

Sustainable Talent Management as a Strategy for Enhancing Organizational Competitiveness in a Dynamic Work Environment

Siti Mahmudah
Politeknik NSC Surabaya

Corresponding Author: Siti Mahmudah, aisyniemahmudah@gmail.com

ARTICLE INFO

Keywords: Sustainable Talent Management, Organizational Competitiveness, Dynamic Work Environment, Human Resource Management, Organizational Strategy

Received : 21, December

Revised : 23, February

Accepted: 25, April

©2026 Mahmudah: This is an open-access article distributed under the terms of the [Creative Commons Attribution 4.0 International](https://creativecommons.org/licenses/by/4.0/).



ABSTRACT

This study aims to analyze the influence of sustainable talent management on organizational competitiveness in a dynamic work environment. The research uses a quantitative approach with an explanatory research design. Data were collected through a survey using a structured Likert questionnaire involving 60 permanent employees with a minimum tenure of six months. The sampling technique employed purposive sampling. The collected data were analyzed using descriptive statistical analysis and simple linear regression to examine the relationship between the research variables. The results show that sustainable talent management has a positive and significant effect on organizational competitiveness ($B = 0.63$, $t = 6.30$, $p < 0.001$, $R^2 = 0.41$). Further analysis indicates that continuous competency development, talent retention, and employee well-being and engagement are positively associated with organizational competitiveness. These findings suggest that sustainable talent management can support improved productivity, innovation capability, and organizational adaptability in responding to changes in the work environment.

INTRODUCTION

Increasingly dynamic global work environments have prompted organizations to adopt a more strategic and sustainable approach to human resource management. Digital transformation, economic uncertainty, and evolving workforce expectations require organizations to manage talent in an adaptive and long-term-oriented manner. In this context, human resources are regarded as strategic assets that play an important role in strengthening organizational competitiveness. International studies indicate that organizations implementing sustainable talent management demonstrate greater resilience and stronger organizational performance in responding to changes in the work environment (Schuler et al., 2021), which is consistent with national findings emphasizing the strategic role of human resource management in supporting organizational sustainability (Sutrisno, 2020).

A dynamic work environment is characterized by rapid technological change, the demands for continuous innovation, and the increasing need for work flexibility. This condition requires organizations to have a competent, adaptive, and committed workforce. According to Vaiman et al. (2021), organizational failure to adjust talent management strategies can have an impact on declining competitiveness and organizational performance. These findings are strengthened by national research showing that organizations in the manufacturing and service sectors in Jakarta still face challenges in aligning talent management practices with the rapidly changing dynamics of the work environment (Wibowo, 2021).

In the context of organizations in Indonesia, talent management is often still administrative and short-term oriented. Many organizations are more focused on meeting the needs of today's workforce than on sustainable talent development. This condition has an impact on the low readiness of the organization in facing changes and increasingly fierce competition. Research by Gallardo-Gallardo et al. (2020) shows that the lack of a sustainable approach in talent management can weaken organizational competitiveness, which is also reflected in national findings regarding weak human resource development systems in various organizational sectors (Mangkunegara, 2022).

Although the study of talent management has developed widely, most studies still view talent management as a separate set of operational practices. The approach has not fully integrated sustainability principles as a long-term organizational strategy. De Boeck et al. (2022) emphasized that the concept of sustainable talent management still requires strengthening the theoretical framework and more consistent empirical testing. At the national level, research on talent management also still tends to be fragmented and has not explicitly linked it to organizational competitiveness (Handoko, 2021).

Empirically, the results of research on the relationship between sustainable talent management and organizational competitiveness still show mixed findings. Some international studies place talent management as an indirect factor through employee engagement or organizational innovation (Kravariti et al., 2023). However, there is still limited quantitative research that directly examines the influence of sustainable talent management on organizational competitiveness in the context of a dynamic work environment. This empirical gap is also reflected in national studies that are still predominantly descriptive and have not quantitatively examined the direct relationship between sustainable talent management and organizational competitiveness (Rivai & Sagala, 2020).

Based on the background and gaps of the research, this study aims to analyze the influence of sustainable talent management on organizational competitiveness in a dynamic work environment. This research specifically examines the role of sustainable talent management in increasing organizational productivity, innovation, and adaptability. A quantitative approach with an explanatory research design is used to obtain objective and measurable empirical evidence. The explanatory design was employed to examine the statistical relationship between sustainable talent management and organizational competitiveness rather than to establish definitive causal conclusions. The purpose of this research is in line with the need to develop human resource management models that are relevant to modern organizational challenges, both in global and national contexts (Mensah, 2024; Dessler, 2020).

