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Implementation Talent of Management for Organization Sustainable: Literature Review

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Abstract: The purpose of this literature study is to develop a hypothesis regarding the influence between variables that can be used for further research in the field of human resource management. The article, a literature review of the implementation of talent management on company sustainability, is a scientific literature article in the field of human resource management. The approach used in this literature review is qualitative and descriptive. The data collection technique is to use a literature study or review relevant previous articles. The data used in this descriptive qualitative approach comes from previous research relevant to this research and is sourced from academic online media such as Thomson Reuters, Springer, Taylor & Francis, Scopus Emerald, Elsevier, Sage, Web of Science, Sinta Journal, DOAJ, EBSCO, Google Scholar and digital reference books. In previous research, each relevant previous article was used to review each independent variable. The results of this literature review article are: 1) Talent Management affects Company Sustainability; 2) Ability affects Company Sustainability; 3) Assessment affects Company Sustainability; and 4) Mentoring affects Company Sustainability.

Keyword: Company Sustainability, Talent Management, Ability, Assessment, Mentoring

INTRODUCTION

Corporate sustainability is one of the central issues in the modern business world, especially in this era of globalization and rapid digitization. In this context, sustainability does not only refer to economic aspects, but also to social and environmental responsibilities. According to Pambudi et al., (2022), companies that integrate sustainability principles into their business strategies will perform better in the long run. This shows that sustainability is not just an option, but a necessity for companies to survive and compete in an increasingly competitive market (Hidayah & M.Tony Nawawi, 2021).

In Indonesia, the issue of corporate sustainability is beginning to receive attention, especially in facing environmental and social challenges. Research by Baginda et al., (2024),

shows that 70% of companies in Indonesia have not fully implemented sustainability practices in their operational activities. This creates a significant gap between companies that focus on sustainability and those that do not. As public and consumer awareness of environmental issues increases, companies that do not implement sustainability practices risk losing market share and reputation (Susanto, Kamsariaty, et al., 2024).

Based on data from the Indonesia Stock Exchange (IDX) in 2023, around 60% of listed companies have adopted sustainability reports as part of information transparency to stakeholders. The implementation of sustainability is driven by companies' increasing awareness of environmental, social, and governance (ESG) risks that affect the long-term performance of companies (Saputra, 2022).

Previous research shows that companies that implement effective talent management tend to perform better in terms of sustainability (Susanto et al., 2025). According to research conducted by Candra Susanto et al., (2023), around 65% of companies that have a talent management strategy focused on sustainability report an improvement in financial performance and company reputation. This shows that there is a strong relationship between talent management and corporate sustainability (Candra & Amanda, 2023).

In addition, research by Susanto et al., (2022), shows that companies that are transparent in their sustainability reporting experience increased trust from investors and consumers. In Indonesia, only 30% of companies routinely publish sustainability reports, even though these reports are an important tool to demonstrate the company's commitment to social and environmental responsibility. In this context, talent management plays an important role in creating a corporate culture that supports sustainability (Ali & Saputra, 2023).

Therefore, it is important for companies in Indonesia to understand that sustainability is not only a moral responsibility, but also a business strategy that can provide a competitive advantage. Effective talent management implementation can be the key to achieving these sustainability goals. In the next chapter, we will discuss in more detail the variables that contribute to talent management and how this impacts the company's sustainability.

Problem Formulation

Based on the background of the above problem, the following problem formulations are obtained to be used as hypotheses for further research: 1) Does Talent Management affect Company Sustainability?; 2) Does Ability affect Company Sustainability?; 3) Does Assessment affect Company Sustainability?; and 4) Does Mentoring affect Company Sustainability?.

METHOD

This study uses a descriptive qualitative approach. This method was chosen because it allows researchers to investigate and understand the characteristics related to the overall sustainability of the company. The collection and analysis of descriptive qualitative data allows researchers to adapt their approach to the research needs and characteristics of the subjects under study.

The data used in this study comes from previous research related to corporate sustainability, talent management, ability, assessment and mentoring. Researchers will analyze existing literature to identify patterns and trends in corporate sustainability, talent management, ability, assessment and mentoring. By using previous research, researchers can develop stronger, evidence-based arguments and contribute to a broader understanding of the factors that influence corporate sustainability, (Susanto, Arini, et al., 2024).

