Systematic Literature Review - Talent Management, Succession Planning and Organizational Sustainability

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Abstract:

Purpose: This review is conducted for finding the gap for detailed study of Talent Management (TM), Succession Planning (SP) and Organizational Sustainability (OS). In the current economic environment, organizations are struggling to find a solution to achieve OS through TM and SP in turn. These three variables could be related to each other. Several studies have already been done on these key words which explains the impact of one on other two. Talent Identification, Talent Development and Talent Retention are the three major phases in Talent Management Process under Human Resource Development. These developed talents are considered for Succession Planning of the organization, which is ultimately affecting the sustainability of the organization. There are several challenges faced in the past to define and implement these HR processes. This study is all about establishing the gap after review of literatures on the subject.

Design/Methodology/Approach: Several (44 in numbers) literatures, including Articles/Research Papers/Book Chapters from various sources viz. Scopus, Research Gate, Google Scholar, etc. were referred to and studied in detail. The selection of the published literatures was based on considering the key words - Talent Management (TM), Succession Planning (SP) and Organizational Sustainability (OS). There were thousands of literatures available in different languages for each separate keyword. The year of publication is considered between year 2020 to 2025 for inclusion. Whereas the literature in English language was filtered for the purpose. The list of articles and literature were limited to open access only.

Findings: The review encompasses that there have been studies conducted related to the subject with recommendation of various HR practices of TM for SP. The importance of TM on Organizational Sustainability (OS) is also discussed in the past. There is still a gap to study and understand the relationship between these terminologies. The role of TM and SP to achieve OS is yet to be established. The impact of Performance Management needs to be accessed for performance of organization and its sustainability.

Practical implications: This review would lead to a thorough and in-depth analysis of the literatures published and available currently on the subject Talent Management, Successful Succession Planning and Organizational Sustainability.

Originality/value: This literature review encompasses the traditional HR practices of Talent Management practices and Performance Management, in particular, and identifies the challenges to connect it with Succession Planning and Organizational Sustainability.

Keywords: *Performance Management, Talent Management, Succession Planning, Organizational Sustainability.*

Introduction

Sustainability is the biggest challenge in the current environmental condition, where the continual growth is maintained without compromising the need of future generation. There is a need to maintain a balance between the three pillars, i.e., People, Profit and Planet. Similarly, for Organizational Sustainability, a continuous growth in financial terms along with technological advancement towards sustainability and people centric approach is to be maintained. Succession Planning is another big challenge for the organizations, where right people are to be identified as future leaders for key and leadership roles. It is preferable to develop the leaders within the organization rather than hiring them from outside at a higher cost. Availability is also a big challenge. Every organization must have a systematic HR process to develop the future leaders through identifying, developing and retaining the talent within the organization. This leads to achieve Organizational Sustainability. In this way, both the organization and the employees are in a win-win situation in achieving their professional goals. Several articles/papers/literatures were explored through various platforms viz., Scopus, Google Scholar, Research Gate, etc. on these keywords. The ultimate idea is to find the gap, if any, in developing the system and in its continual improvement towards achieving Organizational Sustainability through a successful Succession Planning process.

Research questions that explore the interrelationships among **Talent Management (TM)**, **Succession Planning (SP)**, and

Organizational Sustainability (OS): These questions are structured to guide empirical or conceptual research across various dimensions such as process, impact, challenges, and frameworks.

1. What role does Talent Management play in developing future leaders for organizational continuity?
2. What frameworks exist for integrating Talent Management, Succession Planning, and Organizational Sustainability?
3. What are the challenges organizations face in implementing integrated TM and SP practices for sustainable outcomes?
4. How do competency mapping and performance management systems support succession and sustainability initiatives?
5. How do Indian Public Sector Undertakings (PSUs) in the western region implement Talent Management and Succession Planning for Organizational Sustainability?
6. How do HR leaders perceive the role of Talent Management in ensuring Organizational Sustainability?
7. How do organizations integrate TM, SP, and sustainability in their strategic planning processes?
8. What challenges and best practices emerge in aligning TM and SP for long-term sustainability?

To find the answers to the above questions, literatures, articles, journals and books were explored on various online platforms, viz., Scopus, Google Scholar, Research Gate, etc. with the keywords Talent Management (TM), Succession Planning (SP), and Organizational Sustainability (OS).

Literature Review

The articles and papers in the language English were considered for the review, which were published between the years 2020 to 2025. Following (44 in numbers) open access literatures published by various authors names were thoroughly studied and reviewed.

1. **Lyaka and M Ngulube P, 2025: "Leveraging Human Resource Practices to Retain Librarians Knowledge in Selected Public University Libraries in Uganda"** - This study explored how Human Resource (HR) practices influence knowledge retention among librarians in selected public university libraries in Uganda, using a mixed-method approach with an exploratory sequential design. Initial qualitative interviews with university librarians informed a survey distributed questionnaire administered to 67 professional librarians. The study found that while HR practices such as training, mentorship, and development are important in mitigating knowledge loss and retaining human resources, their effectiveness is hindered by rigid public service regulations, weak Succession Planning, and the absence of a formal knowledge retention strategy. The study concludes by emphasizing the need for formalized knowledge retention strategies that integrate HR practices to enhance knowledge management and address identified gaps from recruitment to retention, aligning with previous research on talent management and Human Resource Development in academic libraries.

2. **Chaudhary A, Khandelwal S, Deshpande P, Panjabi P, 2025:** Paper titled **"An intriguing convergence between metaverse and sustainable human resource management"**- This study provides valuable insights for HR professionals and organisational leaders on leveraging the metaverse for sustainable Human Resource Management (HRM) practices. It underscores the potential of virtual environments to foster sustainable employee engagement, training and development. The findings contribute to the academic discourse by outlining critical areas for future research and offering a foundational understanding of the convergence between the metaverse and sustainable HRM. This paper presents a bibliometric analysis of existing literature at the intersection of the metaverse and sustainable Human Resource Management (HRM), highlighting emerging themes, technologies, and research gaps. It explains how the metaverse enabled by VR, AR, blockchain, and AI offers immersive, decentralized environments that can transform HRM practices like recruitment, remote work, training, and employee engagement, thereby supporting sustainability goals such as reducing carbon emissions and promoting diversity. However, the study also raises concerns about data privacy, digital inequality, and ethical usage. The literature reveals four thematic clusters - Metaverse Technologies, Sustainable HRM practices, Support Mechanisms, and New Techniques, while noting a lack of empirical research on practical implementation and the environmental impact of metaverse infrastructure. The paper concludes that while the convergence of the metaverse and sustainable HRM shows strong promise, it demands cautious, ethical application and further in-depth study.

3. **Khan, Naveed R., Malik, Falak, Khan, Mustafa Rehman, Khan, Ismail. Ghouri, Arsalan Mujahid, 2025: "Organizational sustainability: the role of environmentally focused practices in enhancing environmental performance - an emerging market perspective"** - This paper investigates the role of environmentally focused practices in enhancing environmental performance, specifically within the textile manufacturing sector of an emerging market (Pakistan). The study explores the impact of environmental transformational leadership (ETL), green human resource management (GHRM), and environmental management systems (EMS) on environmental performance (EP). The primary aim was to examine how ETL, GHRM, and EMS influence EP in textile manufacturing firms. The study also investigated the mediating roles of GHRM and EMS in the relationship between ETL and EP. The research is grounded in the Resource-Based View (RBV), which posits that a firm's resources, including ETL and GHRM, are directly linked to organizational outcomes and can provide a competitive advantage by enhancing EP. EMS is viewed as a means of value creation. A cross-sectional quantitative study was conducted using a deductive approach. Data was collected from 244 managers in export-oriented textile manufacturing firms in Pakistan through a purposive sampling method, utilizing an online survey. Key findings shows that Environmental transformational leadership (ETL) was found to have a significant positive relationship with both green human resource management (GHRM) and environmental management systems (EMS), and directly with environmental performance (EP). Another finding

suggests that Environmental management systems (EMS) showed a significant positive relationship with environmental performance (EP). However, GHRM was found to have an insignificant direct relationship with EP. The study concludes that ETL is crucial for driving organizational sustainability by fostering the adoption of environmentally focused practices like EMS, which in turn enhances environmental performance. While EMS is a vital mediator, GHRM's role in directly improving EP in the Pakistani textile sector appears limited. The findings suggest that managers should prioritize developing environmentally oriented leaders and implementing robust EMS to achieve sustainability goals. Policymakers can leverage these insights to develop interventions for improving environmental performance in emerging markets. Future research should explore the intervening effects of green innovation and corporate entrepreneurship dimensions on environmentally focused practices. The study utilized single-sourced data, which may introduce social desirability bias, highlighting a need for multi-source data collection. Testing the proposed model across various manufacturing industries could further substantiate the impact of environmentally focused practices on EP.