This research is expected to make a theoretical contribution by enriching the study of human resource management, especially in the development of the concept of sustainable talent management as a strategy to increase organizational competitiveness. Practically, the results of this research can be the basis for HR leaders and practitioners in formulating adaptive and long-term oriented talent management policies. This research also provides implications for organizations in increasing their competitive advantage through sustainable human resource management. Thus, this research contributes to bridging the gap between the theory and practice of talent management in a dynamic work environment (Collings et al., 2021; Hasibuan, 2020).

LITERATURE REVIEW

The Concept of Sustainable Talent Management in Human Resource Management

Sustainable talent management is understood as a human resource management approach that is oriented towards the sustainability of talent management to support the performance and continuity of the organization in the long term. This approach includes workforce planning processes, ongoing competency development, employee retention, and the creation of a work environment that supports individual well-being. According to the view put forward by Thunnissen and Gallardo-Gallardo (2021), sustainable talent management emphasizes a balance between organizational needs, employee aspirations, and organizational social responsibility. This perspective is also supported by human resource management literature emphasizing that

sustainable human resource practices play an important role in improving employee capability, organizational effectiveness, and long-term competitiveness (Noe et al., 2020).

Sustainable Talent Management as an Organizational Strategy

From a strategic perspective, sustainable talent management is positioned as an integral part of an organization's strategy to create a sustainable competitive advantage. Talent is seen as a strategic asset that makes a significant contribution to value creation through innovation and organizational adaptability. Research conducted by Farndale et al. (2021) shows that organizations that integrate talent management into business strategies have better ability to deal with environmental uncertainties. This view is reinforced by a national study that confirms that the alignment between HR strategies and organizational strategies plays an important role in increasing the effectiveness and sustainability of organizational performance (Priansa, 2021).

Dynamic Work Environment and Talent Management Challenges

A dynamic work environment is characterized by accelerated technological change, increased work flexibility, and ever-evolving competency demands. This condition requires organizations to have a talent management system that is adaptive and responsive to change. International studies show that organizations that are unable to adapt talent management practices to the dynamics of the work environment are at risk of competency gaps and decreased performance (Bennett & McWhorter, 2022). This phenomenon is also reflected in the national context, where organizations are required to strengthen the human resource development system to remain relevant and productive in the midst of rapid changes in the work environment (Sudarmanto, 2021).

Relationship between Sustainable Talent Management and Organizational Competitiveness

The relationship between sustainable talent management and organizational competitiveness has been a concern in various contemporary management studies. An organization's competitiveness is reflected in its ability to increase productivity, encourage innovation, and maintain a competitive position in a dynamic environment. Empirical research conducted by Shin et al. (2022) found that sustainable talent management practices contribute positively to improved organizational performance and competitive advantage. These findings are in line with national research that shows that planned and long-term oriented talent management has a significant impact on increasing organizational competitiveness (Marwansyah, 2020).

Research Gaps in Sustainable Talent Management Studies

Although studies on sustainable talent management continue to grow, there are still research gaps that require further attention. Most previous studies have emphasized the role of mediating variables, such as employee engagement and organizational commitment, rather than examining the direct relationship between sustainable talent management and organizational competitiveness. Quantitative research that explicitly examines the statistical relationship between sustainable talent management and organizational competitiveness in the context of a dynamic work environment is still relatively limited. This is confirmed by Cascio and Boudreau (2021), who highlighted the need for data-driven empirical research to strengthen the validity of findings. In the national context, human resource management research remains largely conceptual, so empirical evidence regarding the relationship between sustainable talent management and organizational competitiveness is still limited (Kasmir, 2020).

METHODOLOGY

Research Design and Approach

This study uses a quantitative approach with an explanatory research design, which aims to examine the relationship between sustainable talent management variables and organizational competitiveness in a dynamic work environment. The quantitative approach was chosen because it allows for objective and measurable testing of hypotheses through inferential statistical analysis. The explanatory design is suitable when research focuses on testing the effect and statistical association between variables based on a previously developed theoretical framework. This approach is widely used in human resource management research to examine the strategic relationship between HR practices and organizational performance (Hair et al., 2021; Saunders et al., 2023).

Population and Sampling Techniques

The population in this study consists of permanent employees working in organizations operating in a dynamic work environment, with a minimum tenure of six months. The sampling technique used is non-probability sampling with the purposive sampling method because respondents were selected based on specific characteristics relevant to the research objectives. The number of respondents in this study was 60 employees, which was considered adequate for simple quantitative analysis and testing the relationships between variables using linear regression. The selection of this sample size is in line with organization-scale quantitative research recommendations that emphasize sample adequacy based on the purpose of the analysis rather than merely the population size (Wolf et al., 2021).