This study uses data from various leading academic journals, including Thomson Reuters Journal, Springer, Taylor & Francis, Scopus, Emerald, Sage, WoS, Sinta Journal,

DOAJ, and EBSCO, as well as platforms such as Publish or Perish and Google Scholar. By using these sources, researchers can ensure that the data they collect is valid and accountable. The use of various sources also allows researchers to gain a more comprehensive understanding of the sustainability of companies from various perspectives.

RESULTS AND DISCUSSION

Results

The following are research findings taking into account the context and problem formulation:

Corporate Sustainability

Corporate sustainability is the ability of a company to survive and grow over the long term by addressing economic, social and environmental issues. Sustainability includes practices that support business growth without compromising future resources, such as energy efficiency, social responsibility, and good corporate governance. Companies that focus on sustainability tend to build a positive image, increase investor confidence, and maintain customer and employee loyalty (Azzahra, 2020).

The indicators or dimensions contained in the Corporate Sustainability variable include: 1) Economic Aspects: Includes financial performance, operational efficiency, and sustainable profit growth to maintain corporate stability; 2) Social Aspects: Focuses on corporate social responsibility (CSR), employee rights, and the company's contribution to society; 3) Environmental Aspects: Includes environmentally friendly practices, energy efficiency, and sustainable waste management; and 4) Good Corporate Governance: Refers to a transparent, accountable, and ethical system of corporate management to build stakeholder trust (Hasan, 2022).

The Corporate Sustainability variable is relevant to previous research that has been studied by: (Wahyuni et al., 2020), (Fairus & Murwaningsari, 2023), (Yuliawati et al., 2020), (Apriliyani et al., 2021).

Talent Management

Talent management is an organizational strategy to attract, develop, and retain high-potential individuals so that they can maximize their contribution to the organization's goals. This process includes selective recruitment, skills development, and placement of individuals in positions that match their expertise. With effective talent management, organizations can create future leaders, increase productivity, and reduce employee turnover (Hongal & Kinange, 2020).

The indicators or dimensions contained in the Talent Management variable include: 1) Recruitment and selection: An effective recruitment process to attract and select the best talent according to the company's needs; 2) Employee development: Ongoing training and development programs to improve employee skills and competencies; 3) Talent Retention: Strategies to retain talented employees through incentives, recognition, and a positive work environment; and 4) Succession and Career Planning: A structured succession plan and career development opportunities to ensure the availability of future leaders (Guerra et al., 2023).

The Talent Management variable is relevant to previous research that has been studied by: (Yildiz & Esmer, 2023), (Singh, 2021), (Shet, 2020), (Faqihi & Miah, 2023).

Ability

Ability refers to an individual's ability to perform specific tasks or work based on his or her knowledge, skills, and experience. Ability plays an important role in determining an individual's performance, both in terms of technical proficiency, problem solving, and

adaptability to different work situations. Skills can be developed through training, education, and work experience (Mate, 2023).

The indicators or dimensions contained in the Ability variable include: 1) Cognitive Ability: Refers to intelligence, understanding, and critical thinking skills in problem solving; 2) Technical Ability: Refers to specific skills relevant to a particular task or area of work; 3) Interpersonal Ability: Includes the ability to communicate, work in a team, and build effective relationships; and 4) Adaptability: An individual's ability to adapt to changes in the work environment or new technologies (Febrianna & Solovida, 2020).

The Ability variable is relevant to previous research that has been studied by: (Schwarz, 2020), (Yu et al., 2020), (Sari et al., 2020).

Assessment

Assessment is an evaluation process used to measure the skills, abilities, or characteristics of individuals in a particular context. Assessments are often used in recruitment, employee development, or performance evaluation to determine the extent to which individuals meet predetermined criteria. Assessment methods may take the form of written tests, work simulations, interviews, or competency-based assessments (Saputra & Mahaputra, 2022a).

The indicators or dimensions contained in the Assessment variable include: 1) Competency-based assessment: An assessment that focuses on an individual's skills, abilities, and behaviors according to specific standards; 2) Psychological assessment: Measurement of psychological aspects such as personality, emotional intelligence, and critical thinking skills; 3) Performance assessment: Evaluating an employee's job performance based on predetermined goals; and 4) Potential assessment: Identification of an individual's hidden potential that can be developed for strategic positions in the future (Sjarifudin et al., 2023).

