

**VILNIUS UNIVERSITY
KAUNAS FACULTY**

**INSTITUTE OF SOCIAL SCIENCES
AND APPLIED INFORMATICS**

International Business Management study programme
Code 6211LX019

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MASTER'S THESIS

**THE LINK BETWEEN SUSTAINABILITY AND TALENT
MANAGEMENT IN INTERNATIONAL COMPANIES**

Kaunas 2024

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Kaunas 2024

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LIST OF ABBREVIATIONS

ESG – Environmental, Social, Governance

EV – Electric Vehicle

FVL – Finished Vehicle

GRI – Global Reporting Initiative

HR – Human Resources

HRM – Human Resource Management

TM – Talent Management

UNGC – United Nations Global Compact

WCED – World Commission on Environment and Development

3BL – Triple bottom line

4IR – Fourth industrial revolution

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INTRODUCTION

Relevance of the topic. International organizations today work in circumstances that are more dynamic than ever before, with rapid and frequently unanticipated changes in technology, politics, and the economy. As a result, it becomes necessary to implement ongoing adjustments. Highly successful organizations demonstrate remarkable agility when it comes to adapting to external shifts. They possess the ability to swiftly respond, glean insights from the market, embrace new cultural norms, and enact transformative changes in their products and services in alignment with external opportunities or threats (Braunscheidel and Suresh, 2009; Sherehiy et al., 2007; Ahammad et al., 2020).

Typically, these transformations are associated with advancements in high technology, encompassing the implementation of novel applications and robotics. However, numerous surveys have underscored the increased role of human capital in driving successful change initiatives (Zheltoukhova, 2014). Placing emphasis on human resources can enhance the positive impact of these changes by fostering innovations that are challenging for competitors to replicate (Zhou & Wu, 2010). While most managers prioritize achieving outcomes, only a select few truly appreciate the significance of human power within this process. Individuals serve as catalysts for change and bring forth added value to the organization. Consequently, directing attention towards human capital has become a strategic imperative within management systems. Investing in people stands as the foremost and critical element within a sustainability strategy that revolves around harnessing talent as a fundamental driver for the development of human capital (Rudito, 2015). In such conditions, the role of human capital development process management increases significantly, and the necessary transformation of the talent management concept is increasingly becoming a key element that directly determines the sustainable development of social and economic systems (Madan & Bhatnagar, 2018).

The definition of sustainable business practices varies among individuals, and there is no single agreed-upon definition. Generally, a sustainable business is considered economically viable, socially responsible, and environmentally friendly. This means the business is financially stable and independent, focuses on improving social impact for key stakeholders such as employees, customers, and society, and ensures its activities have minimal negative effects on the environment. The social and environmental dimensions play a crucial role and distinguish sustainable businesses from traditional profit-oriented enterprises.

The idea of sustainable development in connection with the talent management concept serves as the cornerstone for advancements in the social, economic, and technological fields of international

organizations. Sustainable talent management has gained key role among companies that aim to have a positive impact on society beyond financial gain. While sustainability is increasingly integrated into business strategies, its implications in HRM and talent management are still relatively unexplored. The current generation prioritizes environmental and social responsibilities when selecting employers, making a corporate culture that embodies sustainability essential for attracting top talent.

Level of problem investigation. Although previous studies have demonstrated the importance of the link between "talent management" and "organizational performance", it is still unclear how talent management techniques might be used to achieve sustainable international business success. Facing, the pressing demands imposed by government programmes aimed at addressing concerns surrounding global warming, coupled with the escalating volatility stemming from the advancements of the fourth industrial revolution (4IR), encompassing smart technology, artificial intelligence, robotics, algorithms, and digitalization, leaders within organizations find themselves confronted with an imperative to cultivate and retain a pool of talented personnel capable of effectively tackling both the challenges of global climate change and the imperative of organizational sustainability (Kanjia & Choprab, 2010; Slaper & Hall 2011; Ordonez de Pablos 2004).

The persistent global competition for exceptional talent, alongside the intricacies associated with talent management, continue to pose significant obstacles for organizations, particularly when considering the necessity of securing individuals well-versed in the nuances of 4IR technologies, which are indispensable for organizations in their quest to aptly respond to the United Nations Global Compact's (UNGC) call for fostering environmental sustainability (Gardberg & Fombrun, 2006; Welford & Frost, 2006; Henriques & Richardson, 2004).