Research Variables and Hypotheses

This research involves two main variables, namely sustainable talent management as the independent variable and organizational competitiveness as the dependent variable. Sustainable talent management is operationalized through the dimensions of continuous competency development, talent retention, and employee well-being and engagement. Meanwhile, organizational competitiveness is measured through indicators of productivity, innovation capability, and organizational adaptability to changes in the work environment. Based on the theoretical framework and findings of previous studies, the hypotheses proposed in this study are structured hierarchically, in which sustainable talent management represents the main construct, while continuous competency development, talent retention, and employee well-being and engagement represent its dimensions. The hypotheses are formulated as follows:

- H1: Sustainable talent management has a positive and significant effect on organizational competitiveness.
- H1a: Continuous competency development has a positive effect on organizational competitiveness.
- H1b: Talent retention has a positive effect on organizational competitiveness.
- H1c: Employee well-being and engagement have a positive effect on organizational competitiveness in a dynamic work environment.

The sub-hypotheses (H1a–H1c) represent the dimensional effects of sustainable talent management on organizational competitiveness. Therefore, the overall effect of sustainable talent management on organizational competitiveness is examined through H1, while the effects of each dimension are examined separately through H1a, H1b, and H1c. The formulation of these hypotheses is consistent with the explanatory approach commonly used in strategic human resource management research to examine statistical relationships between variables (Boon et al., 2022).

Data Collection Techniques and Research Instruments

The research data were collected using a structured questionnaire with a five-point Likert scale ranging from strongly disagree to strongly agree. The research instrument was developed based on the concepts of sustainable talent management and organizational competitiveness adopted from previous empirical studies and adjusted to the research context. Item validity was tested using item–total correlation, while reliability was tested using Cronbach’s alpha coefficient to ensure the internal consistency of the instrument. Validity and reliability testing are important procedures to ensure data quality and measurement consistency in quantitative research (DeVellis & Thorpe, 2021; Boateng et al., 2020).

Research Implementation Procedure

The research procedure was carried out gradually and systematically, starting from the preparation of research instruments based on theoretical studies and empirical literature. The next stage involved instrument testing to ensure item clarity and measurement feasibility. After the instrument was declared valid and reliable, the questionnaire was distributed to respondents who met the research criteria. The collected data were then selected, coded, and prepared for analysis using statistical software. This procedure was designed to minimize bias and improve the accuracy of the research results (Fowler, 2020).

Data Analysis Techniques

Data analysis was carried out using descriptive statistics to describe respondent characteristics and answer distribution, as well as simple linear regression analysis to test the research hypotheses. Regression analysis was used to determine the direction and magnitude of the relationship between sustainable talent management and organizational competitiveness. The entire data analysis process was carried out with the help of statistical software, such as SPSS, which is commonly used in social and management research. The use of simple linear regression was considered appropriate for the research objectives and the number of variables studied (Field, 2022; Hayes, 2022).

RESEARCH RESULT

Respondent Profile and Overview of Research Variables

The results of data processing showed that the 60 respondents involved met the research criteria, namely permanent employees with a minimum working period of six months. The composition of respondents is relatively balanced in the productive age category and reflects the variation of work units, so that the data is considered adequate to describe the perception of sustainable talent management practices and organizational competitiveness. In general, respondents' perceptions of talent management practices tend to be in the good category, especially in terms of competency development and employee involvement. Organizational competitiveness is also considered quite strong, which can be seen from respondents' assessment of organizational productivity, innovation, and adaptability.

Table 1. Respondent Profile Summary

Category	Group	Frequency	Percentage
Gender	Male	28	46.7
Gender	Female	32	53.3
Age	20 to 29 years	17	28.3
Age	30 to 39 years	26	43.3
Age	40 years and above	17	28.3
Tenure	0.5 to 2 years	21	35.0
Tenure	Above 2 to 5 years	25	41.7
Tenure	Above 5 years	14	23.3

The table shows that respondents are dominated by the age group of 30 to 39 years old and the working period is above 2 to 5 years. This condition indicates that respondents have sufficient work experience to assess the talent management system and its impact on the organization's competitiveness. The varied distribution of tenures also helps capture respondents' assessments from the perspective of relatively new and long-serving employees. In terms of gender proportions, the distribution is quite balanced so that it does not show extreme dominance of one group.

The findings in this theme are consistent with the research procedure that applied purposive sampling, as respondents were selected based on relevant criteria to ensure that the collected information aligned with the research objectives. This theme also supports the quantitative explanatory analysis, as the respondent data provide an adequate basis for examining statistical relationships between variables through regression analysis. Respondent profiles provide an important context for interpreting the results of the H1a, H1b, and H1c hypothesis tests discussed in the following section. Thus, the respondent selection procedure and sample characteristics support the accuracy of examining the relationships between variables.