The Assessment variable is relevant to previous research that has been studied by: (Pahmi, 2024), (Tukan & Fatlolon, 2022), (Shuibin et al., 2020), (Bhattacharya et al., 2023).

Mentoring

Mentoring is an advisory process in which an experienced mentor provides guidance, support, and knowledge to a more junior mentee. The goal of mentoring is to help mentees develop skills, build confidence, and accelerate the process of adapting to the work environment. This process often plays an important role in career development, building professional networks, and increasing employee retention (Rahman et al., 2023).

The indicators or dimensions contained in the Mentoring variable include: 1) Career Mentoring: Guidance from a mentor to help mentees plan and develop their careers; 2) Experiential Learning: Mentors share practical experience and relevant knowledge to help mentees face real-world challenges; 3) Emotional Support: Mentors provide moral support and motivation to help mentees cope with pressure or failure; and 4) Skill Development: Mentors help mentees develop the specific skills needed to achieve their career goals (Sherenn et al., 2023).

The Mentoring variable is relevant to previous research that has been studied by: (Wulansari & Fauzi, 2023), (Budiharjo & Nur, 2024), (Romayanti, 2021), (Hindarto, 2021), (Lalitaratri & Surabaya, 2023).

Previous Research

Based on the above findings and previous research, the research discussion is formulated as follows:

Table 1. Results of Relevant Previous Research

No	Author (Year)	Research Results	Similarities With This Article	Differences With This Article
1	(Al Aina & Atan, 2020)	Talent Management Variables Affect Corporate Sustainability in the United Arab Emirates	This article has similarities in researching the Talent Management variable in its independent variable, and researching the Corporate Sustainability variable in its dependent variable	Another difference is that in previous research, there were research objects conducted in companies in the United Arab Emirates.
2	(García-Sánchez et al., 2020)	-The Ability variable affects the Sustainability of the Company -The CSR variable affects the Sustainability of the Company	This article has similarities in researching the Ability variable in its independent variable, and researching the Company Sustainability variable in its dependent variable	Another difference is that the CSR variable is included as another independent variable.
3	(Lu et al., 2021)	-The Assessment Variable affects the Sustainability of the Company -The Corporate Citizenship Variable affects the Sustainability of the Company	In this article, there are similarities in examining the Assessment variable as the independent variable, and examining the Corporate Sustainability variable as the dependent variable.	Another difference is that there is a Corporate Citizenship variable as another independent variable.
4	(Meqdadi et al., 2020)	-The Monitoring Variable affects the Sustainability of the Company -The Mentoring Variable affects the Sustainability of the Company	This article has similarities in researching the Mentoring variable in its independent variable, and researching the Corporate Sustainability variable in its dependent variable	Another difference is that the monitoring variable is included as another independent variable.

Discussion

This literature review will be discussed based on the history of the topic, research objectives, problem formulation, indicators or dimensions, and related previous research:

1. The Effect of Talent Management on Corporate Sustainability

Based on a review of the literature and relevant previous research, it is stated that Talent Management affects Company Sustainability. To influence Company Sustainability through Talent Management, what companies or organizations must do is: 1) Recruitment and Selection: which effectively focuses on attracting and placing individuals with skills, knowledge, and values that are in line with the company's vision; 2) Employee Development: an important step to improve individual abilities and skills through training, workshops, and continuing education programs; 3) Talent Retention: focuses on strategies to retain high-potential employees by providing rewards, incentives, and creating a comfortable work environment; and 4) Succession and Career Planning: plays an important role in preparing individuals to fill strategic positions in the future.

If a company or organization can implement Recruitment and Selection, Employee Development, Talent Retention, Succession and Career Planning, it will have an impact on the Sustainability of the Company which includes: 1) Economic Aspects: will be reflected through stable profit growth and optimization of operational costs; 2) Social Aspects: will be realized through corporate social responsibility which strengthens a positive image in the eyes of the community; 3) Environmental Aspect: will be seen from environmentally friendly business practices and efficient use of resources; and 4) Good Corporate Governance: will ensure that the company is run with the principles of transparency, accountability, and high integrity, thus increasing the trust of investors and other stakeholders.

