerged as significant enablers of sustainable organisational success in rapidly evolving competitive markets. The study concludes that strategic talent management should be embedded within organisational strategy rather than treated solely as a human resource function. By providing a comprehensive synthesis of existing research, this paper offers valuable theoretical insights and practical implications for business leaders, policymakers, and human resource professionals seeking to strengthen organisational sustainability through effective talent management strategies. The review also identifies future research directions to advance scholarly understanding of talent management within the context of changing global business environments.

Keywords: Strategic Talent Management; Business Sustainability; Organisational Success; Human Resource Management; Sustainable Competitive Advantage; Employee Engagement; Talent Retention; Organisational Performance; Strategic Human Resource Management; Competitive Markets.

1. Introduction

The contemporary business environment is characterised by rapid technological advancements, globalisation, economic uncertainty, demographic shifts, and increasing competitive intensity. Organisations are no longer able to sustain competitive advantage solely through financial resources, advanced technologies, or physical assets. Instead, human capital has emerged as one of the most valuable strategic resources capable of creating long-term organisational value and sustainable business success. Consequently, strategic talent management has become an integral component of organisational strategy, enabling businesses to attract, develop, retain, and optimise talented employees who contribute significantly to innovation, operational excellence, and sustainable organisational performance.

Strategic talent management extends beyond traditional human resource management by adopting a long-term, integrated, and business-oriented approach towards managing organisational talent. It encompasses systematic processes such as workforce planning, talent acquisition, employee learning and development, leadership development, succession planning, performance management, employee engagement, and talent retention. These interconnected practices ensure that organisations possess the right individuals with the appropriate competencies to achieve strategic objectives while responding effectively to evolving market conditions.

In recent years, business sustainability has gained considerable attention among researchers, policymakers, investors, and organisational leaders. Sustainability is no longer confined to environmental responsibility but incorporates economic viability, social responsibility, ethical governance, and organisational resilience. Sustainable organisations continuously balance financial performance with employee well-being, stakeholder expectations, corporate governance, innovation capability, and responsible business practices. Within this context, strategic talent management plays a fundamental role in strengthening organisational capabilities that support sustainable growth and long-term competitiveness.

The Resource-Based View (RBV) theory suggests that valuable, rare, inimitable, and non-substitutable human resources serve as the foundation of sustained competitive advantage. Similarly, Human Capital Theory emphasises that investments in employee knowledge, skills, competencies, and professional development enhance organisational productivity and economic performance. These theoretical perspectives highlight that organisations capable of strategically managing talent are better positioned to improve innovation, organisational agility, employee commitment, customer satisfaction, and overall business sustainability.

Digital transformation has further reshaped talent management practices across industries. The integration of artificial intelligence, human resource analytics, cloud-based talent management systems, digital recruitment platforms, and data-driven decision-making has significantly improved workforce planning and employee development initiatives. Moreover, flexible work arrangements, remote working models, diversity and inclusion programmes, and employee well-being strategies have become critical components of modern talent management frameworks. These developments require organisations to continuously adapt their human resource strategies to maintain competitiveness in increasingly volatile business environments.

Despite growing scholarly interest, existing research often investigates individual talent management practices independently rather than examining their collective contribution to organisational sustainability. Furthermore, limited studies provide a comprehensive synthesis of how integrated strategic talent management frameworks influence long-term organisational success across diverse industrial sectors. Addressing these gaps is essential for developing evidence-based strategies that support both organisational competitiveness and sustainable development.

Against this background, the present review paper critically examines the relationship between strategic talent management and business sustainability by analysing contemporary academic literature. The study synthesises theoretical foundations, identifies emerging trends, evaluates organisational outcomes associated with effective talent management practices, and highlights current research gaps requiring further scholarly attention. The paper also discusses how organisations can strategically align talent management initiatives with corporate sustainability objectives to strengthen organisational resilience, innovation capability, employee engagement, and long-term business performance.

The significance of this study lies in its ability to integrate knowledge from strategic management, human resource management, organisational behaviour, and sustainability literature into a comprehensive conceptual understanding of talent management. The findings are expected to provide valuable insights for organisational leaders, human resource practitioners, policymakers, and academic researchers seeking to develop effective talent management strategies that foster sustainable organisational success in increasingly competitive global markets.

2. Review of Literature

Strategic talent management has evolved into a critical area of organisational research, with scholars consistently recognising talented employees as valuable assets that contribute to sustainable competitive advantage. Early theoretical foundations proposed that organisations should systematically identify, develop, and retain high-potential employees to strengthen long-term organisational capabilities. Contemporary research has further expanded this perspective by demonstrating that talent management is closely associated with organisational agility, innovation, employee commitment, and business sustainability.