Descriptive Statistics of Sustainable Talent Management and Organizational Competitiveness

Based on descriptive statistics, the average score for sustainable talent management is in the good category, with moderate variations in answers so that they are not concentrated on one extreme choice. Among its dimensions, continuous competency development obtained the highest average score, followed by employee well-being and engagement. Talent retention shows a good score but is relatively lower than the other two dimensions, which indicates that there is still room for improvement in talent retention strategies. In terms of organizational competitiveness, the indicators of adaptability and innovation showed a strong score, while productivity was considered good and stable.

Table 2. Descriptive Statistics of Research Variables

Variable	Mean	Standard Deviation	Minimum	Maximum
Sustainable Talent Management	4.02	0.46	2.90	4.90
Continuous Competency Development	4.12	0.48	2.80	5.00
Talent Retention	3.88	0.52	2.60	4.80
Employee Well-Being and Engagement	4.06	0.50	2.70	4.90
Organizational Competitiveness	4.00	0.44	2.90	4.90
Productivity	3.95	0.49	2.60	4.90
Innovation Capability	4.02	0.51	2.70	5.00
Adaptability	4.04	0.47	2.80	4.90

The table shows that the average of all core variables is close to a value of 4 on a five-point scale. This means that respondents consider the organization's talent management and competitiveness practices to be running well. The difference in average scores between dimensions provides clues to priority areas, especially on relatively lower talent retention. The standard deviation value that is not too large indicates the consistency of the respondents' assessment, so the data is suitable for regression-based hypothesis testing.

The findings of this theme are directly related to the data collection method using the Likert scale questionnaire, as well as descriptive analysis as an initial stage before regression. Descriptive statistics confirm that the variables have an adequate distribution and do not experience extreme homogeneity problems. This theme becomes a logical basis for testing hypotheses H1a to H1c, as it shows that there is enough variation in values to be analyzed inferentially. In other words, the character of the data supports the purpose of explanatory research to test the influence of sustainable talent management and its dimensions on organizational competitiveness.

Quality of Research Instruments and Feasibility of Data for Regression Analysis

The results of the instrument quality test show that the statement items used to measure each construct meet the criteria of validity and reliability. The item's correlation to the total score is above the minimum limit commonly used for quantitative research, so the item is judged to represent the construct being measured. The Cronbach alpha value for each variable is also in the good to very good category, so the internal consistency of the instrument is acceptable. Thus, the collected data is considered suitable for further analysis using simple linear regression according to the research design.

Table 3. Reliability and Item Validity Summary

Construct	Number of Items	Item Total Correlation Range	Cronbach Alpha
Sustainable Talent Management	9	0.41 to 0.74	0.88
Continuous Competency Development	3	0.45 to 0.72	0.83
Talent Retention	3	0.41 to 0.69	0.80
Employee Well-Being and Engagement	3	0.44 to 0.74	0.85
Organizational Competitiveness	9	0.43 to 0.71	0.87

The table shows that all constructs have a reliability above 0.80, which signifies a strong internal consistency level. A stable total item correlation range shows that the item does not deviate from the construct and does not cause measurement distortion. With the quality of instruments like this, the results of inferential analysis can be interpreted with better confidence because the measurement errors are relatively low. The quality of the instrument also supports the interpretation of regression results because variables are formed by consistent indicators.

These findings are directly linked to research methods that require validity and reliability before hypothesis testing. Instrument test procedures, coding, and data preparation ensure that regression analysis is not built on weak measurements. With valid and reliable instruments, H1a to H1c testing can be carried out more accurately according to the explanatory design. This theme emphasizes that the conclusion about the influence of sustainable talent management on organizational competitiveness does not come from fragile data, but from consistent measurement.

Testing the Influence of Sustainable Talent Management on Organizational Competitiveness

The main hypothesis test shows that there is a positive and significant influence between sustainable talent management and organizational competitiveness. The regression results indicate that improving the quality of sustainable talent management is followed by increasing organizational competitiveness, which is reflected through productivity, innovation capability, and adaptability. The value of the regression coefficient is positive and the significance test shows strong results. These findings are consistent with the outcome narrative in the abstract, namely that sustainable talent management practices are a strategic factor in strengthening an organization's competitive advantage.

Table 4. Simple Regression Results for Overall Effect

Predictor	B	SE	t	p	R ²
Sustainable Talent Management → Organizational Competitiveness	0.63	0.10	6.30	< 0.001	0.41

The table shows a B coefficient of 0.63 with a significance value of $p < 0.001$, indicating that the effect of sustainable talent management on organizational competitiveness is positive and highly significant. The R² value of 0.41 indicates that sustainable talent management explains 41% of the variance in organizational competitiveness. This finding represents a substantial explanatory contribution for organizational research using a survey-based approach. The results suggest that strengthening sustainable talent management practices may contribute to improving organizational competitiveness through increased productivity, innovation capability, and organizational adaptability. Therefore, the results support H1, confirming that sustainable talent

management has a positive and significant effect on organizational competitiveness.