Scientific problem – how sustainability and talent management are linked in international companies?

Object of the thesis is the link between sustainability and talent management in international companies.

The thesis aims to investigate the link between sustainability and talent management in international organizations.

Objectives of the thesis:

1. On a theoretical level investigate the connection between sustainability and talent management in international companies.
2. To make an overview of empirical research connected to sustainability and talent management in international companies.

3. Empirically examine the link between sustainability and talent management in international companies.

Thesis and research methods. The analysis of the theoretical and analytical premises of the link between Sustainability and Talent Management in an international context was performed by general scientific research methods: analysis of scientific literature, synthesis and classification method. The empirical part of the study uses a qualitative interview method and analysis of the obtained answers in order to explore the link between sustainability and talent management in the automotive industry and to test the hypotheses.

Structure of the thesis. The first chapter “THEORETICAL ASPECTS OF THE LINK BETWEEN SUSTAINABILITY AND TALENT MANAGEMENT IN INTERNATIONAL COMPANIES” begins by discussing the concept of Sustainability, highlighting its importance in organizations. The chapter then delves into the measurement practices of organizational sustainability, focusing on the widely recognized triple bottom line (3BL) framework that encompasses environmental impact, social responsibility, and economic profitability. Secondly, it explores the definition of Talent Management and introduces the latest theories related to organizational performance. The concept of internationalization is then examined in relation to talent management, emphasizing the significance of assessing employees' international potential for sustainable development. Finally, the link between sustainability and talent management based on existing literature is discussed, shedding light on how these two aspects intertwine to drive organizational success. The theoretical model is illustrated at the end of the first chapter.

The second chapter “EMPIRICAL RESEARCH LEVEL OF THE LINK BETWEEN SUSTAINABILITY AND TALENT MANAGEMENT IN INTERNATIONAL COMPANIES” conducts a thorough analysis based on eight significant studies to explore the crucial link between sustainability and talent management within international settings. It reveals vital findings, particularly a notable gap in effectively integrating sustainability into corporate frameworks as observed by 75% of business leaders in a pivotal 2023 Bain & Company study. This chapter shows that aligning talent management with sustainability initiatives is crucial for enhancing global organizational performance and maintaining a competitive advantage. It also develops a research model and formulates strategic recommendations for international companies to optimize their talent management practices to capitalize fully on sustainability, ensuring their long-term success and adaptability in a rapidly changing global market.

The third chapter “EMPIRICAL RESEARCH OF THE LINK BETWEEN SUSTAINABILITY AND TALENT MANAGEMENT IN INTERNATIONAL COMPANIES” delves deeper into the chosen qualitative interview methodology, analyzes data from six major automotive companies distinguishing strategies between EV manufacturers and traditional automakers, and contrasts these findings with theoretical insights discussed earlier. It also presents a refined model illustrating how sustainability integration with talent management can enhance organizational adaptability and competitive advantage globally.

Literature used in the thesis. The theoretical part of the master's thesis mainly uses works by foreign authors and articles related to the concepts of Sustainability, Talent Management and the Link in between. The main references are Elkington, 1997; Milne & Byrch, 2011; Slaper & Hall, 2011; Wyatt, 2003; Mariann & Kristin 2014; Berger & Berger 2011 Maley, J.F., Dabić, M., Neher, A., Wuersch, L., Martin, L. and Kiessling, T. (2024), and other authors related to the analyzed topic.

In the practical parts, articles by foreign authors and empirical research related to the Sustainability and talent management are used. The main references are Tarique and Schuler (2010), Vural et al. (2012), Baqutayan (2014), Meyer and Xin (2018), Vetráková et al. (2020), Aina and Atan (2020), Siswanto & Rosdaniah (2023), Bain & Company (2023) and other authors related to the analyzed topic.

The theoretical significance of the thesis:

- The highlighting of the extensive debate and diverse interpretations surrounding the concept of sustainability across academic fields. It emphasizes the long-term, systemic nature of sustainability and its connection to sustainable development. The introduction of the Triple Bottom Line concept by Elkington, which integrates economic, social, and environmental dimensions, further contributes to the understanding of sustainability. The lack of consensus on how to measure the Triple Bottom Line is acknowledged, with suggestions ranging from monetization to evaluating each dimension separately. Despite the challenges involved, sustainability encompasses financial success, social responsibility, and environmental stewardship, distinguishing sustainable businesses by their consideration of social and environmental impacts. This recognition of sustainability's multifaceted nature and its influence on both management theory and practice highlights its theoretical significance.