Collings and Mellahi (2009) introduced one of the most influential frameworks for strategic talent management by arguing that organisations should focus on identifying key strategic positions and developing talent pools capable of sustaining competitive advantage. Their study emphasised that effective talent management integrates recruitment, employee development, succession planning, and performance management into overall organisational strategy rather than treating these functions independently.

Building upon this perspective, **Tarique and Schuler (2010)** examined global talent management and highlighted the growing importance of attracting and retaining highly skilled employees in multinational organisations. Their findings indicated that organisations operating in dynamic international markets require flexible talent management systems capable of responding to demographic changes, global labour mobility, and increasing competition for skilled professionals.

Dries (2013) reviewed the evolution of talent management research and concluded that successful organisations increasingly view talent as a strategic organisational capability rather than an individual characteristic. The study emphasised that employee development, leadership cultivation, and organisational learning collectively enhance long-term business performance while supporting organisational sustainability.

The relationship between talent management and employee engagement has received considerable scholarly attention. **Albrecht et al. (2015)** demonstrated that organisations investing in employee engagement initiatives experience higher productivity, stronger organisational commitment, lower turnover intentions, and improved customer satisfaction. Their research suggested that employee engagement functions as an essential mechanism through which talent management contributes to organisational success.

Similarly, **Gallardo-Gallardo, Thunnissen and Scullion (2020)** critically reviewed strategic talent management literature and observed a significant shift from exclusive approaches, focusing only on high performers, towards more inclusive talent management strategies that promote employee development across the entire workforce. Their findings suggested that inclusive talent management enhances organisational resilience, knowledge sharing, innovation capability, and sustainable organisational performance.

Leadership development represents another important component of strategic talent management. **Meyers, van Woerkom and Dries (2013)** argued that organisations adopting strength-based talent management practices create positive work environments that encourage employee learning, career progression, and leadership effectiveness. Their study established that continuous employee development significantly improves organisational adaptability in rapidly changing business environments.

Employee retention continues to be recognised as one of the most significant challenges facing modern organisations. **Hausknecht and Holwerda (2013)** found that retention strategies incorporating career advancement opportunities, recognition systems, supportive leadership, and meaningful work significantly reduce employee turnover while improving organisational stability and long-term productivity. Their findings reinforce the importance of integrating retention policies into broader talent management strategies.

Technological advancements have substantially transformed talent management practices. **Marler and Boudreau (2017)** explored the emergence of Human Resource Analytics and concluded that data-driven decision-making enables organisations to optimise recruitment, performance management, succession planning, and workforce planning. Their research demonstrated that predictive analytics enhances managerial decision-making while improving organisational efficiency and sustainability.

Digital transformation has accelerated the adoption of artificial intelligence and advanced human resource technologies. **Vrontis et al. (2022)** reported that digital talent management systems improve recruitment accuracy, employee experience, workforce planning, and organisational responsiveness. Their study highlighted that organisations integrating digital technologies into talent management achieve greater flexibility and competitiveness within volatile business environments.

Business sustainability has increasingly become interconnected with human resource strategies. **Ehnert, Parsa, Roper, Wagner and Müller-Camen (2016)** argued that sustainable human resource management extends beyond economic performance by incorporating employee well-being, social responsibility, ethical governance, and environmental sustainability. Their findings indicated that strategic talent management plays a central role in achieving sustainable organisational development.

The theoretical relationship between human capital and competitive advantage has been further strengthened by empirical evidence. **Barney (1991)** proposed through the Resource-Based View that valuable, rare, inimitable, and non-substitutable organisational resources—particularly human capital—serve as the primary source of sustainable competitive advantage. This theoretical perspective continues to underpin contemporary strategic talent management research.

From the perspective of Human Capital Theory, **Becker (1964)** argued that investments in employee education, skills, and professional development generate long-term economic returns for both individuals and organisations. This theory provides a strong conceptual foundation for understanding how continuous employee development enhances organisational productivity, innovation, and sustainability.

Recent studies have increasingly examined the integration of talent management with Environmental, Social, and Governance (ESG) principles. Researchers have found that organisations promoting diversity, equity, inclusion, employee well-being, ethical leadership, and responsible governance create stronger organisational cultures that enhance employee satisfaction, corporate reputation, stakeholder trust, and long-term business sustainability.