4. **Ahmed R, Rampal R, Streimikiene D, Streimikis J, 2025: "Examining the Influence of Green HR Practices on Green Organizational Performance: Evidence from Pharmaceutical Sector of Asian Economies"** - The study investigates the relationship of green HR practices with green organizational performance. This paper further analyses the impact of different dimensions: green Performance Management, green HR data and analytics, green Recruitment and Selection, green Compensation and Evaluation, green Succession Planning, green Training and Development, and green HR Information Systems on green HR practices. This paper examines the mediation of green HR purchasing and environment and eco-design and internal management between green HR practices and organizational performance. The researchers used structured and modified questionnaires and collected 465 responses from the pharmaceutical sector of Asian economies such as China, India, Pakistan, South Korea, and Japan. The findings of this research demonstrate that green HR practices have a significant and affirmative relationship with green organizational performance. Results further indicate that green performance management, green HR data and analytics, green recruitment and selection, green compensation and evaluation, green succession planning, green training and development, and green HR information systems positively and significantly impact green HR practices. Finally, the findings show that green HR purchasing, environment, eco-design, and internal management significantly mediate between green HR practices and organizational performance. The study's findings have demonstrated a significant theoretical and managerial implication for researchers, academicians, industry practitioners, and policymakers. Moreover, the findings of this study also provide the roadmap to attain one of the most important goals of the sustainable development goals (SDGs) of the United Nations (UN) - eco-friendly sustainability.

5. **Yehia Shihata Elzek, Mohammad Soliman, Hafidh Al Riyami & Noel Scott, 2024: "Talent management and sustainable performance in travel agents: do green intellectual capital and green servant leadership matter?"** - This study empirically examines the impact of Talent management (TM) practices on Sustainable Organizational Performance (SOP). It explores whether green intellectual capital (GIC) mediates the effect of TM on SOP. It also investigates the moderating role of Green ServantL (GSL) on the relationship between GIC and SOP. Data was collected from 327 responses from travel agency employees in Egypt. TM practices were found to have significant positive effects on GIC. In turn, GIC significantly impacts SOP. The mediating role of GIC in the relationship between TM practices (excluding Talent Retention) and SOP was supported. However, the moderating role of GSL on the link between GIC and SOP was not confirmed. The results underscore the importance of an inclusive approach to staff development, which leads to intellectual capital and improved organizational sustainability. The study highlights the significance of strategic workforce planning and succession management in the context of travel agencies. In summary, this paper provides empirical evidence that Talent Management practices positively influence green intellectual capital, which then enhances sustainable organizational performance in travel agencies. While green intellectual capital acts as a mediator, green servant leadership does not play a moderating role in this specific relationship. The paper employed a quantitative approach using a self-administered questionnaire to gather data from employees of travel agents in Egypt. Consequently, future studies could employ a qualitative approach or a mixed-method approach using multiple data gathering instruments (e.g. survey, interview, etc.). This could assist in presenting more comprehensive overviews of TM and its significance to tourism businesses. In addition, further work is recommended to conduct across-country study to investigate perspectives of varied cultural backgrounds toward TM in the tourism and travel sector.

6. **Andi Shodiq Widodo, Ika Nurul Qamari, Siti Dyah Handayani, Mastura Roni, 2024: "Talent Management in Managerial Succession Planning: A Qualitative Study"** - This paper examines how talent management is implemented in managerial succession planning at Soerojo Hospital, focusing on the head of installation position. The study aims to support organizational sustainability by preparing future leaders through continuous process improvement. Conducted as a qualitative single-case study, data were gathered through in-depth interviews with key informants between October and November 2022. The findings reveal that talent management is not fully implemented at the hospital. Talent identification is influenced by leader subjectivity, and recruitment occurs only after vacancies arise. There is no established talent pool, and development and retention efforts are limited, lacking

structured programs or clear guidelines. Several succession challenges were identified, such as delayed recruitment, unprepared appointees, and a lack of mapping for potential successors. Although internal open selection is used for managerial roles, the process is not systematic or regulated. Talent dimensions such as performance and potential are considered but are not integrated into policy. Retention relies mainly on coaching and performance-based rewards, with limited career development support. The paper recommends that Soerojo Hospital establish formal regulations, build a systematic talent management framework, create a structured talent pool, and foster a supportive work environment. Overall, while succession planning exists, its effectiveness is undermined by a lack of structure and objectivity, calling for stronger organizational commitment and strategic implementation.

7. **Mihir, Satuluri, 2024: "Holistic approach of Talent Management for a successful Succession Planning"** - This paper highlights the critical importance of adopting a holistic talent management approach to ensure effective succession planning in Indian Public Sector Units (PSUs). Faced with dynamic economic conditions, PSUs prefer to cultivate leadership internally rather than sourcing talent externally. The study investigates how Performance Management Systems (PMS) influence succession planning, how PMS and talent management integration supports organizational sustainability, and the specific talent practices that enable leadership continuity. Using a mixed-methods approach, the research analyzed HR documents and gathered feedback from stakeholders across various PSUs. It found that talent identification in PSUs heavily relies on performance appraisals, while tools like assessment centers or 360-degree feedback are underutilized. PMS often lacks transparency, particularly in promotions, and many employees remain unclear about evaluation criteria. Additionally, the internal talent pool is often limited, especially at senior levels, due to restricted cross-functional exposure and rigid promotion policies. The study emphasizes the need for robust talent management processes, comprising acquisition, development, and retention, to support succession planning. Recommendations include eliminating the demotivating bell-curve rating system, increasing competency mapping, encouraging inter-departmental exposure, and aligning PMS with strategic goals rather than just evaluator preferences. The paper concludes that integrating talent management with succession planning, guided by a transparent and goal-aligned PMS, is essential for sustaining leadership and organizational resilience in PSUs.

8. **Jianbing Shao, Hassan Ahmad, Asad Hassan Butt, Hui Shao, Yulong David Liu, Faizan Alam, 2024: "Optimizing Sustainable Performance Green Talent Management Strategies Focused on Core Competencies"** - This paper investigates the relationships between Green Talent Management (GTM), Green Core Competencies (GCCs), Green Innovation Performance (GIP), and Sustainable Performance (SP), particularly within Pakistani small and medium-sized enterprises (SMEs). It also explores the moderating role of organizational Corporate Social Responsibility (CSR) commitment in these relationships. The primary objective of the study was to examine how GTM, GCCs, green innovation performance, and sustainable performance are interconnected, using the Natural Resource-Based View (NRBV) as a theoretical lens. The research specifically aimed to determine the effects of GTM and GCCs on green innovation and sustainable performance, the mediating role of GCCs in the link between GTM and these performance outcomes and the moderating role of organizational CSR commitment. Data was collected from 362 employees of Pakistani SMEs through a survey, and the analysis was conducted. The study found a significant positive impact of GTM on the development of GCCs, green innovation performance, and overall sustainable performance. This indicates that effective GTM practices lead to enhanced environmental capabilities and improved green outcomes within organizations. GCCs were confirmed to mediate the relationship between GTM and both green innovation performance and sustainable performance. This highlights that GCCs are crucial in translating GTM efforts into tangible environmental and sustainable results.

9. **Thapelo D. ChaaCha, 2024: "Key competencies for academic employees in the current dynamic higher education environment"** - This paper highlights the critical need for competent academic employees in the dynamic higher education environment, particularly in South Africa. It emphasizes that these competencies are essential for meeting stakeholder expectations and addressing various challenges within the sector. The study identified three central competency themes crucial for academic employees in the dynamic South African higher education environment: pedagogical competencies, personal efficiency competencies, and organizational competencies. These findings were derived from semi-structured interviews with various participants, and the results highlight what is considered important for academic employees and how their competencies can be enhanced. In essence, the study's results provide a three-step academic employee competence model, outlining these core competencies, their main aspects, and suitable interventions for their development, aiming to ensure academic employees are well-equipped for the evolving higher education. The study was conducted within a specific higher education institution. This means the findings might not be fully generalizable to other higher education institutions, which could have different contexts, challenges, and competency requirements. These limitations highlight areas for future research to refine methodologies, ensure consistency in competency categorization, and broaden the scope to include more diverse institutional settings. Future studies should strive for greater consistency in categorizing the skills of academic employees when developing competency frameworks. This will help in identifying more relevant competencies across different studies and contexts.