The findings of this theme provide empirical support for the proposed relationship between sustainable talent management and organizational competitiveness. The regression results were obtained in accordance with the established analysis technique, namely simple linear regression, using Likert-scale survey data from 60 respondents selected through purposive sampling. Within the explanatory research design, these results can be interpreted as evidence of a significant statistical relationship between sustainable talent management and organizational competitiveness as proposed in the research model. Therefore, the results indicate that sustainable talent management has a positive and significant effect on organizational competitiveness.

Testing the Sustainable Talent Management Dimension on Organizational Competitiveness

Follow-up analysis was conducted to examine the influence of each dimension of sustainable talent management on organizational competitiveness based on the formulation of hypotheses H1a, H1b, and H1c. The results indicate that continuous competency development has a positive and significant effect on organizational competitiveness. Talent retention also demonstrates a positive and significant effect, although its explanatory contribution is relatively smaller compared to the other dimensions. Employee well-being and engagement showed the largest explanatory contribution among the three dimensions in the separate regression models, highlighting the importance of supportive work experiences and active employee involvement in strengthening organizational competitiveness within a dynamic work environment.

Table 5. Simple Regression Results for Dimension Effects

Predictor	B	SE	t	p	R ²
Continuous Competency Development → Organizational Competitiveness	0.55	0.12	4.58	< 0.001	0.27
Talent Retention → Organizational Competitiveness	0.41	0.14	2.93	0.005	0.13
Employee Well-Being and Engagement → Organizational Competitiveness	0.62	0.11	5.64	< 0.001	0.35

Note: H1a, H1b, and H1c were tested using separate simple linear regression analyses; therefore, the reported R² values represent individual explanatory contributions and are not additive.

The table shows that all three dimensions have a positive coefficient and a significance value below 0.05, which means that they all have a positive and significant effect. Continuous competency development explains 27 percent of competitiveness variations, showing that improved learning and competency strengthen productivity, innovation, and adaptability. Talent retention explains 13 percent of competitive variation, which remains meaningful and shows that retaining key talent contributes to organizational stability and effectiveness. Employee well-being and engagement explain 35 percent of competitive variations, confirming that the quality of work experience and employee engagement are strong drivers of competitive advantage.

The findings of this theme are directly related to a methodology that places the sustainable talent management dimension as an operational indicator of independent variables, and then tested inferentially using simple linear regression. The results of the analysis reinforce that the influence of sustainable talent management on competitiveness does not only occur at the aggregate level, but also appears in every key dimension measured through the Likert questionnaire and has passed the validity and reliability tests. Thus, the H1a hypothesis is accepted because continuous competency development has a positive and significant effect on organizational competitiveness. The H1b hypothesis is accepted because talent retention has a positive and significant effect on organizational competitiveness. The H1c hypothesis is also accepted because employee well-being and engagement have a positive and significant effect on organizational competitiveness in a dynamic work environment.

DISCUSSION

The results of the study show that sustainable talent management has a positive and significant effect on organizational competitiveness, which confirms that talent management is an important strategic determinant of modern organizational performance. These findings reinforce the view that sustainably managed human resources may contribute to competitive advantage and strengthen organizational competitiveness (Nyberg & Wright, 2020). In the framework of strategic human resource management, human resources are positioned as strategic assets that contribute directly to organizational value creation (Lepak et al., 2021). When talent management practices are oriented toward sustainability, organizations not only improve short-term performance but also strengthen long-term competitive capacity (Boxall, 2023). Thus, these findings provide empirical support that sustainable talent management is an important element in strengthening organizational competitiveness in a dynamic work environment.

The significance of sustainable talent management becomes increasingly important in the context of a dynamic and uncertain work environment. A work environment characterized by technological change and increasing flexibility demands requires organizations to develop an adaptive and resilient workforce. Human capital adaptability is considered an important organizational resource in responding to environmental uncertainty and maintaining organizational competitiveness (Ployhart & Bartunek, 2022; Schneider et al., 2021). The results of this study indicate that organizations implementing sustainable talent management practices tend to be better prepared to respond to environmental changes compared to organizations applying short-term talent management approaches (Veld & Alfes, 2022). These findings are consistent with Dynamic Capabilities Theory, which emphasizes the importance of an organization's internal ability to adapt sustainably to environmental changes (Teece, 2020). Therefore, sustainable talent management can be understood as a strategic mechanism that supports organizational adaptability and competitiveness in dealing with dynamic work environments.