- The recognition of talent management as a crucial factor in organizational success and long-term competitive advantage. It highlights the shift from a traditional linear model of talent management to an integrated approach that considers both talent attraction and development. The

importance of reputation management, employer branding, and workforce planning in attracting talented individuals is acknowledged, along with the significance of learning, training, and strategic initiatives in their development. The theoretical significance also emphasizes the role of culturally intense experiences, such as international assignments, in fostering personal growth and developing global talents who can effectively navigate complex challenges, uncertainty, and diverse perspectives in a sustainable manner. Finally, it can be highlighted the strategic importance of talent management in achieving sustainable organizational success.

- The theoretical model highlights the interconnectedness between Talent Management (TM), Sustainability, and sustainable organizational performance. It suggests that talent management practices, including talent attraction and development, along with a focus on the triple bottom line (3BL) dimensions, can contribute to long-term success by considering environmental, social, and economic aspects. Talent management is measured through reputation management, employer branding, workforce planning, learning, training, and strategic initiatives, while sustainability is assessed based on the 3BL framework encompassing planet, people, and profit.

The practical significance of the thesis:

- The thesis introduces a robust analytical framework that assesses how international automotive companies integrate sustainability with talent management. This framework is pivotal for companies looking to refine their strategies and can be adapted or extended for ongoing analysis as market conditions evolve.

- Through comparative analysis between EV manufacturers and traditional automakers, the research elucidates different approaches to integrating sustainability. This provides actionable insights for companies on optimizing talent management to support sustainability goals, enhancing their ability to adapt to international market variations and regulatory environments.

- By highlighting the impact of sustainability on organizational performance, the thesis contributes to a broader understanding of the field. It suggests practical ways businesses can align their talent management with sustainability initiatives to foster an innovative, growth-oriented environment, which is essential for long-term success in the global automotive industry.

Structure and scope of the thesis. The master’s thesis consists of an introduction, 3 parts, and conclusions. The study is presented in 60 pages including 13 tables and 5 figures. In addition to that, the thesis contains 1 appendix. The list of references consists of 64 references.

1. THEORETICAL ASPECTS OF THE LINK BETWEEN SUSTAINABILITY AND TALENT MANAGEMENT IN INTERNATIONAL COMPANIES

This chapter provides an overview of the concept of Sustainability; discusses the main measuring practices of organizational sustainability (3BL); presents the Talent management definition and newest theories related to organizational performance; explores the concept of internalization in connection with Talent management, and presents the link between Sustainability and Talent Management based on the existing literature.

1.1.The Concept of Sustainability

In contemporary discourse, the concept of “sustainability” (from the Latin word *sus-tenere*, which means “to sustain”) has permeated various academic disciplines, encompassing a wide range of interpretations and definitions (Leal Filho, 2000 & Ehnert, 2009). However, its precise origins remain elusive, presenting challenges for thorough analysis.

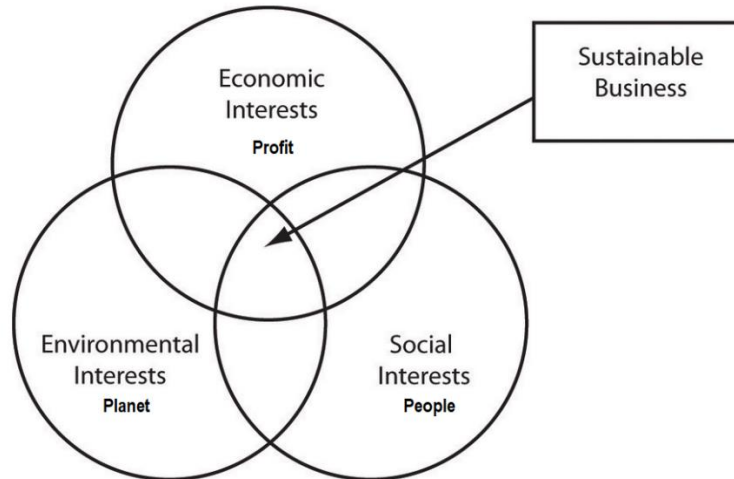
Traditionally, the terms sustainability and sustainable development have been used interchangeably, conveying connotations of long-term, enduring, robust, and systemic (Leal Filho, 2000). Dyllick & Hockerts (2002) assert that the understanding of sustainability has primarily been shaped by three distinct groups of stakeholders: ecologists, scholars in the field of business strategy, and the United Nations' World Commission on Environment and Development (WCED, 1987), famously known as the Brundtland Commission.