The results of this study are in line with previous research conducted by (Candra Susanto et al., 2023), (Yuli Angliawati & Fatimah Maulyan, 2020), (Putranto et al., 2022), (Al Aina & Atan, 2020), which states that there is an influence between Talent Management and Company Sustainability.

2. The Effect of Ability on Corporate Sustainability

Based on a review of the literature and relevant previous research, it is stated that Ability affects the Sustainability of the Company. To influence the Sustainability of the Company through Ability, what companies or organizations must do is: 1) Cognitive Ability: which includes the ability to think critically, analyze data, and solve problems. With this ability, employees can make the right, innovative, and strategic decisions to support the company's sustainable growth; 2) Technical Ability: focuses on specific skills relevant to the field of work, such as mastery of technology, operational understanding, and the application of effective working methods; 3) Interpersonal Ability: includes effective communication, teamwork, and leadership skills. These abilities play an important role in creating a harmonious work environment, increasing collaboration between teams, and strengthening relationships with customers and business partners; and 4) Adaptability: a crucial aspect that enables employees to respond flexibly to changes in the market, technology, and customer needs.

If a company or organization can apply Cognitive Ability, Technical Ability, Interpersonal Ability, Adaptability, it will have an impact on the Sustainability of the Company which includes: 1) Economic Aspects: will be seen from increased operational efficiency, cost control, and stable revenue growth; 2) Social Aspects: will be reflected in the creation of an inclusive, harmonious work environment that supports employee welfare; 3) Environmental Aspect: will be realized through environmentally friendly work practices and the efficient use of resources; and 4) Good Corporate Governance: will develop with employees who have integrity, are professional, and are able to support transparent and accountable decision-making processes.

The results of this study are in line with previous research conducted by (García-Sánchez et al., 2020), (Rehman et al., 2022), (Seroka-Stolka & Fijorek, 2020), which states that there is a correlation between Ability and Company Sustainability.

3. The Effect of Assessment of Corporate Sustainability

Based on a review of the literature and relevant previous research, it is stated that Assessment has an effect on Company Sustainability.

To influence Company Sustainability through Assessment, what companies or organizations must do is: 1) Competency-Based Assessment: which focuses on evaluating employees' skills, knowledge, and behavior according to the required competency standards; 2) Psychological Assessment: used to measure aspects of personality, emotional intelligence, and employee leadership potential; 3) Performance Appraisal: an evaluation of individual achievement based on targets, responsibilities, and expected work results; and 4) Potential Assessment: focuses on identifying hidden talents and abilities that can be developed further to support the needs of the organization in the future.

If a company or organization can implement Competency-Based Assessment, Psychological Assessment, Performance Assessment, Potential Assessment, it will have an impact on the Company's Sustainability which includes: 1) Economic Aspects: will be realized through the optimization of productive and efficient human resources, thus supporting the growth of company profits; 2) Social Aspects: will be seen from the creation of an inclusive, fair work environment that supports employee welfare; 3) Environmental Aspects: will develop through the identification of employees who innovate in environmentally friendly business practices; and 4) Good Corporate Governance: will be strengthened by a transparent, objective assessment process based on the principle of fairness, thus increasing stakeholder confidence.

The results of this study are in line with previous research conducted by (Susanto, Sugiyanto, et al., 2024), (Lu et al., 2021), (Refly Lumapow et al., 2022), which states that there is an influence between Assessment and Corporate Sustainability.

4. The Effect of Mentoring on Corporate Sustainability

Based on a review of the literature and relevant previous research, mentoring has been shown to have an effect on corporate sustainability. To influence corporate sustainability through mentoring, companies or organizations should do the following: 1) Career guidance: providing employees with direction, advice, and support to develop career paths that match their potential and goals; 2) Experiential Learning: emphasizes the process of sharing knowledge, skills, and insights from experienced mentors to more junior employees; 3) Emotional Support: functions to provide employees with a sense of comfort, confidence, and motivation, especially when facing work pressures or career challenges; and 4) Skills Development: focuses on improving technical, communication, and leadership skills through ongoing guidance. With the right skills development, employees can adapt to changing markets, technologies, and customer needs.