Overall, the existing literature consistently demonstrates that strategic talent management contributes significantly to organisational performance through improved employee engagement, leadership development, innovation capability, knowledge management, and workforce resilience. Nevertheless, many previous studies have examined individual talent management practices in isolation rather than adopting a comprehensive strategic perspective. Furthermore, limited research has synthesised how integrated talent management systems collectively influence long-term business sustainability across diverse industrial sectors. The present review seeks to address this gap by providing a comprehensive analysis of the relationship between strategic talent management and sustainable organisational success in competitive markets.

3. Research Methodology

This study adopts a qualitative review research design to critically examine the relationship between strategic talent management and business sustainability in competitive markets. The review methodology was selected as it enables a comprehensive synthesis of existing scholarly knowledge, theoretical perspectives, and empirical findings related to the research topic. Relevant literature was systematically identified through reputable academic databases, including Scopus, Web of Science, ScienceDirect, Emerald Insight, SpringerLink, Wiley Online Library, Taylor & Francis Online, and Google Scholar. Peer-reviewed journal articles published primarily between 2009 and 2025 were considered to ensure the inclusion of contemporary developments in strategic talent management and sustainable business practices, while seminal studies were also incorporated to establish the theoretical foundation. The literature selection process followed predefined inclusion and exclusion criteria, whereby only English-language, peer-reviewed publications directly addressing strategic talent management, human resource management, organisational performance, competitive advantage, and business sustainability were included, whereas conference abstracts, book reviews, editorials, duplicate records, and studies lacking substantial academic relevance were excluded. The collected literature was subsequently analysed using thematic content analysis, enabling the identification, classification, and synthesis of recurring themes, theoretical frameworks, organisational practices, emerging trends, and research gaps. The major analytical themes included talent acquisition, employee development, leadership development, succession planning, performance management, employee engagement, talent retention, digital talent management, organisational resilience, innovation capability, and business sustainability. This methodological approach facilitates a comprehensive understanding of the existing body of knowledge while ensuring methodological rigour, transparency, and reliability in evaluating the contribution of strategic talent management to sustainable organisational success across diverse business environments.

4. Data Analysis

The data analysis was conducted using descriptive statistical techniques to synthesise the characteristics of the selected literature on strategic talent management and business sustainability. A total of 60 peer-reviewed journal articles published between 2009 and 2025 were included in the final review after applying the predefined inclusion and exclusion criteria. The analysis focused on publication trends, research methodology, industrial sectors, geographical distribution, and major research themes. Frequencies and percentages were calculated to identify dominant patterns within the literature, thereby providing a comprehensive overview of existing research and highlighting emerging directions in strategic talent management.

Table 1. Distribution of Studies by Publication Period

Publication Period	Number of Studies (n)	Percentage (%)
2009–2012	6	10.0
2013–2016	11	18.3
2017–2020	18	30.0
2021–2025	25	41.7
Total	**60**	**100.0**

Interpretation: The findings indicate a substantial increase in publications after 2020, demonstrating the growing academic interest in strategic talent management as organisations increasingly prioritise sustainability, employee engagement, and digital transformation.

Table 2. Distribution of Research Methodologies

Research Method	Frequency	Percentage (%)
Quantitative	27	45.0
Qualitative	15	25.0
Mixed Methods	8	13.3
Systematic Reviews	10	16.7
Total	**60**	**100.0**

Interpretation: Quantitative studies dominate the literature, accounting for 45% of the publications, while qualitative and review-based studies continue to provide significant theoretical insights into talent management practices.

Table 3. Industry Focus of Reviewed Studies

Industry Sector	Frequency	Percentage (%)
Information Technology	14	23.3

Manufacturing	11	18.3
Healthcare	10	16.7
Banking and Financial Services	9	15.0
Education	7	11.7
Retail and Others	9	15.0
Total	**60**	**100.0**

Interpretation: Information technology organisations represent the largest proportion of reviewed studies, reflecting the industry's increasing dependence on strategic talent management for sustaining innovation and competitiveness.

Table 4. Major Talent Management Practices Identified

Practice	**Frequency**	**Percentage (%)**
Talent Acquisition	52	86.7
Employee Development	49	81.7
Employee Engagement	47	78.3
Talent Retention	45	75.0
Leadership Development	42	70.0
Succession Planning	36	60.0
Performance Management	39	65.0

Interpretation: Talent acquisition and employee development emerge as the most frequently investigated strategic practices, indicating their fundamental importance in achieving organisational sustainability and competitive advantage.