10. **Muhammad Irfan Nasution, Imas Soemaryani, Yunizar & Hilmiana, 2024: "Ambidextrous**

leadership and individual ambidexterity: emerging challenges for medical representative performance" - This study explores how ambidextrous leadership, talent management, and individual ambidexterity affect the performance of medical representatives in Indonesia, with work engagement as a mediating factor. Aimed at enhancing pharmaceutical workforce effectiveness and sustainability, the research fills a conceptual gap by integrating these elements into a comprehensive model. Using a quantitative, cross-sectional approach, data was collected from 370 medical representatives across five major cities via online and offline surveys (Likert scale) between August and December 2022. Results show that all three factors directly impact both work engagement and performance, with individual ambidexterity being the strongest contributor. Effective talent management and the ability to balance exploration and exploitation were found to enhance both engagement and innovation. The study concludes that fostering leadership, talent practices, and ambidexterity can significantly boost performance. However, limitations include sample size and the exclusion of other key variables (e.g., organizational ambidexterity, coworker support). Future research should address these gaps by expanding sample diversity, adding relevant variables, and using longitudinal designs for deeper insights.

11. **Vorwerk Marren I., Davis A., Williamson C.M., 2024: "Strategizing for survival–enablers of South African not-for-profit organization sustainability"** - This paper investigates the enabling practices that contribute to the long-term sustainability of South African Not-for-Profit Organizations (NPOs), particularly within challenging, resource-constrained environments. It introduces the concept of 'fit-for-practice' activities as essential for NPO survival and connects this with the organizational life cycle. The study explores how longstanding South African NPOs have managed to sustain services despite facing constraints related to staffing, finances, volunteering, and growing social care demands. A qualitative multiple case study design was used, focusing on five NPOs that have been operational for over 30 years and deliver social care services. This approach enabled an in-depth analysis of strategic practices and challenges across different organizations. Data was collected primarily through semi-structured interviews with senior and board-level managers, aiming to capture rich insights into organizational routines, leadership roles, and success strategies. The study concludes that NPO sustainability involves a complex system of integrated practices, with leadership playing a central role. Key enablers include governance, organizational culture, resourcing, and adaptability—all of which contribute to resilience and lifecycle extension. Being 'fit-for-practice' means aligning organizational vision with community needs, leadership style, and both internal and external variables. While offering practical insights for NPO leaders, the study acknowledges its limitations. The small sample size and exclusive focus on social care organizations limit the generalizability of the findings. Additionally, only managerial perspectives were included, excluding staff at other levels and beneficiaries, who may offer different viewpoints on

sustainability. The study did not aim to compare NPOs or assess why some succeed while others fail, focusing instead on shared practices. The authors recommend future research to examine failed NPOs, include beneficiary perspectives, and explore leadership styles and traits to support succession planning and strategic development in the sector.

12. **Al Naqbi E., Shamsudin F.M., 2024: "Greening the UAE workforce: Can green human resource management and domestic environmental regulations support green innovation at the workplace?"** - This study explores the relationships between green human resource management (GHRM), domestic environmental regulations, green commitment, and green innovative work behaviour in the UAE workforce. It also examines age as a moderating factor. The research aimed to understand how legal regulations mediate the link between GHRM and innovation, assess GHRM's role in fostering employee commitment to sustainability, and evaluate how environmental values influence green innovation. Data were collected from 246 employees across sectors such as transportation, tourism, energy, development, and agriculture. GHRM was measured across four dimensions: green recruitment, training, performance management, and rewards. Green commitment was evaluated through beliefs, values, managerial support, and environmentally responsible behaviours. Findings show GHRM positively influences domestic regulations, green commitment, and green innovative work behaviour. Domestic regulations enhance green innovation but do not significantly affect green commitment. Green commitment, in turn, boosts green innovative behaviour and moderates the impact of regulations on innovation. Age also plays a role, with younger employees showing stronger alignment with GHRM practices and environmental values. The study concludes that GHRM strengthens environmental compliance and innovation, particularly among younger staff, emphasizing the need to integrate sustainability into HR strategies. However, its cross-sectional design limits causal interpretations, and findings may not generalize beyond the UAE. Future research should adopt longitudinal approaches and explore age-related differences in greater depth across varied industries and countries.

13. **Al-Romeedy B.S.; Alharethi T., 2024: "Sustainable Tourism Performance Through Green Talent Management: The Mediating Power of Green Entrepreneurship and Climate"** - This paper explores the impact of Green Talent Management (GTM) on sustainable tourism performance, focusing on the mediating roles of Green Entrepreneurship (GE) and Green Organizational Climate (GOC). The study targets Saudi Arabia's tourism and hospitality sectors to offer practical insights for improving sustainability practices. Specifically, it examines how GTM influences Green Performance (GP), GE, and GOC, and how GE and GOC, in turn, impact GP. Data was gathered from 788 valid responses collected between May 2023 and February 2024 from employees in travel agencies and tour operators across Saudi Arabia. A quantitative

approach using a five-point Likert scale was employed to measure GTM, GP, GE, and GOC. Findings reveal that GTM has a significant positive effect on GP, GE, and GOC. This suggests that recruiting and retaining employees with green skills is essential to promoting sustainable practices. Both GE and GOC were also found to positively impact GP, confirming their mediating roles between GTM and green performance. The study emphasizes the strategic importance of GTM in enhancing environmental performance and sustainability goals within tourism. It also acknowledges limitations, including the focus on specific mediators. Future research is encouraged to explore additional mediating or moderating variables, such as green leadership, organizational learning, or green work engagement, to gain a deeper understanding of how GTM contributes to sustainable outcomes. Expanding this research can help organizations better align talent management strategies with environmental sustainability objectives in the tourism and hospitality industries.

14. **Buzzao G.; Rizzi F., 2024: "Who is CSR for in employer branding? Insights on employer branding strategies across industries, educational backgrounds and career styles"** - This paper investigates the effectiveness of employer branding strategies, particularly focusing on how corporate social responsibility (CSR) and other sustainability-related attributes influence applicant attraction. It delves into the varying impacts of these attributes based on applicants' educational backgrounds and career aspirations, providing insights for designing more effective recruiting strategies. The research utilized two main theoretical frameworks: the Signalling theory, which explains how applicants infer organizational characteristics from available signals, and the Social Identity theory, which highlights how an individual's self-concept (personal and social identity) shapes their attitudes towards potential employers. The study also incorporated the instrumental-symbolic framework, classifying employer attributes into functional (objective, tangible) and symbolic (subjective, intangible) benefits. Study 1 involved 659 graduates from varied fields who evaluated symbolic attributes such as CSR, originality, and resilience. CSR was especially attractive to arts and humanities graduates but less so to social sciences and management graduates. Originality strongly appealed to engineering graduates. Study 2, involving 2068 engineering graduates, found that career style influenced preferences: traditional careerists valued job content, while boundaryless careerists prioritized advancement. Reputation mediated attraction only among traditional careerists. The findings suggest that effective employer branding must be tailored to applicants' educational and career profiles. Communicating symbolic attributes like resilience and CSR and adapting instrumental features to suit traditional or boundaryless careerists, enhances talent attraction. Limitations include reliance on stated preferences, lack of regional comparisons, and omission of other influencing factors. Future research can contribute to a more robust and universally applicable understanding of employer branding, allowing organizations to develop even more effective and tailored recruitment strategies.

15. **Marin R.; Marin I., 2024: "Redesigning Organizations' Sustainability: Force of Talent Management and Employee Wellbeing Interplay"** - This paper explores the relationship between talent management and employee wellbeing, aiming to uncover the "missing links" between these key organizational concepts. It emphasizes the importance of human capital for sustainable development and competitive advantage, especially amid globalization and digital transformation. Effective talent management, i.e., attracting, developing, and retaining skilled individuals must go beyond top performers to support the wellbeing of all employees for long-term success. Employee wellbeing, a major driver of engagement, productivity, and organizational performance, is shaped by factors like job satisfaction, commitment, and leadership style. Using bibliometric analysis of articles from Web of Science and Scopus via VOSviewer, the study found limited direct research connecting talent management and wellbeing. While talent management showed a weak link to job satisfaction, it had a stronger connection to employee engagement, suggesting engagement is the key pathway through which talent management affects wellbeing. Both talent management and employee wellbeing were found strongly linked to improved organizational performance. The study highlights a significant research gap due to differing disciplinary perspectives. Wellbeing is often studied in psychology, while talent management is viewed through a management lens. It calls for more integrated research that directly examines their relationship, stressing the importance of leadership and inclusive talent strategies in promoting employee wellbeing and organizational sustainability.