If a company or organization can implement Career Guidance, Experiential Learning, Emotional Support, and Skills Development, it will have an impact on the company's sustainability, which includes: 1) Economic Aspects: will be seen from increased productivity, work efficiency, and better financial stability; 2) Social Aspects: will develop through harmonious work relationships, effective communication, and increased employee loyalty; 3) Environmental Aspects: will be realized if the guided employees are able to initiate sustainable and environmentally friendly business practices; and 4) Good Corporate Governance: will be strengthened by employees who have high integrity, responsibility, and

ethical awareness, thus supporting transparent and sustainability-oriented decision making. The results of this study are in line with previous research conducted by (Meqdadi et al., 2020), (Asogwa et al., 2023), (Rochayatun et al., 2023), which states that there is an influence between Mentoring and Corporate Sustainability.

Conceptual Framework

The conceptual framework is determined based on the problem formulation, research objectives, and previous research relevant to the discussion of this literature research:

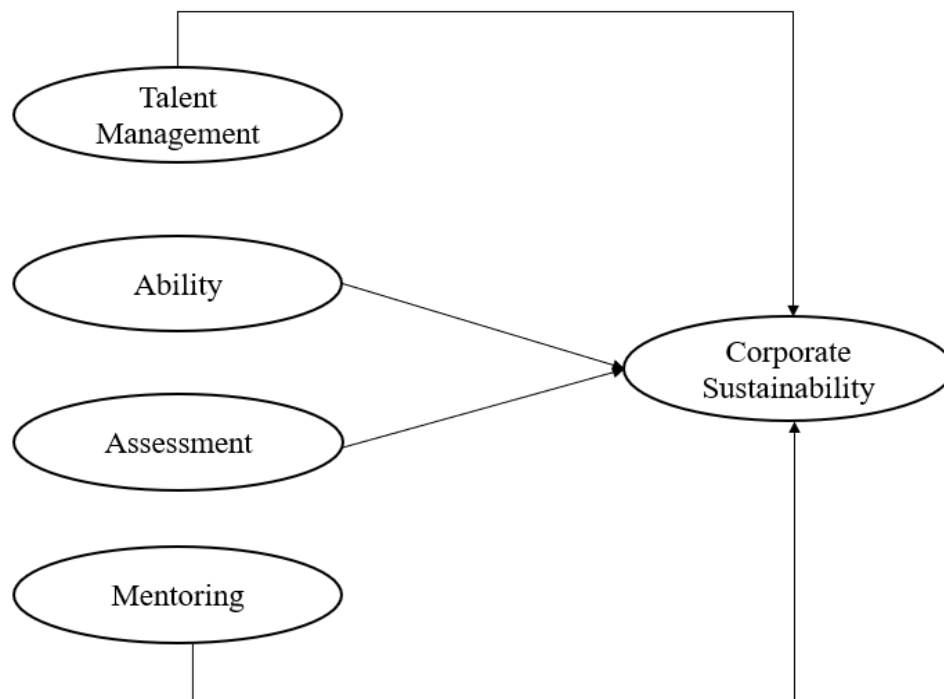


Figure 2. Conceptual Framework

Based on Figure 2 above, Talent Management, Ability, Assessment, and Mentoring affect the Corporate Sustainability. However, besides the Talent Management, Ability, Assessment, and Mentoring variables that influence the Sustainability of the Company, there are other variables that influence, among others:

- 1) Innovation: (Widodo, 2017), (Baginda et al., 2024), (Fajriyani et al., 2023), (Widodo et al., 2017).
- 2) HR Competency: (Susanto, Sawitri, et al., 2024), (Fauzi et al., 2023), (Susanto, Supardi, et al., 2024), (Ali et al., 2024).
- 3) Organizational Culture: (Putri et al., 2023), (Saputra & Mahaputra, 2022b), (Ali et al., 2022), (Widodo, 2021), (Mahaputra & Saputra, 2021).

CONCLUSION

Based on the problem formulation, results and discussion above, the conclusion of this study is:

1. Talent Management affects the Corporate Sustainability;
2. Ability affects the Corporate Sustainability;
3. Assessment affects the Corporate Sustainability;
4. Mentoring affects the Corporate Sustainability.

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