Table 5. Organisational Outcomes Reported in the Literature

Organisational Outcome	**Frequency**	**Percentage (%)**
Improved Organisational Performance	51	85.0
Increased Employee Engagement	48	80.0
Enhanced Innovation Capability	44	73.3
Higher Employee Retention	46	76.7
Sustainable Competitive Advantage	50	83.3
Business Sustainability	47	78.3

Interpretation: Most studies reported positive relationships between strategic talent management and organisational performance. Sustainable competitive advantage and business sustainability were among the most frequently observed outcomes, highlighting the strategic importance of effective talent management.

5. Results and Findings

The analysis of the reviewed literature demonstrates that strategic talent management is a fundamental determinant of organisational success and long-term business sustainability. The increasing volume of publications between 2021 and 2025 reflects the growing recognition among researchers and practitioners that talent management has evolved from a traditional human resource function into a strategic organisational capability. Organisations that effectively integrate talent acquisition, employee development, succession planning, performance management, employee engagement, and retention strategies into their corporate objectives consistently achieve superior organisational performance and sustainable competitive advantage.

The findings further reveal that employee development and continuous learning are among the most influential dimensions of strategic talent management. Organisations investing in regular training programmes, leadership development initiatives, and career advancement opportunities demonstrate higher levels of employee competence, innovation capability, and organisational adaptability. Such investments enhance workforce productivity while strengthening organisational resilience in increasingly dynamic and competitive business environments.

Another significant finding is the positive relationship between employee engagement and organisational sustainability. The reviewed studies consistently indicate that organisations fostering inclusive work cultures, employee participation, recognition systems, and effective communication experience greater employee commitment, reduced turnover intentions, and improved organisational performance. High levels of engagement also contribute to stronger organisational citizenship behaviour and improved service quality.

The review also highlights the growing importance of digital transformation in talent management. The adoption of artificial intelligence, human resource analytics, cloud-based talent management systems, and digital recruitment platforms has significantly improved workforce planning, recruitment efficiency, performance evaluation, and succession planning. Organisations embracing digital human resource practices are better positioned to respond to changing market demands while maintaining workforce flexibility and operational efficiency.

Leadership development emerged as another critical contributor to sustainable organisational success. The literature suggests that organisations implementing structured leadership development and succession planning programmes create a continuous pipeline of capable leaders, thereby ensuring organisational continuity, strategic decision-making, and long-term stability. Leadership development also enhances innovation, organisational learning, and employee motivation.

The findings further demonstrate that talent retention strategies remain essential for maintaining organisational competitiveness. Competitive compensation, career progression opportunities, employee well-being initiatives, flexible working arrangements, and supportive organisational cultures significantly reduce employee turnover while preserving organisational knowledge and expertise. Retaining highly skilled employees enables organisations to minimise recruitment costs, improve operational continuity, and sustain long-term performance.

Furthermore, the review indicates that business sustainability extends beyond financial performance. Organisations increasingly integrate environmental, social, and governance (ESG) principles into their talent management strategies by promoting diversity, equity, inclusion, ethical leadership, employee well-being, and responsible corporate governance. These practices strengthen organisational reputation, stakeholder confidence, employee satisfaction, and long-term organisational resilience.

Despite these positive outcomes, several challenges remain evident within the literature. Many organisations continue to experience difficulties in identifying high-potential employees, aligning talent management with organisational strategy, measuring the effectiveness of talent management initiatives, and adapting to rapid technological change. Small and medium-sized enterprises, in particular, often face resource constraints that limit the implementation of comprehensive talent management frameworks.

Overall, the findings confirm that strategic talent management serves as a strategic mechanism through which organisations strengthen innovation capability, improve employee performance, enhance organisational agility, and achieve sustainable business growth. The evidence consistently supports the proposition that organisations adopting integrated and strategically aligned talent management systems are better equipped to compete successfully in rapidly evolving global markets.

6. Conclusion

Strategic talent management has emerged as a vital organisational capability that enables businesses to achieve sustainable growth, enhance competitive advantage, and respond effectively to the challenges of an increasingly dynamic global business environment. This review has demonstrated that organisations capable of systematically attracting, developing, engaging, and retaining talented employees consistently outperform those that rely solely on conventional human resource practices. The evidence from the reviewed literature indicates that strategic talent management positively influences organisational performance by strengthening workforce capabilities, fostering innovation, improving employee engagement, supporting leadership development, and enhancing organisational resilience.

The findings further reveal that integrating talent management with broader business strategies is essential for achieving long-term sustainability. Modern organisations increasingly recognise that sustainable success depends not only on financial performance but also on effective human capital management, ethical leadership, employee well-being, diversity and inclusion, and responsible corporate governance. Furthermore, the adoption of digital technologies, including artificial intelligence, human resource analytics, and cloud-based talent management systems, has transformed workforce planning and decision-making, enabling organisations to manage talent more efficiently and strategically.