16. **Bambang Agustian(B), Yeni Absah, and Isfenti Sadalia, 2023:" Influence of Talent Management on Succession Planning Through Leadership Skills"** – This study explores the relationship between talent management, leadership skills, and succession planning in a state-owned palm plantation company in Medan, Indonesia. It addresses a key challenge: critical managerial positions often remain vacant due to a lack of leadership-ready talent, leading to operational instability. The paper emphasizes that while talent may be present, leadership skills are often insufficient, weakening the effectiveness of succession planning. The research aimed to determine how talent management influences succession planning, with leadership skills acting as a mediating factor. Using a descriptive quantitative method and path analysis, data was collected from 30 employees registered as talents for at least one year. Respondents completed a Likert-scale questionnaire assessing attitudes toward talent management, leadership skills, and succession planning. Findings revealed that leadership skills had the highest rating, followed by talent management and succession planning. Talent management was found to have a significant direct impact on both leadership skills and succession planning. Furthermore, leadership skills significantly mediated the relationship between talent management and succession planning—the indirect effect through leadership skills was even stronger than the direct effect. The study concludes that leadership development is essential within

talent management programs. By strengthening leadership skills, companies can better prepare individuals to step into critical roles, ensuring continuity and organizational performance.

17. **Sulistyorini, 2023: "Talent Management System: Challenges for Organizational Sustainability"** - This paper offers a detailed exploration of talent management systems and their critical role in fostering organizational sustainability in a competitive and uncertain business environment. It positions talent management as a strategic function aimed at attracting, developing, and retaining talented individuals who are essential for driving performance and achieving long-term business goals. The study is grounded in a comprehensive literature review, which identifies talent as a strategic asset and emphasizes the organizational challenge of effectively managing human capital. It outlines an integrated talent management system with three key stages. 1) Attracting Talent – Involves talent planning aligned with organizational strategy, effective recruitment and selection processes, and structured onboarding. 2) Developing Talent – Focuses on performance appraisal, competency mapping, learning needs analysis, and employee development programs. Success depends on leadership commitment, program design, infrastructure, and budget. 3) Retaining Talent – Includes career and succession planning to ensure leadership continuity, along with engagement initiatives that address compensation, career growth, and work-life balance. The paper identifies several success factors for implementing a talent management system: alignment with business strategy, strong support from top management, fostering a talent-driven culture, harmonizing HR processes, identifying strategic roles, and utilizing integrated Human Resource Information Systems (HRIS). Ultimately, the paper concludes that talent management is not just an HR function but a strategic imperative. By aligning it with organizational goals, supporting it at the leadership level, and embedding it in the company culture, firms can ensure sustainability, resilience, and competitive advantage in the long run.

18. **Uddin M.S.; Rahaman M.A.; Latif W.B.; Dona P.D.; Kundu D., 2023: "Impact of green HRM practices on bank employee service behaviors"** - This study examines how green human resource management (GHRM) practices influence employee service behaviour in Bangladesh's banking sector, a key industry facing environmental challenges like climate change and pollution. GHRM integrates eco-friendly principles into HR functions to enhance both sustainability and employee welfare. Addressing a gap in existing research, the study focuses specifically on the banking industry in Bangladesh. Using a quantitative, exploratory approach, data were collected via self-reported questionnaires from 258 commercial bank employees. The study assessed four GHRM practices - Green Knowledge Sharing (GKS), Green Training and Development (GTD), Green Performance Appraisal (GPA), and Green Reward System (GRS) and their impact on employee service behaviour (SERVB). Analysis with SPSS showed all four practices had a positive, significant effect on service behaviour. GKS enhances engagement, GTD promotes pro-environmental conduct, GPA recognizes sustainable efforts, and GRS incentivizes eco-friendly actions. Together, these practices explained 56% of the variance in employee service behaviour, highlighting their substantial influence. GHRM improves customer satisfaction, employee engagement, and fosters a green culture. The study underscores the importance of continuously monitoring GHRM strategies to ensure long-term impact. By embedding sustainability in HR practices, banks can boost service quality, attract eco-conscious clients, and build a responsible, forward-looking brand.

19. **Essens P.; Lepeley M.-T.; Beutell N.J., 2023: "Integrative HCM View of Resilience and Wellbeing"** - This paper explores the long-term impacts of the Covid-19 pandemic on work and life, emphasizing the need for Human-centred Management in a post-crisis, VUCA (volatile, uncertain, complex, ambiguous) world. It highlights 4 key dimensions essential for promoting employee wellbeing and organizational sustainability: 1) Resilience: the capacity to recover from challenges, 2) Empowerment: fostering creativity, engagement, and autonomy, 3) Talent Management: enhancing work satisfaction and engagement, and 4) Life–Work Continuum: integrating personal and professional life harmoniously. The paper argues that these dimensions should be reflected not only in organizational policies but also in practical actions, to ensure both individual and institutional wellbeing in an evolving workplace landscape.

20. **Weng T.-C.; Shen Y.-H.; Kan T.-T., 2023: "Talent Sustainability and Development: How Talent Management Affects Employees' Intention to Stay through Work Engagement and Perceived Organizational Support with the Moderating Role of Work–Life Balance"** - The study examines talent management and employee retention in Taiwan's workforce. It highlights the importance of work-life balance for employee motivation. The research emphasizes innovative talent management strategies for organizational success. The pandemic and war caused a talent crisis in organizations. Data were collected from 344 employees in Taiwan. The study examines talent management's effect on employees' intention to stay. Significant relationships were found between talent management and intention to stay. This study divides the sample into "key talents" and "non-key talents" and aims to examine how talent management, work engagement, and perceived organizational support affect employees' intention to stay. The results of this study indicate a significant positive relationship between talent management, work engagement, perceived organizational support, and the intention to stay. This study also confirmed the mediating role of work engagement and perceived organizational support in the relationship between talent management and the intention to stay. Work-life balance moderates the relationships among key variables. Companies must innovate talent management strategies for employee

retention. Future studies should address firm-level issues. Other mediators beyond work engagement and perceived organizational support need exploration. Firm-specific differences in talent management practices were not examined.

21. **Chang W.-Y., 2023: "Effect of sustainability and ecological knowledge management on knowledge creation and team learning of MICE professional teachers"** - The study focuses on sustainability in MICE education. It examines knowledge management's impact on team learning. Positive effects on knowledge creation are identified. A questionnaire was distributed to university faculty in Taiwan. Reliability analysis confirmed the questionnaire's effectiveness. Team learning enhances organizational effectiveness and innovation. Knowledge management promotes team learning and knowledge creation. The paper discusses knowledge management's role in organizational competitiveness. It emphasizes the need for open attitudes in education. The study focuses on sustainability and knowledge management in schools. It highlights the importance of team learning and knowledge creation. The findings of this paper states that Sustainability and knowledge management positively affect team learning and knowledge creation. Collaborative discussions enhance knowledge creation among higher education faculty. Faculty should be encouraged, not forced, to engage in knowledge management. The SECI model dimensions are crucial for knowledge creation. The research results show significantly positive effects of 1. sustainability, ecological and professional knowledge management on team learning, 2. team learning on knowledge creation, and 3. sustainability, ecological and professional knowledge management on knowledge creation. Finally, according to the results, suggestions are proposed, expecting to have schools comprehend the importance of MICE professional teachers' sustainability, ecological and professional knowledge management and further propose effective coping strategies to promote the overall performance.

22. **Bhastary M.D.; Lubis A.R.; Utami S.; Kesuma T.M., 2023: "Implementation of Talent Management as An Effort to Realize Sustainable Performance of The Palm Oil Industry in Indonesia"** - The paper discusses sustainable development in the palm oil industry. Indonesia is a leading palm oil producer and exporter. Environmental issues are significant concerns for the palm oil sector. Talent management is crucial for achieving sustainability performance. The study examines the impact of talent management on sustainability performance. The palm oil industry faces environmental and sustainability challenges. The fining states that Talent management significantly affects sustainability performance in the palm oil sector. Green behavior moderates the relationship between talent management and sustainability performance. The paper concludes as Talent Management significantly affects sustainability performance in Indonesia's palm oil industry. Oil palm and coconut are economically viable in Indonesia's agro-climatic conditions. Increasing palm oil demand offers growth opportunities for Indonesia. Smallholder oil palm farming is economically feasible and supports regional development. Green Behavior enhances the impact of Talent Management on sustainability performance. However, there is a research gap as the sample size was small and not representative of the palm oil industry. Further, research is needed in various other industries in Indonesia. Future studies should include mediating variables affecting sustainability performance. Comparisons between public and private sectors in palm oil industry are necessary.