The results show that continuous competency development has a positive and significant effect on organizational competitiveness, indicating the importance of long-term investment in employee learning and development. Competency development enables organizations to strengthen innovation capability and improve work productivity sustainably (Garavan et al., 2021). From the perspective of organizational learning theory, continuously updated competencies represent a dynamic source of competitive advantage (Fiol & O'Connor, 2022). These findings indicate that organizations consistently developing employee competencies tend to be better prepared to face rapid changes in the work environment (Minbaeva, 2023). Thus, continuous competency development not only functions as an employee development activity but also supports the strengthening of organizational competitiveness.

Talent retention has been shown to have a positive and significant effect on organizational competitiveness, highlighting the importance of retaining strategically valuable employees. High retention levels enable organizations to maintain operational stability and reduce the risk of critical knowledge loss, while lower turnover rates help organizations preserve valuable human capital and organizational experience (Allen et al., 2021; Hom et al., 2022). Within the framework of human capital theory, retained talent contributes to the accumulation of organizational knowledge and experience that supports organizational performance (Crook et al., 2021). The results of this study indicate that although the effect of talent retention is relatively smaller than other dimensions, it still contributes significantly to organizational competitiveness (Kwon & Kim, 2023). Therefore, talent retention strategies should be considered an integral component of sustainable talent management.

The dimensions of employee well-being and engagement show a relatively stronger positive effect on organizational competitiveness, indicating that the quality of work experience is an important factor in strengthening competitive advantage. Employees who experience higher levels of well-being and engagement tend to demonstrate stronger commitment, motivation, and better performance, which are important factors in supporting organizational effectiveness and competitiveness (Bakker & Albrecht, 2021; Macey et al., 2022). From the perspective of sustainable human resource management, employee well-being is regarded as an important foundation for organizational sustainability rather than merely a performance outcome (Kramar, 2022). These findings indicate that organizations may face challenges in maintaining long-term competitiveness when employee well-being and engagement are not managed effectively, as these aspects are closely related to employee motivation, commitment, and work performance. Abu-Mahfouz et al. (2023) emphasized that sustainable human resource management practices and employee engagement contribute positively to organizational performance and organizational effectiveness. Therefore, improving employee well-being and engagement can be viewed as an important strategy for strengthening organizational competitiveness in a dynamic work environment.

Although all research hypotheses are supported by empirical data, this study has several limitations that should be considered when interpreting the findings. The relatively limited number of respondents restricts the generalizability of the findings to broader organizational contexts. In addition, the use of a cross-sectional design limits the ability to observe changes in variables over time and to examine long-term relationships between sustainable talent management and organizational competitiveness. Future research is recommended to apply longitudinal designs to better capture the development of sustainable talent management practices across different periods. The inclusion of contextual variables such as leadership and organizational culture is also recommended to enrich understanding of the relationship between sustainable talent management and organizational competitiveness.

CONCLUSIONS AND RECOMMENDATIONS

This study concludes that sustainable talent management is an effective and significant strategy for increasing organizational competitiveness in a dynamic work environment. The regression results indicate that sustainable talent management has a positive and significant effect on organizational competitiveness ($B = 0.63$, $t = 6.30$, $p < 0.001$, $R^2 = 0.41$). Talent management practices oriented toward continuous competency development, talent retention, and employee well-being and engagement were found to contribute positively to productivity, innovation capability, and organizational adaptability. These findings confirm that a sustainable approach to human resource management not only supports short-term organizational performance but also contributes to strengthening long-term organizational competitiveness. Theoretically, this study enriches the human resource management literature by providing

empirical evidence regarding the strategic role of sustainable talent management in supporting organizational competitiveness.

However, this study has several limitations, particularly the relatively small sample size and the use of a cross-sectional design, which may limit the generalizability of the findings and the observation of long-term relationships between variables. Therefore, future research is recommended to involve larger and more diverse samples, apply longitudinal designs, and include additional contextual variables such as leadership style and organizational culture to obtain a more comprehensive understanding of sustainable talent management and organizational competitiveness.

ADVANCED RESEARCH

Organizations are encouraged to strengthen continuous competency development programs through ongoing training, upskilling, and reskilling initiatives to improve employee adaptability and innovation capabilities. In addition, organizations need to implement effective talent retention strategies by providing career development opportunities, fair reward systems, and supportive work environments to maintain employee commitment and reduce turnover intention. The findings also highlight the importance of employee well-being and engagement as strategic factors in strengthening organizational competitiveness.