The Brundtland Commission, renowned for its focus on the sustainable development of societies, introduced a social dimension to complement the ecological and economic aspects. They defined sustainable development as "development that meets the needs of the present without compromising the ability of future generations to meet their own needs" (WCED, 1987: 43). Although initially designed to highlight the connection between the economic challenges faced by developing nations and sustainable development, this definition has since become one of the most frequently referenced definitions.

Elkington (1997) explained, by arguing that three organizational outcomes—financial performance, social effect, and ecological/environmental interests—need to be taken into account as

dimensions of organizational performance, this strategy expands upon the idea of “triple bottom line” (3BL).

Graphical 3BL extension introduced by Elkington can be seen in Figure 1.



Source: created by the author based on Elkington.

Figure 1. The sustainability concept of the Triple Bottom Line according to Elkington's theory

The triple bottom line or 3Ps represents People, the Planet, and Profit as a measurement of sustainability, where (1) people, refer to fair work practices for the employees in the field that they operate; (2) planet refers to sustainable environmental practices; and (3) profit refers to the value of the organization, considering the difference between the cost earned and the cost spent including the capital costs of the company (Kanjia & Choprab, 2010).

Milne & Byrch (2011) characterized 3BL concept, as initially proposed by Elkington (1997), as a driving force for corporations to shift their focus beyond solely economic value and consider the social and environmental value they create or diminish. The authors concurred with Adams, Frost & Webber (2004) assessment that the timing is opportune for the introduction of TBL. Additionally, they aligned with Henriques and Richardson' (2004) and Heemskerk, Pistorio & Scicluna (2002) perspectives, which emphasized TBL's role in promoting businesses' engagement with sustainability issues. However, the authors contested that Elkington, the Global Reporting Initiative (GRI), and the United Nations World Commission on Environment and Development (WCED) primarily centered their conceptualizations of TBL on sustainable development, while not placing equal emphasis on achieving ecological sustainability. According to the authors, the current interpretations of

sustainability as presented by Elkington, GRI, and WCED prioritize human development and humanity, potentially overshadowing the critical importance of ecological sustainability.

Therefore, when we employ the term business sustainability, we allude to the prosperity of the company, which extends beyond mere financial return on investment. It encompasses the recognition of environmental stewardship and social responsibility as crucial elements contributing to the overall success of the organization (Gardberg & Fombrun, 2006). With social responsibility being a pervasive term in today's business landscape, organizations are increasingly encouraged to adopt socially responsible behavior (Welford & Frost, 2006).

The social and environmental dimensions play a crucial role and serve as distinguishing factors between a sustainable business and a conventional profit-oriented enterprise. In essence, a sustainable business not only maintains financial stability and self-sufficiency but also strives to enhance its social impact by advocating equal opportunities, respecting human rights, and engaging with the community. Moreover, it ensures that its operations, from production to consumption of goods and services, have minimal negative effects on the environment.

According to Slaper and Hall (2011), there is consensus among academics regarding the definition of the Triple Bottom Line or the three Ps (People, Planet, Profit). However, the challenge lies in determining how to measure it effectively, as the three domains of the 3BL lack a standardized measurement unit. Some scholars, such as Henriques and Richardson (2004), propose the monetization of the three Ps as a solution, while others suggest the use of an index to overcome the issue of incompatible units and establish a universally accepted method for evaluating the 3BL. Alternatively, Heemskerk et al. (2002) propose measuring each sustainability dimension individually.

It can be observed that there is no universally accepted agreement or standardized method for calculating or evaluating the Triple Bottom Line as a whole or its separate sustainability domains. However, this challenge can be seen as a positive aspect, as it allows users to have the flexibility to adapt suitable measuring indices or metrics based on the specific characteristics of different business entities or geographical boundaries, such as cities or countries on a larger scale. In such cases, the measuring methods chosen by stakeholders and experts would align with the relevant data collection efforts (Slaper and Hall, 2011).

Many scholars (Anand & Sen, 2000; Gladwin, Kennelly & Krause, 1995) agreed that sustainability has exerted a significant influence on the practical emergence of subsequent constructs and definitions of sustainability within the realms of management theory and practice.