23. **Koppa K.; Sood G.; Harikumar P.; Mishra S.; Agrawal S., 2023: "A review of talent management and human resource practices in the context of small and medium enterprises"** - This paper conducts a literature survey to establish the foundational understanding of Talent Management (TM) and Human Resource Management (HRM) practices within Small and Medium Enterprises (SMEs). The survey draws upon a variety of academic sources to build its arguments regarding the significance, challenges, and opportunities of TM and HRM in the SME context. The paper identifies three broad categories of TM complexity in SMEs: dynamic TM (proactive management, training, and retention), reactive TM (minimal investment in training/retention), and loyalty-focused TM (prioritizing staff retention through growth opportunities). The paper emphasizes that while SMEs face inherent constraints in TM, such as limited resources and talent acquisition barriers, there is significant potential for progress. Customised approaches, technological innovations, strategic alliances, and talent development programs are key to helping SMEs navigate the complexities of managing employees and achieving sustainable success in the current intricate industry setting. Further research on flexible work arrangements and collaborative initiatives can enhance understanding and provide practical solutions for TM challenges in SMEs. The methodology section specifically delves into the distinct environment of SMEs, characterized by limited resources and entrepreneurial agility. It underscores the critical role of HRM practices, which are typically dispersed and adaptable within SMEs. The review emphasizes that TM is crucial, with a focus on recruitment, development, and retention of qualified employees, despite the obstacles SMEs face, such as scarce assets and intense competition for talent. Future studies should explore flexible work arrangements in SME settings. This area of research can provide valuable insights into how SMEs can adapt to evolving work models and attract talent by offering more flexible options. Further research can contribute to the resilience, growth, and competitiveness of SMEs in dynamic business environments. This implies a need for studies that delve into strategies and practices that enable SMEs to withstand challenges and thrive.

24. **Jamil S.; Zaman S.I; Kayikci Y.; Khan S.A., 2023: "The Role of Green Recruitment on Organizational Sustainability Performance: A Study within the Context of Green Human Resource Management"** - This paper explores the impact of Green Recruitment (GR) on Organizational Sustainability Performance

(OSP) within the broader framework of Green Human Resource Management (GHRM). It highlights a growing shift in organizational focus from purely competitive goals to incorporating environmental and social responsibilities. As businesses face increasing pressure to adopt sustainable practices, GHRM emerges as a key strategy to promote resource efficiency and environmental stewardship. The study addresses a gap in research by analyzing critical factors linking GR and OSP. It positions GR as vital for embedding sustainability into recruitment processes and aligning human resource practices with environmental objectives. Using an integrated ISM-DEMATEL approach, the paper identifies and evaluates interdependencies among factors such as attracting talent, economic and social sustainability, corporate reputation, environmental awareness, performance, and green job advertising. Findings underscore GR's essential role in enhancing OSP and offer practical insights for organizations aiming to implement green HR practices for long-term sustainability. However, the study acknowledges several limitations. It focuses narrowly on selected GR factors and was conducted solely within Pakistan's banking sector, limiting generalizability. The use of only five experts for validation also restricts the robustness of results. The paper recommends future research with broader geographic coverage, larger expert panels, and diverse methodologies to deepen understanding of GR's influence on OSP. Ultimately, this research contributes valuable insights into the strategic integration of green recruitment in HRM, reinforcing its importance in advancing sustainability goals across organizations.

25. **Julianna Ramirez-Lozano, Renato Peñaflor-Guerra and Victoria Sanagustín-Fons, 2023: "Leadership, Communication, and Job Satisfaction for Employee Engagement and Sustainability of Family Businesses in Latin America"** - This paper investigates key factors influencing employee engagement and sustainability in Peruvian family businesses, focusing on leadership, communication, and job satisfaction. The study aimed to analyse how authentic leadership, effective communication with supervisors, and job satisfaction impact employee engagement, measured by employee tenure and the likelihood of recommending the company. A mixed-methods approach was used, combining semi-structured interviews with founders and managers from two family businesses, i.e., Arti S.L. and Tai Loy. A survey of 368 Tai Loy and 75 Arti S.L. employees was also conducted. Findings show that authentic and participatory leadership significantly enhance employee engagement and the likelihood of recommending the company. Effective communication fosters trust and satisfaction and positively influences employee recommendations. However, contrary to expectations, higher communication was associated with shorter tenure, leading to the rejection of the hypothesis that communication positively affects tenure. Similarly, job satisfaction improved recommendations but did not correlate significantly with tenure. Overall, the study confirms that leadership, communication, and job satisfaction play crucial roles in engagement and organizational sustainability. Ethical, employee-focused

leadership fosters a strong sense of belonging, supporting long-term success in family businesses. The study highlights the importance of HR practices like leadership development, communication, and employee satisfaction in driving sustainability and growth, especially in emerging markets like Peru. Due to its focus on two specific companies, the findings may not generalize to other business types or regions. Future research should explore a broader range of companies to enhance applicability across contexts.

26. **Vasco Santos, Patrícia Simão, Isabel Reis, Marta Correia Sampaio, Filipa Martinho and Bruno Sousa, 2023: "Ethics and Sustainability in Hospitality Employer Branding"** - This paper examines the intersection of ethics, sustainability, and Employer Branding (EB) in Portugal's hospitality sector, focusing on their role in attracting and retaining talent, enhancing reputation, and achieving long-term success. Using a qualitative Delphi method, insights were gathered from 26 experts across major Portuguese hotel associations (AHP, AHRESP, and ADHP) over three rounds. The study aimed to explore the relationship between ethics, CSR, EB strategy communication, and HRM practices in talent management. Findings validated an "Ethics and Sustainability in Hospitality Employer Branding Model" with three key dimensions: (1) HRM and EB Practices, emphasizing career progression and work-life balance in talent attraction and retention; (2) Business Ethics and Environmental Sustainability, highlighting the importance of transparent communication and ethical conduct in building trust and stakeholder loyalty; and (3) Advantages of EB and Responsible Sustainability Communication, such as motivating creative employees, improving service quality, and enhancing competitiveness. The study confirms that integrating ethical and sustainable practices into Employer Branding strategies leads to organizational success. It recommends hotels focus on employee well-being, transparent communication, and ethical leadership. Future research should adopt quantitative methods to statistically validate these findings and generalize them beyond the expert sample, offering broader insights into the hospitality industry's strategic practices.

27. **Nkechi Vivian Adubor, Anthonia Adenike Adeniji, Odunayo Paul Salau, Oluwapelumi John Olajugba and Grace Oluwabukola Onibudo, 2022: "Exploring Green Human Resource Adoption and Corporate Sustainability in Nigerian Manufacturing Industry"** - This paper explores the relationship between Green Human Resource Management (GHRM) practices and corporate sustainability in Lagos State's manufacturing sector, emphasizing their role in advancing environmental, social, and economic sustainability in a developing country context. The study focused on three GHRM components - green recruitment and selection, green training and development, and green compensation and pay—and their impact on corporate sustainability. Using a quantitative, correlational survey design, data were collected from 336 employees across manufacturing firms in Lagos through structured questionnaires. Findings revealed that all three GHRM

practices significantly influence different dimensions of corporate sustainability. Green recruitment and selection had a weak but significant impact on environmental sustainability, accounting for 12.9% of the variance. Green training and development showed a moderate influence on social sustainability (19.9%), while green compensation had a weak but significant effect on economic sustainability (6.3%). The study recommends integrating environmentally friendly practices across all HRM functions and including GHRM in university curricula. It also urges government support through labor policies that encourage GHRM adoption. For future research, broader sectoral studies and longitudinal designs are suggested. Overall, the paper highlights GHRM as a strategic tool for enhancing sustainability and achieving long-term organizational and environmental goals in Nigeria's manufacturing industry.

28. **Ogbeibu S.; Chiappetta Jabbour C.J.; Burgess J.; Gaskin J.; Renwick D.W.S., 2022: "Green talent management and turnover intention: the roles of leader STARA competence and digital task interdependence"** - This paper examines the roles of green talent management (TM), leader STARA competence (LSC), and digital task interdependence (DTI) in predicting employee turnover intention within Nigerian manufacturing organizations. It addresses gaps in literature by analyzing these variables in an emerging economy. With growing global concern for climate change and technological advancements, organizations must manage and retain talent to reduce turnover and support sustainability. The study investigates how green hard and soft TM, LSC, and DTI predict turnover intention and how LSC and DTI moderate these relationships. Data was collected cross-sectionally from 372 employees across 49 manufacturing firms, focusing on R&D, HRM, and IT departments.Findings reveal that both green hard and soft TM positively predict turnover intention. This is particularly notable for green soft TM, contradicting prior research suggesting a neutral or negative link. Green hard TM, involving rigid systems, also increases turnover. The authors attribute these results to Nigeria's cultural and organizational context. The study concludes that green TM, LSC, and DTI significantly influence turnover intention. LSC and DTI can help mitigate negative impacts, especially in technologically driven, sustainability-focused workplaces. The paper offers practical insights for HR leaders and suggests future research to explore these dynamics across different cultural and industrial settings.