REFERENCES

- Abu-Mahfouz, S., Halim, M. S. A., Bahkia, A. S., Alias, N., & Tambi, A. M. (2023). Sustainable human resource management practices in organizational performance: The mediating impacts of knowledge management and work engagement. *Journal of Entrepreneurship, Management and Innovation*, 19(2), 57-97. <https://doi.org/10.7341/20231922>.
- Allen, D. G., Hancock, J. I., Vardaman, J. M., & McKee, D. N. (2021). Analytical thinking in retention research. *Human Resource Management Review*, 31(1), 100695. <https://doi.org/10.1016/j.hrmr.2019.100695>.
- Bakker, A. B., & Albrecht, S. L. (2021). Work engagement: Current trends. *Current Directions in Psychological Science*, 30(4), 353-359. <https://doi.org/10.1177/09637214211007988>.
- Bennett, E. E., & McWhorter, R. R. (2022). A critical examination of talent development in turbulent environments. *Human Resource Development Review*, 21(1), 5-29. <https://doi.org/10.1177/15344843211063488>.
- Boateng, G. O., Neilands, T. B., Frongillo, E. A., Melgar-Quiñonez, H. R., & Young, S. L. (2020). Best practices for developing and validating scales. *Frontiers in Public Health*, 8, 12. <https://doi.org/10.3389/fpubh.2020.00012>.
- Boon, C., Den Hartog, D. N., & Lepak, D. P. (2022). A systematic review of HRM systems. *Journal of Management*, 48(1), 37-82. <https://doi.org/10.1177/0149206320976808>.
- Boxall, P. (2023). Human resource strategy and industry-based competition. *Human Resource Management Journal*, 33(2), 259-273. <https://doi.org/10.1111/1748-8583.12457>.

- Cascio, W. F., & Boudreau, J. W. (2021). The search for global competence. *Journal of World Business*, 56(2), 101–114. <https://doi.org/10.1016/j.jwb.2020.101227>.
- Collings, D. G., Mellahi, K., & Cascio, W. F. (2021). Global talent management and performance. *Journal of World Business*, 56(3), 101–123. <https://doi.org/10.1016/j.jwb.2021.101208>.
- Crook, T. R., Todd, S. Y., Combs, J. G., Woehr, D. J., & Ketchen, D. J. (2021). Does human capital matter? *Academy of Management Journal*, 64(2), 578–602. <https://doi.org/10.5465/amj.2018.0924>.
- De Boeck, G., Meyers, M. C., & Dries, N. (2022). Employee reactions to talent management. *Human Resource Management Journal*, 32(3), 648–666. <https://doi.org/10.1111/1748-8583.12410>.
- Dessler, G. (2020). *Human resource management* (16th ed.). Pearson Education.
- DeVellis, R. F., & Thorpe, C. T. (2021). *Scale development: Theory and applications* (5th ed.). Sage. <https://doi.org/10.4135/9781506340212>.
- Farndale, E., Scullion, H., & Sparrow, P. (2021). The role of talent management. *International Journal of Human Resource Management*, 32(17), 3711–3736. <https://doi.org/10.1080/09585192.2019.1579747>.
- Field, A. (2022). *Discovering statistics using IBM SPSS statistics* (6th ed.). Sage Publications.
- Fiol, C. M., & O'Connor, E. J. (2022). Organizational learning revisited. *Academy of Management Review*, 47(3), 472–496. <https://doi.org/10.5465/amr.2020.0123>.
- Fowler, F. J. (2020). *Survey research methods* (6th ed.). Sage Publications.
- Gallardo-Gallardo, E., Thunnissen, M., & Scullion, H. (2020). Talent management: Context matters. *International Journal of Human Resource Management*, 31(4), 457–473. <https://doi.org/10.1080/09585192.2019.1674366>.
- Garavan, T. N., Carbery, R., & Rock, A. (2021). Mapping talent development. *European Journal of Training and Development*, 45(6), 453–472. <https://doi.org/10.1108/EJTD-11-2020-0161>.
- Hair, J. F., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2021). *A primer on partial least squares structural equation modeling* (3rd ed.). Sage Publications.
- Handoko, T. H. (2021). *Manajemen personalia dan sumber daya manusia* (2nd ed.). BPFE Yogyakarta.
- Hasibuan, M. S. P. (2020). *Manajemen sumber daya manusia* (Rev. ed.). Bumi Aksara.
- Hayes, A. F. (2022). *Introduction to mediation, moderation, and conditional process analysis* (3rd ed.). Guilford Press.
- Hom, P. W., Lee, T. W., Shaw, J. D., & Hausknecht, J. P. (2022). One hundred years of employee turnover theory. *Journal of Applied Psychology*, 107(5), 801–830. <https://doi.org/10.1037/apl0000921>.
- Kasmir. (2020). *Manajemen sumber daya manusia: Teori dan praktik*. Rajawali Pers.
- Kramar, R. (2022). Beyond strategic human resource management. *Human Resource Management Review*, 32(2), 100–113. <https://doi.org/10.1016/j.hrmr.2021.100855>.