Across academic fields, the topic of sustainability is heavily debated and has been given many different meanings. It frequently emphasises long-term, systemic approaches and is related to sustainable development. Elkington developed the Triple Bottom Line concept, which combines economic, social, and environmental considerations. There is no agreement on how to measure TBL, but monetization and measuring each dimension independently have been suggested. Despite obstacles, sustainability includes financial achievement, social responsibility, and environmental stewardship. It distinguishes sustainable businesses by considering social and environmental impacts. Sustainability has an impact on both management theory and practice.

1.2. The Concept of Talent Management

The concept of "Talent" has been in existence for centuries, and its significance has evolved over time. It can be examined from multiple perspectives, including a theoretical standpoint, an individual's viewpoint, and a company's perspective.

Although the roots of talent management can be traced back to 1865 (Simonton, 2011) in domains such as arts, sports, and early education, the term gained prominence in the business context at the turn of the 20th and 21st centuries. During this time, McKinsey & Company published their influential book, "The War for Talent," based on research conducted in 1997 (Michaels, Handfield-Jones & Axelrod, 2001). This seminal work highlighted the growing demand for talented employees surpassing the available supply, leading to a talent shortage dilemma.

Scholars have offered diverse definitions of talent management (TM). It can be understood as the range of organizational activities focused on attracting, selecting, developing, and retaining the most exceptional employees who occupy strategically significant roles, crucial for accomplishing the organization's strategic objectives (Harris, Craig & Light 2011). Keoye (2014) views talent management as encompassing the proactive assessment of an organization's future human capital requirements and the subsequent planning to fulfil those needs. Similarly, Bethke-Langenegger, Mahler, and Staffelbach (2011) perceive TM as a collection of activities explicitly designed to support corporate strategy, serving as a strategic tool to achieve and enhance organizational success and to thrive in today's fiercely competitive global market.

Human resource management practitioners were quick to recognize the significance of this emerging trend, prompting subsequent studies by HR practitioners and consultants to investigate talent shortages (Tarique & Schuler, 2010). This marked the emergence of a new business reality,

underpinned by a mindset that underscored the importance of talent for organizational success and competitive advantage in acquiring and retaining skilled employees. This fresh perspective, as proposed by Michaels et al. (2001), asserted that talented individuals are instrumental in driving superior organizational performance, thus necessitating talent management as an integral component of HRM.

Heinen & O'Neil (2004) posit that talent management can serve as the most effective means to establish a long-term competitive advantage. This advantage is sustainable when it stems from valuable, company-specific resources that are difficult for competitors to imitate or replace. According to Ordonez de Pablos (2004), human capital, rational capital, and structural capital are all potential sources of long-term competitive advantage, but the evidence suggests that human capital holds the greatest significance. Supporting this, Wyatt (2003), an international researcher, discovered that companies with a strong focus on developing internal leadership experienced higher financial returns in key financial metrics, including shareholder returns, net income growth, market share growth, and sales returns.

Consequently, phrases like "talent acquisition, retention, and management" and "attracting, retaining, and developing talent" gained popularity within the human resource management community. The traditional talent management model, as identified by Berger & Berger (2011), can be characterized as a linear approach focused on two primary activities: acquiring and retaining talented employees, particularly in situations where talent is scarce (refer to Figure 2).



Source: Horváthová, 2011

Figure 2. The traditional linear model of Talent Management

However, lately, this approach lacks sufficient value for the organization and has several drawbacks. It requires substantial financial resources, restricts employees' flexible growth opportunities, and fails to strike a balance between employee performance and their contributions to sustainable organizational performance.

Mariann and Kristin (2014) presented an alternative model that highlights the interconnectedness of personnel activities, in contrast to the traditional approach. This model emphasizes maximizing the performance and potential of talented employees by focusing on two key

dimensions: Talent Attraction and Talent Development. By adopting this approach, organizations can cultivate capability, commitment, and alignment within critical segments of their workforce, ultimately leading to improved business performance.

Talent Attraction. The initial phase of talent management involves attracting talent, which encompasses building awareness of the company and recruiting the right individuals while effectively integrating them into the organization. This stage emphasizes three important considerations: Reputation Management, Employer Branding, and Workforce Planning. These aspects are crucial for identifying what qualifies as talent for the specific company, particularly for key positions. To attract suitable talent to these key positions, it is essential to focus on reputation management and employer branding (Maley, J.F., et al. 2024). The company should strive to demonstrate to potential talents that working for the organization is an exceptional choice. Employer branding plays a strategic role in safeguarding the company's reputation for the future. A strong positive reputation attracts high-calibre individuals (Mariann & Kristin, 2014).