29. **Shengyang Qin, Xinxing Duan, Ahmad Fatehallah, Al-hourani and Naif Alsaadi, 2022: "Evaluation of Total Quality Management in Turkish Pharmaceutical Companies: A Case Study"** - This paper examines the relationship between Total Quality Management (TQM), Knowledge Management (KM), and Corporate Sustainability (CS) in Turkish pharmaceutical companies, highlighting KM's mediating role. Using a quantitative approach, data were collected via 134 questionnaires from managers and supervisors across five pharmaceutical firms in Istanbul. Snowball sampling was employed. Findings reveal that TQM has a

significant positive effect on corporate sustainability—particularly economic and social dimensions. Among TQM components, process management and leadership had strong positive impacts, while customer focus did not show a significant effect. TQM also positively influenced KM, especially knowledge creation and sharing. In turn, KM significantly impacted corporate sustainability and was found to mediate the relationship between TQM and CS. The study concludes that implementing TQM and KM strategies supports sustainability in Turkish pharmaceutical firms. These companies prioritize quality practices and knowledge-sharing policies to meet market demands and enhance performance. While offering valuable insights, the research is limited to pharmaceutical firms in Turkey and relies on managerial perceptions rather than official records. Future research should explore other industries, incorporate organizational maturity, and use company records for broader validation.

30. **Mafalda Pinto Coelho, Francisco Cesário, Ana Sabino and Ana Moreira, 2022: "Pro-Environmental Messages in Job Advertisements and the Intentions to Apply—The Mediating Role of Organizational Attractiveness"-** This paper investigates how pro-environmental messages in job advertisements affect organizational attractiveness and individuals' intentions to apply. It also examines how personal environmental responsibility and pro-environmental behavior influence these intentions when exposed to "green" job ads. The study aimed to determine whether organizations promoting an environmentally friendly image are seen as more attractive and whether this boosts application intentions. A quasi-experimental design was used with two fictitious job ads: one containing environmental messages ("green") and one without ("non-green"). The only difference between the ads was the inclusion of green messaging. The study involved 443 participants. The data shows that 49.4% viewed the non-green ad, and 50.6% viewed the green ad. Results showed that pro-environmental messages significantly enhanced organizational attractiveness. Participants exposed to the green ad rated the organization as more attractive. However, organizational attractiveness did **not** mediate the relationship between ad type and intention to apply, and the overall effect of ad type on application intentions was not statistically significant. Notably, individuals with higher environmental responsibility and pro-environmental intentions were more likely to apply to green ads, with this effect being stronger when exposed to the green version. For non-green ads, only environmental responsibility predicted intention to apply. The study concludes that while green messaging increases perceived attractiveness, it doesn't directly drive application intent. However, it is particularly effective among environmentally responsible individuals. These findings underscore the value of incorporating sustainability into recruitment strategies to attract talent aligned with organizational environmental values.

31. **Jindal, P., & Shaikh, M, (2021): "Talent retention: A mediator of the relationship between talent management strategies and succession planning"** -

This paper investigates the growing significance of succession planning in the business world, particularly within Indian pharmaceutical companies, where talent is scarce and highly valuable. Despite its importance, many organizations are unprepared when leadership transitions are required. The study focuses on examining the interrelationships among Talent Identification (TID), Talent Development (TD), Talent Retention (TR), and Succession Planning, through the lens of the Internal Labour Market (ILM) theory. A survey-based approach was used to gather data from senior managers of pharmaceutical firms in Hyderabad, India, and the proposed relationships were tested using Structural Equation Modelling (SEM). The results demonstrate that Talent Retention acts as a key mediating variable, linking TID and TD to successful succession planning. In essence, while identifying and developing talent are foundational, retaining that talent is crucial for ensuring a smooth and effective succession process. This study makes two key contributions. First, it provides practical insights for pharmaceutical firms on how to enhance their succession planning processes using existing talent management practices. Second, it offers a theoretical advancement by empirically applying ILM theory to succession planning, something not previously explored in depth in earlier research. By establishing a strong connection between talent management practices and succession readiness, the paper underscores the need for an integrated and strategic approach. This ensures not only organizational continuity but also long-term competitiveness and sustainability in a talent-constrained industry.

32. **William C. Murray and Mark R. Holmes, 2021: "Impacts of Employee Empowerment and Organizational Commitment on Workforce Sustainability"** - This paper investigates the critical relationship between employee empowerment, organizational commitment, and turnover intention within the Canadian lodging industry, aiming to understand how these factors contribute to workforce sustainability, especially given the talent challenges in the hospitality sector. he studies specifically focuses on the psychological state of employees, exploring how their perceptions of empowerment influence their commitment to the organization and their subsequent intention to leave. Data was gathered from 346 surveys within the Canadian lodging sector, combining direct participation from 12 branded hotel properties in Ontario and Nova Scotia with additional panel data. The finding of the paper suggests that when employees find their work meaningful and aligned with their values, they develop a strong emotional connection, feel a greater sense of duty, and are more invested in their employer. Highly competent employees may feel less bound to a single employer, as they are confident in their ability to find work elsewhere. While skill development is beneficial for operations, it may not directly increase commitment. Affective and normative commitment were found to significantly reduce an employee's intention to leave. However, continuance commitment did not show a significant relationship with turnover intension. This highlights the importance of emotional attachment and a sense of duty over perceived necessity to stay. While skill development is important, it should be coupled with efforts to build emotional connections and a sense of duty, rather than solely relying on competence or perceived control, to retain talent.

33. **Racha Saleh and Tarik Atan, 2021: "The Involvement of Sustainable Talent Management Practices on Employee's Job Satisfaction: Mediating Effect of Organizational Culture"** - This paper investigates the relationship between Sustainable Talent Management Practices (STMP) and employee Job Satisfaction (JS) within the higher education sector in North Lebanon, specifically examining the mediating role of organizational culture. The research employed a quantitative method, distributing a structured questionnaire to collect data. The study involved a research sample of 200 randomly selected workers from 10 public and private Lebanese higher education institutions. The target demographic included academic and administrative staff. Key variables measured on a five-point Likert scale included talent attraction, knowledge sharing, employee training, career development (as components of STMP), organizational culture, and employee job satisfaction. The study found a strong and significant positive relationship between sustainable talent management practices and employee job satisfaction. Organizational culture was found to have a partial mediating effect on the relationships between sustainable talent management practices (talent attraction, employee training, and career development) and employee job satisfaction. Knowledge sharing positively impacts job satisfaction, the presence of organizational culture weakens this connection. The findings suggest that institutions should leverage STMP to enhance competitive achievement and employee satisfaction, adapting these practices to a changing environment to maximize benefits.

34. **Tuty Sariwulan, Suyono Thamrin, Mukmin Suyatni, Iskandar Agung, Ferdi Widiputera, Arie Budi Susanto, M. Calvin Capnary, 2021: "Impact of Employee Talent Management"** - This paper explores the factors influencing employee Talent Management and its impact on job satisfaction, performance, and commitment sustainability across various industries in Indonesia. Study is conducted in five companies across Karawang, Bogor, and South Tangerang. Data is collected from 250 employees through questionnaires, interviews, and focus group discussions. Validity and reliability were confirmed using Pearson and Cronbach's Alpha. Findings show that organizational culture, particularly discipline, strongly affects Talent Management. Transformational Leadership also plays a significant role. Talent management was found to enhance employee loyalty, productivity, and passion for work, thereby supporting long-term commitment. Additionally, the study highlights that organizational culture, leadership, and division of work influence Talent Management directly and through dynamic capabilities and competitive advantage. The paper concludes that effective Talent Management improves job satisfaction, performance, and employee commitment. Organizations

should focus on key drivers like discipline and leadership to build a competent, sustainable workforce. Future strategies should integrate these factors to support long-term organizational success.