- Kravariti, F., Johnston, K., & Kaše, R. (2023). Talent management and innovation. *European Management Review*, 20(1), 122–137. <https://doi.org/10.1111/emre.12502>.
- Kwon, K., & Kim, T. (2023). Employee retention and firm performance. *Human Resource Management Journal*, 33(1), 132–149. <https://doi.org/10.1111/1748-8583.12438>.
- Lepak, D. P., Jiang, K., Han, K., & Hong, Y. (2021). Strategic HRM moving forward. *Human Resource Management Review*, 31(4), 100742. <https://doi.org/10.1016/j.hrmr.2020.100742>.
- Macey, W. H., Schneider, B., Barbera, K. M., & Young, S. A. (2022). *Employee engagement* (2nd ed.). Wiley. <https://doi.org/10.1002/9781118975074>.
- Mangkunegara, A. A. A. P. (2022). *Manajemen sumber daya manusia perusahaan*. Remaja Rosdakarya.
- Marwansyah. (2020). *Manajemen sumber daya manusia* (3rd ed.). Alfabeta.
- Mensah, J. K. (2024). Sustainable HRM and organizational competitiveness. *Sustainability*, 16(3), 1245. <https://doi.org/10.3390/su16031245>.
- Minbaeva, D. (2023). HRM systems and knowledge transfer. *Journal of World Business*, 58(2), 101–118. <https://doi.org/10.1016/j.jwb.2022.101387>.
- Noe, R. A., Hollenbeck, J. R., Gerhart, B., & Wright, P. M. (2020). *Human resource management* (11th ed.). McGraw-Hill Education.
- Nyberg, A. J., & Wright, P. M. (2020). 50 years of human capital research. *Academy of Management Perspectives*, 34(3), 365–382. <https://doi.org/10.5465/amp.2018.0153>.
- Ployhart, R. E., & Bartunek, J. M. (2022). Human capital resources and adaptability. *Journal of Management*, 48(2), 314–341. <https://doi.org/10.1177/01492063211012076>.
- Priansa, D. J. (2021). *Perencanaan dan pengembangan SDM*. Alfabeta.
- Rivai, V., & Sagala, E. J. (2020). *Manajemen sumber daya manusia untuk perusahaan*. Rajawali Pers.
- Saunders, M., Lewis, P., & Thornhill, A. (2023). *Research methods for business students* (9th ed.). Pearson.
- Schneider, B., González-Romá, V., Ostroff, C., & West, M. A. (2021). Organizational climate and culture. *Annual Review of Psychology*, 72, 361–388. <https://doi.org/10.1146/annurev-psych-010419-050703>.
- Schuler, R. S., Jackson, S. E., & Tarique, I. (2021). Global talent management. *Journal of World Business*, 56(2), 101–115. <https://doi.org/10.1016/j.jwb.2020.101206>.
- Shin, S. J., Jeong, I., & Bae, J. (2022). Sustainable HR practices and performance. *Human Resource Management Journal*, 32(4), 906–923. <https://doi.org/10.1111/1748-8583.12408>.
- Sudarmanto. (2021). *Manajemen sumber daya manusia berbasis kompetensi*. Pustaka Pelajar.
- Sutrisno, E. (2020). *Manajemen sumber daya manusia*. Kencana.
- Teece, D. J. (2020). Dynamic capabilities and strategic management. *Strategic Management Journal*, 41(2), 230–244. <https://doi.org/10.1002/smj.3028>.

- Thunnissen, M., & Gallardo-Gallardo, E. (2021). Rethinking talent management. *Human Resource Management Review*, 31(2), 100–114. <https://doi.org/10.1016/j.hrmr.2020.100760>.
- Vaiman, V., Sparrow, P., Schuler, R. S., & Collings, D. G. (2021). Macro talent management. *Journal of World Business*, 56(2), 101–120. <https://doi.org/10.1016/j.jwb.2021.101225>.
- Veld, M., & Alfes, K. (2022). HRM systems and performance. *International Journal of Human Resource Management*, 33(6), 1234–1256. <https://doi.org/10.1080/09585192.2020.1850715>.
- Wibowo. (2021). *Manajemen kinerja*. Rajawali Pers.
- Wolf, E. J., Harrington, K. M., Clark, S. L., & Miller, M. W. (2021). Sample size requirements. *Educational and Psychological Measurement*, 81(1), 41–67. <https://doi.org/10.1177/0013164420923446>.