Additionally, Mariann and Kristin (2014) highlight the importance of workforce planning in attracting key individuals. Reputation serves as a driving force for attraction, both internally and externally. However, to effectively attract talents possessing the specific competencies required, workforce planning is essential. Workforce planning involves forecasting future employee skills, considering various business scenarios. It enables leaders to diagnose problems and optimize the workforce's contribution to value creation. Having the right number of people with the right skills and motivation in the right positions and at the right time is fundamental to talent management (Tarique & Schuler, 2010).

Talent Development. The second dimension examined in this study to assess talent management is development. Development is deemed favorable when the company focuses on addressing the needs and expectations of its talents. According to Mariann and Kristin (2014), actions such as organizational learning, training programs, strategic initiatives, and knowledge creation and sharing play a significant role in enhancing the development of talented individuals. Organizations that invest in talent development anticipate positive outcomes, including increased motivation, job satisfaction, trust, and commitment to leaders.

Furthermore, talent development has a positive impact on various organizational outcomes, such as enhanced company attractiveness (including reputation and employer branding), achievement of firm objectives, customer satisfaction, and ultimately, corporate profit. By actively pursuing succession planning and emphasizing development activities such as training strategies, workforce

segmentation, and ensuring the availability of required talent both presently and in the future, companies can align their workforce with strategic objectives (Tarique & Schuler, 2010; Mariann & Kristin, 2014). Organizations typically undertake talent development activities to prevent talent shortages, ensure planned succession in social, and environmental interests, and enhance their reputation as talent attractors (Garavan, Carberry, & Rock, 2012; Madan & Bhatnagar, 2018).

Based on the preceding analysis, it becomes apparent that there is a need to assess the talent within an organization's existing workforce in terms of internationalisation. Specifically, the international potential of employees, including their motivation and ability to pursue an international career, becomes crucial in terms of sustainable development. Kavanagh (2010) explains, companies often encounter challenges in sourcing the required talent in specific regions, prompting them to engage a portion of their staff in internationalization and expatriation initiatives while simultaneously managing and controlling costs. Therefore, it is essential to understand the motivations, interests, and skills of various employee groups.

The idea of international assignments centred on personal growth is based on the conviction that culturally intensive experiences, including working and living abroad, promote a more thorough level of personal development (Leung, Maddux, Galinsky, & Chiu, 2008). Although there is little empirical research on this subject, it appears that high-contact, cross-cultural leadership development experiences and innate personality qualities are what build effective global leaders (Caligiuri and Tarique, 2009). According to research (McCall and Hollenbeck, 2002; Ng, Van Dyne, and Ang, 2009), it is important to overcome complex challenges in high-stress situations, navigate uncertain situations, and effectively lead and influence colleagues and stakeholders with a variety of perspectives, ambitions, and goals. These experiences provide opportunities for individuals to develop key skills and competencies necessary for success in global leadership roles.

Talent management has evolved over time and gained prominence in the business context. It involves attracting, developing, and retaining exceptional employees for organizational success. Talented individuals drive superior performance and offer a long-term competitive advantage. The traditional linear model is being replaced by an approach that emphasizes talent attraction and development as interconnected dimensions. Attraction involves reputation management, employer branding, and workforce planning, while development focuses on learning, training, and strategic initiatives. Investing in talent development leads to increased motivation and organizational success. Additionally, companies face the significance of culturally intense experiences, such as international

assignments, in fostering personal growth and developing effective global talents who can navigate complex challenges, uncertainty, and diverse perspectives in a sustainable way.

1.3. The Links between Sustainability and Talent Management in Global Organizations

The dimension of sustainability in the context of talent management has emerged as a focal point, propelled by the dynamic and ever-evolving nature of the business environment. iXerv (2016) posits that sustainability, within the realm of talent management, pertains to organizations cultivating their future leaders, managers, specialists, and employees from the existing pool of talent potential. This perspective emphasizes the significance of not solely relying on external talent recruitment but rather identifying, promoting, and developing individuals already within the organization. Carter (2016) highlights that the concept of sustainable talent management has garnered attention in certain companies that seek more than mere financial remuneration and aspire to exert a positive influence on society.