35. **Jol Stoffers, Klaes Eringa, Jamie Niks and Anne Kleefstra, 2021: "Workplace Innovation and Organizational Performance in the Hospitality Industry"** - This paper investigates the relationship between workplace innovation and organizational performance, specifically within the Dutch hotel industry, and compares it to other industries. The study emphasizes the growing importance of workplace innovation over purely technological innovation for organizational success and sustainability. The study highlights that change is continuous, and innovation is crucial for hospitality companies to remain economically viable and sustainable. It emphasizes a shift in focus from technological innovation to workplace innovation, which involves developing new management skills, flexible organization principles, and high-quality labor forms. The research specifically examines the Dutch hotel industry, comparing its workplace innovation levels and practices with those of other industries. Previous research indicated that hotels, particularly in the Netherlands, were less innovative compared to other service industries. The study found a positive relationship between workplace innovation and organizational performance. Increased workplace innovation correlated with higher revenue growth, more new products, improved sustainability, and decreased absenteeism. In summary, this paper underscores the critical role of workplace innovation in driving organizational performance and highlights a significant gap in its adoption within the Dutch hotel industry compared to other sectors. It provides valuable insights for managers to strategically foster innovation through various workplace components to achieve better business outcomes.

36. **Kravariti F.; Oruh E.S.; Dibia C.; Tasoulis K.; Scullion H.; Mamman A., 2021: "Weathering the storm: talent management in internationally oriented Greek small and medium-sized enterprises"** - This study examines how the institutional context in Greece influences Talent Management (TM) practices in internationally oriented small and medium-sized enterprises (SMEs). Using institutional theory and a multiple case-study approach involving 18 interviews across six SMEs, the research explores key TM functions - talent acquisition, development, and retention. Findings reveal that, unlike multinational corporations, Greek SMEs adopt a more inclusive and flexible approach to TM. They pursue opportunistic talent acquisition, leveraging accessible sources to find available talent, and implement a hybrid strategy for talent development to navigate talent shortages. Talent retention is highly valued, with SMEs offering a mix of intrinsic and extrinsic incentives to retain employees. The Greek institutional environment poses significant, though not insurmountable, challenges to TM. The study emphasizes that inclusive and adaptive TM practices are essential for SME sustainability in a competitive and evolving landscape. The research provides practical insights for policymakers and HR practitioners, highlighting the importance of strategic TM in SME success. It contributes to the literature by presenting how Greek SMEs conceptualize and manage global talent within their unique institutional setting, especially amid ongoing reforms.

37. **Liu Z., 2021: "The Effective Application of the Sustainable Development Concept in Construction Engineering - Case Study of the Construction Work of Modern Art Design Teaching and Training Centre by Shanghai Art & Design Academy"** - This paper examines the challenges of managing construction projects, which rely on five core elements: manpower, machinery, materials, law, and environment. Due to the involvement of multiple stakeholders, such as real estate owners, supervisors, designers, and managers with diverse and sometimes conflicting interests, construction teams tend to be loosely organized and difficult to coordinate. The paper highlights the critical role of leadership in managing this "talent-intensive" yet fragmented workforce. It argues that to ensure project success with low resource consumption, high quality, and high efficiency, leaders must not only implement a solid organizational structure, effective construction management, and strict quality supervision but also focus on team building and meeting the psychological needs of staff. Additionally, the paper advocates for the integration of green construction technology to enhance project sustainability. It emphasizes reducing material waste, cutting costs, minimizing environmental impact, and improving overall project efficiency. Ultimately, applying green technologies strengthens environmental management and supports sustainable development in construction.

38. **John Ugoani, 2020: "Management Succession Planning and Its Effect on Organizational Sustainability"** - This paper examines the vital link between management succession planning and organizational sustainability, asserting that effective leadership and strategic human resource management (HRM) are critical to long-term success. Succession planning is presented as a proactive, strategic framework that ensures a steady pipeline of competent individuals to fill key management roles, thereby promoting continuity and reducing business mortality, especially in developing economies like Nigeria, where many MSMEs fail due to outdated practices and lack of planning. The study emphasizes the role of strategic HRM functions such as leadership development, career development, and talent management in fostering succession readiness. These efforts enhance innovation, responsiveness, and competitive advantage, supporting organizational sustainability. The paper also highlights challenges such as the "keyman" mentality, where business owners resist planning for successors, increasing organizational vulnerability. Key elements of effective succession planning include 1) Manpower analysis (Identifying 'stars' within the organization for future leadership roles) 2) Learning organization culture (Promoting continuous development and succession consciousness) and 3)

Leadership development (Encouraging mentorship and strategic vision to prepare future leaders). Through exploratory research, including surveys and literature analysis, the study finds a strong positive correlation between succession planning and sustainability. It confirms that organizations with structured succession strategies are more resilient and better positioned for growth and continuity. In conclusion, the paper advocates for embedding succession planning within core HRM strategies to ensure organizational longevity, adaptability, and effectiveness in an increasingly dynamic global business environment.

39. **Alves D.; Dieguez T.; Conceição O., 2020: "Retaining talents: Impact on innovation"** - This paper explores the critical role of Human Resources (HR) in enhancing company competitiveness and long-term sustainability, emphasizing that intangible assets, particularly talent, are more vital for innovation than physical resources. As companies face constant change, their success increasingly depends on attracting, developing, and retaining talented employees. Effective Talent Management, especially retention, is strongly linked to improved innovation outcomes. The study, conducted through quantitative research among Manpower Group employees in Portugal, aims to understand what attracts talent to companies, what encourages them to stay, and what causes them to leave. The findings highlight that sustainable companies are those that proactively implement strategies to retain talent and reduce voluntary turnover. Key areas identified for improving talent retention include Employer branding, Recruitment and selection, Compensation and benefits, Leadership style, Performance and career management, Training and development, Organizational culture and communication and Work environment. The study concludes that companies must continuously assess and adapt their HR practices, particularly by understanding the reasons behind employee departures, to strengthen their ability to retain talent and remain competitive in dynamic environments.

40. **Hong K.; Kim B., 2020: "Organizational resource and innovativeness to sustainable design outsourcing service"** - This paper examines how organizational resources in design firms influence their competitiveness in design outsourcing, focusing on the roles of absorptive capacity, innovation capacity, and design innovativeness. As design firms evolve into innovation consulting agencies and businesses increasingly adopt design for problem-solving, understanding these dynamics becomes crucial. Using data from 389 employees across design firms in seven regions of Korea, the study finds that both tangible (e.g., financial and physical) and human resources significantly impact a firm's absorptive and innovation capacities. Intangible resources (e.g., knowledge, brand) positively influence absorptive capacity but do not significantly affect innovation capacity. Key findings include 1) Human and tangible resources are essential for enhancing both absorptive and innovation capacities. 2) Intangible resources contribute to absorptive capacity but not directly to innovation capacity. 3) Absorptive capacity significantly boosts

design innovativeness. This study concludes that to strengthen design innovativeness and outsourcing competitiveness, design firms must prioritize developing creative talent and bolstering financial and physical infrastructure, while also managing resources effectively to improve internal capacities.

41. **Muazzam A.; Anjum A.; Visvizi A., 2020: "Problem-focused coping strategies, workplace bullying, and sustainability of heis"** - This paper explores the role of problem-focused coping strategies in managing work-related strain within Higher Education Institutions (HEIs), particularly in the context of challenges brought on by the shift to distance learning. Focusing on workplace bullying, a significant issue affecting absenteeism, turnover, and productivity. The study highlights how such bullying imposes a "hidden cost" that threatens the sustainability and resilience of HEIs. Using data from a survey of 400 participants across HEIs in Pakistan, the paper argues that adopting problem-focused coping approaches can effectively address workplace bullying and improve institutional resilience. The findings are presented as generalizable, extending the study's relevance beyond the Pakistani context. The paper concludes that addressing workplace bullying through proactive, problem-solving strategies is essential for effective talent management and for maintaining the long-term sustainability and operational stability of higher education institutions.

42. **Riham Al Aina and Tarik Atan, 2020: "The Impact of Implementing Talent Management Practices on Sustainable Organizational Performance"** - This paper investigates the impact of talent management practices on sustainable organizational performance in real estate companies in the United Arab Emirates. Based on responses from 306 managers and analysed through structural equation modelling (SEM), the study reveals that talent attraction and retention do not significantly influence sustainable performance. In contrast, learning and development and career management show positive and significant impacts. The findings suggest that organizations should focus on training programs, coaching, and job rotation to enhance employee development and achieve sustainable performance outcomes. The study emphasizes the growing recognition among companies of the need to implement effective talent management strategies to gain a competitive edge in the market. However, the study is limited to the real estate sector in two emirates, reducing its generalizability. Future research is recommended to expand the geographic and industry scope and to compare the public and private sectors to better understand varying impacts of talent management practices.