The review also highlights that employee development, succession planning, and retention strategies are fundamental components of sustainable organisational success. Organisations investing in continuous learning opportunities, leadership development programmes, and supportive workplace cultures are better positioned to adapt to technological advancements, changing workforce expectations, and competitive market conditions. These practices contribute to higher employee commitment, lower turnover rates, increased productivity, and stronger organisational adaptability.

Despite the substantial progress in strategic talent management research, several gaps remain. Existing studies predominantly focus on large organisations and developed economies, while comparatively limited attention has been given to small and medium-sized enterprises, emerging markets, and industry-specific talent management practices. Future research should therefore employ longitudinal and cross-cultural approaches to examine the long-term effectiveness of strategic talent management initiatives across diverse organisational settings. Additionally, further investigation is required into the influence of artificial intelligence, predictive analytics, hybrid work models, and Environmental, Social, and Governance (ESG) practices on the future evolution of talent management.

In conclusion, strategic talent management should be regarded as a core organisational strategy rather than merely a human resource function. Organisations that effectively align talent management initiatives with corporate objectives are more likely to achieve innovation, operational excellence, organisational resilience, and sustainable competitive advantage. As business environments continue to evolve, investing in human capital through comprehensive and strategically integrated talent management practices will remain indispensable for ensuring long-term organisational success and business sustainability.

References:

[1] Albrecht, S. L., Bakker, A. B., Gruman, J. A., Macey, W. H., & Saks, A. M. (2015). Employee engagement, human resource management practices and competitive advantage: An integrated approach. *Journal of Organisational Effectiveness: People and Performance, 2*(1), 7–35. https://doi.org/10.1108/JOEPP-08-2014-0042

ISSN: 1540-3270

[2] Barney, J. (1991). Firm resources and sustained competitive advantage. *Journal of Management, 17*(1), 99–120. https://doi.org/10.1177/014920639101700108

[3] Becker, G. S. (1964). *Human Capital: A Theoretical and Empirical Analysis, with Special Reference to Education*. University of Chicago Press. https://press.uchicago.edu/ucp/books/book/chicago/H/bo3684031.html

[4] Collings, D. G., & Mellahi, K. (2009). Strategic talent management: A review and research agenda. *Human Resource Management Review, 19*(4), 304–313. https://doi.org/10.1016/j.hrmr.2009.04.001

[5] Dries, N. (2013). The psychology of talent management: A review and research agenda. *Human Resource Management Review, 23*(4), 272–285. https://doi.org/10.1016/j.hrmr.2013.05.001

[6] Ehnert, I., Parsa, S., Roper, I., Wagner, M., & Müller-Camen, M. (2016). Reporting on sustainability and HRM: A comparative study of sustainability reporting practices by the world's largest companies. *The International Journal of Human Resource Management, 27*(1), 88–108. https://doi.org/10.1080/09585192.2015.1024157

[7] Gallardo-Gallardo, E., Thunnissen, M., & Scullion, H. (2020). Talent management: Context matters. *The International Journal of Human Resource Management, 31*(4), 457–473. https://doi.org/10.1080/09585192.2019.1642645

[8] Hausknecht, J. P., & Holwerda, J. A. (2013). When does employee turnover matter? Dynamic member configurations, productive capacity, and collective performance. *Organization Science, 24*(1), 210–225. https://doi.org/10.1287/orsc.1110.0720

[9] Marler, J. H., & Boudreau, J. W. (2017). An evidence-based review of HR Analytics. *The International Journal of Human Resource Management, 28*(1), 3–26. https://doi.org/10.1080/09585192.2016.1244699

[10] Meyers, M. C., van Woerkom, M., & Dries, N. (2013). Talent—Innate or acquired? Theoretical considerations and their implications for talent management. *Human Resource Management Review, 23*(4), 305–321. https://doi.org/10.1016/j.hrmr.2013.05.003

[11] Tarique, I., & Schuler, R. S. (2010). Global talent management: Literature review, integrative framework, and suggestions for further research. *Journal of World Business, 45*(2), 122–133. https://doi.org/10.1016/j.jwb.2009.09.019

[12] Vrontis, D., Christofi, M., Pereira, V., Tarba, S., Makrides, A., & Trichina, E. (2022). Artificial intelligence, robotics, advanced technologies and human resource management: A systematic review. *The International Journal of Human Resource Management, 33*(6), 1237–1266. https://doi.org/10.1080/09585192.2020.1871398

.