43. **Nikmatul Laila, 2020: "Talent Management System Pada Program Succession Planning Di PT. Ecco Tannery Indonesia"** - The study investigates how the Talent Management System (TMS) supports succession planning within the company. PT. Ecco Tannery Indonesia, a leading leather manufacturing company, recognizes that talent management is crucial for preparing future leaders and ensuring business

continuity. The research highlights the company's structured approach to identifying, developing, and retaining high-potential employees to fill key roles over time. The study reveals that PT. Ecco has integrated TMS into its strategic HR practices by implementing systematic processes for talent identification through performance and potential assessments. It uses tools like talent reviews, development programs, and career pathing to nurture leadership capabilities. Succession planning is closely linked to business goals, ensuring that leadership pipelines align with long-term organizational needs. Key success factors include top management support, employee engagement, continuous learning opportunities, and a strong corporate culture that values development. The research also points to challenges such as aligning individual aspirations with organizational plans and maintaining objectivity in talent evaluations. In conclusion, PT. Ecco's case demonstrates how a well-executed talent management system can effectively support succession planning, reduce leadership gaps, and enhance organizational sustainability in a competitive global business environment.

44. **Naser Kharroub, Abdul Aziz Bin Mat Isa, Muhammad Khairul Islam, 2024: "Plan-Process Factor's Effect on Talent Management and Succession Planning Programs"** - This study examines how specific "Plan" factors (Mission Clarity, Rewards & Compensation) and "Process" factors (Policy & Procedures, Career Development) affect Talent Management and Succession Planning Programs (TMSP) in Saudi Arabia, focusing on the mediating role of Organizational Productivity. Conducted through a quantitative survey of 408 employees from the Saudi Electricity Company, the research used a 25-item Likert-scale questionnaire translated into Arabic for accessibility. Key findings show that Mission Clarity, Rewards & Compensation, and Career Development significantly influence TMSP, while Policy & Procedures did not show a significant direct impact. This indicates that effective succession planning in Saudi organizations relies more on strategic alignment and employee motivation than on formal procedures alone. Organizational Productivity was found to significantly mediate the effects of Mission Clarity, Rewards & Compensation, and Policy & Procedures on TMSP. Interestingly, it did not significantly mediate the impact of Career Development, suggesting other factors may influence how development efforts translate into succession planning outcomes. Practically, the study recommends that Saudi organizations prioritize clear missions, strong reward systems, and career growth opportunities to enhance talent pipelines. It also highlights cultural factors—like collectivism and loyalty—that influence leadership development across Asian contexts. Overall, the research stresses the need for a balanced, productivity-focused approach to talent and succession strategies.

Data Analysis

From the above data, it can be derived that there are 20 numbers of papers/articles, which have covered **all the 4 keywords**, which are

spread in different locations as mentioned in the following representation (software used – Litmap):
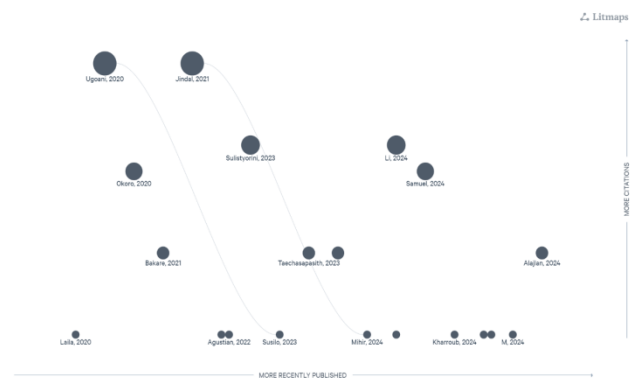
The above graph says that the most cited paper is written by Ugoani in 2020 and by Jindal in 2021. These are the most relevant papers to be considered for finding the research gap. However, a total of 3 numbers of papers are published in 2020, 2 in 2021, 4 in 2023 and 9 papers are published in 2024 covering all the four keywords - Performance Management, Talent Management, Succession Planning, Organizational Sustainability.
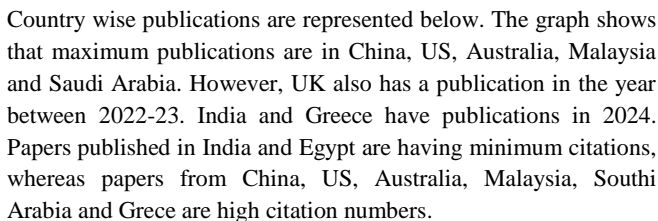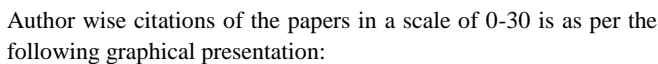
Considering all the 44 papers the topics covered by various authors are found as below:
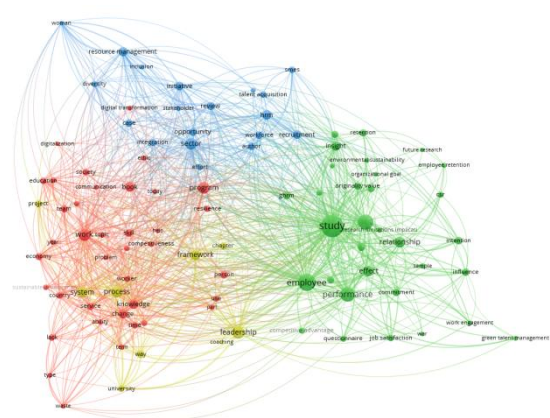
The connecting lines with the dots represent the relationship between the topics covered in various papers using the VOSviewer graph. These papers are related to the study on various HR aspects, viz., performance of employees, workforce recruitment, talent acquisition, employee's retention, with environmental sustainability, organizational goals and knowledge, ability and competitiveness.
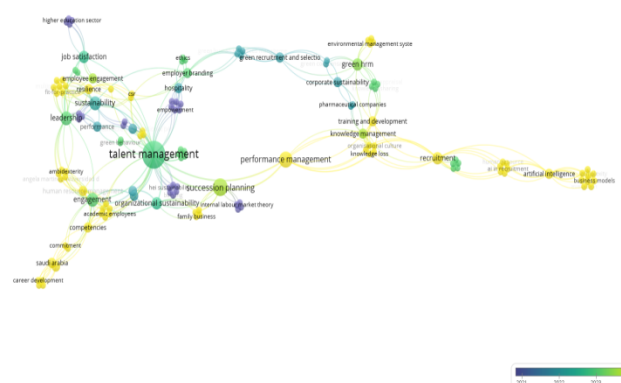
Also, the following graph represents the author wise yearly distribution of the papers and citations.

Author wise citations of the papers in a scale of 0-30 is as per the following graphical presentation:

Country wise publications are represented below. The graph shows that maximum publications are in China, US, Australia, Malaysia and Saudi Arabia. However, UK also has a publication in the year between 2022-23. India and Greece have publications in 2024. Papers published in India and Egypt are having minimum citations, whereas papers from China, US, Australia, Malaysia, Southi Arabia and Grece are high citation numbers.

Discussion

The review suggests that there are several studies connecting the Talent Management of the employee with their performance management. Also, there are studies relating the employee satisfaction with Talent Development. However, the impact of these Talent Management on Succession Planning of the organization is yet to be explored. The importance of Succession Planning and its effect on Organizational Sustainability is also required in detail. It is important to note that though there few papers related to sustainability, there is no discussion in the context of Succession Planning.

Most of the studies are in the context of Private Sector Organizations and family business. No such study was found related to the Public Sector Units (PSUs) especially in India. However, the studies are done for the organizations in Malaysia, Indonesia, Nigeria and UAE and USA.

Sustainability with respect to environmental aspect has been discussed with green HR. The effect of sustainable HR practice on employee performance and their satisfaction in work is also explored in the papers published in the past. However, the organizational sustainability and the factors affecting its assessment with respect to Succession Planning and Talent Management is yet to be discussed.

The factors significant to Succession Planning and Talent Management are yet to be explored. There is a need to develop an improved system, which leads to a successful Succession Planning for the sake of Organizational Sustainability. It is also important to identify the variables, which are affecting Organizational Sustainability, Talent Management and Succession Planning. There is a need to develop a model to achieve successful SP and OS for an organization.

Conclusion

The review concludes that though there are several studies, which have been done, and papers/articles are published related to the keywords - Performance Management, Talent Management, Succession Planning, Organizational Sustainability, there is still a gap to go for an in-depth study on the subject, where Talent Management is related to Succession Planning and Organizational Sustainability through various HR practices. There is a need to develop an improved and better understanding about Talent Management and review its advancement. Succession Planning in the Indian Public Sector Units (PSUs) is yet to be studied deeply and the effect of Talent Management needs to be studied on it. Also, the relationship between these three HR processes, Talent Management (TM), Succession Planning (SP) and Organizational Sustainability (OS) needs to be established in Indian context, especially for the PSUs.

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