In contemporary society, sustainable thinking and action have become integral components, prompting numerous successful global companies to adopt sustainability as a focal point within their business strategies, extending its application to talent management (Savitz & Weber, 2013). Despite this growing emphasis on sustainability, the exploration of its implications within HRM, specifically concerning talent management, remains largely unexplored (Alparslan & Saner, 2020). According to Kramar (2014), today's generation exhibits heightened awareness of environmental and social responsibilities, resulting in the consideration of factors beyond monetary gain and promotion opportunities when selecting an employer. The presence of a corporate culture that embodies good corporate citizenship and understands sustainability as an integral part of its ethos becomes a decisive factor in attracting top talent.

For the development of a sustainable eco-system, organizations are increasingly accepting accountability for individual and organizational behavioural outcomes (DeNisi, Wilson, Biteman, 2014). Kramar (2014) explained, that the idea of sustainable HRM has generally been defined in terms of how much an internal or external outcome has been emphasized. In a broader sense, three distinct schools of thought can be discerned. The first school of thought places a strong emphasis on reproductive capacity, directing its efforts towards establishing resilient HR systems that can withstand societal, environmental, and demographic pressures, thereby promoting longevity and the attainment of

organizational objectives (Ehnert, 2009). The second school of thought places its focus on the economic, environmental, and social ramifications of HR practices. Scholars argue that HR practices aligned with the triple bottom line are inherently sustainable, primarily due to their capacity to cultivate a favourable perception among stakeholders regarding social well-being, ecological conservation, and economic viability (Branco & Rodrigues, 2006). The third school of thought harmoniously integrates both previous approaches, recognizing the interdependence between HR systems (namely talent management) and the external economic, ecological, and social factors (sustainable development) that organizations face (Renwick, Redman & Maguire, 2013). This perspective highlights the mutual influence and interconnection that exist between HR systems and the broader contextual dynamics.

In Table 1, a summary of the authors' ideas and definitions regarding the changing concepts of sustainability and talent management, as well as their link, is presented.

Conceptual approaches linking Sustainability and Talent management.
(adapted and extended from Ehnert, 2009)

Table 1

Period	Concept	Application (Authors)
2020	Sustainable talent management as a concept of the process of utilizing talent management practices with the aim of enhancing both competitive advantage and sustainability concurrently	Sustainable talent management as the process of utilizing talent management practices to improve competitive advantage and sustainability simultaneously Behera and Mohapatra (2020).
2010	Talent management as a concept of anticipating and strategically planning for the human capital requirements of an organization.	Bethke-Langenegger, Mahler, and Staffelbach (2011) as a collection of activities that explicitly support corporate strategy and enhance organizational success. Harris, Craig, and Light (2011) emphasize talent management as a strategic tool for achieving success, surviving in the global market, and safeguarding the firm's reputation.
2001	Talent management as a concept for human resource Management	Lesperance (2001) Changes in talent development have challenged the assumptions underlying HRM practices, necessitating a reevaluation of talent management.
2000	Sustainability as a concept for human resource Management	Boudreau and Ramstad (2005) and Kira (2003), sustainability can be viewed as an ethical and moral value associated with "social responsibility."
1990	Sustainability as a corporate concept	Muller-Christ and Remer (1999) define sustainability as the harmonious equilibrium between the utilization of resources and their renewal or reproduction.
1980	Sustainability in the context of Strategic Management	Sustained competitive advantage (Barney, 1991);

		Grant 1991; Porter 1980)
1970	Sustainability as an ecological and development aid concept	Link between economic growth, environmental problems and human development (Club of Rome: “Limits of growth”) (Meadows et al. 1972)

Source: created by the author.

The concepts of sustainability and talent management have undergone changes over time, becoming more intertwined and interconnected. Sustainable talent management has emerged as a concept that emphasizes utilizing talent management practices to enhance both competitive advantage and sustainability simultaneously. It goes beyond traditional talent management, which focused on anticipating and strategically planning for human capital needs. The evolution of talent management has also challenged traditional human resource management practices. Similarly, sustainability has evolved from being seen solely as an ecological and development aid concept to encompassing corporate responsibility and resource management. In the context of strategic management, sustainability has been recognized as a source of sustained competitive advantage. These changing concepts highlight the growing recognition of the link between talent management and sustainability, as organizations realize the need to align their talent practices with sustainable business practices for long-term success.

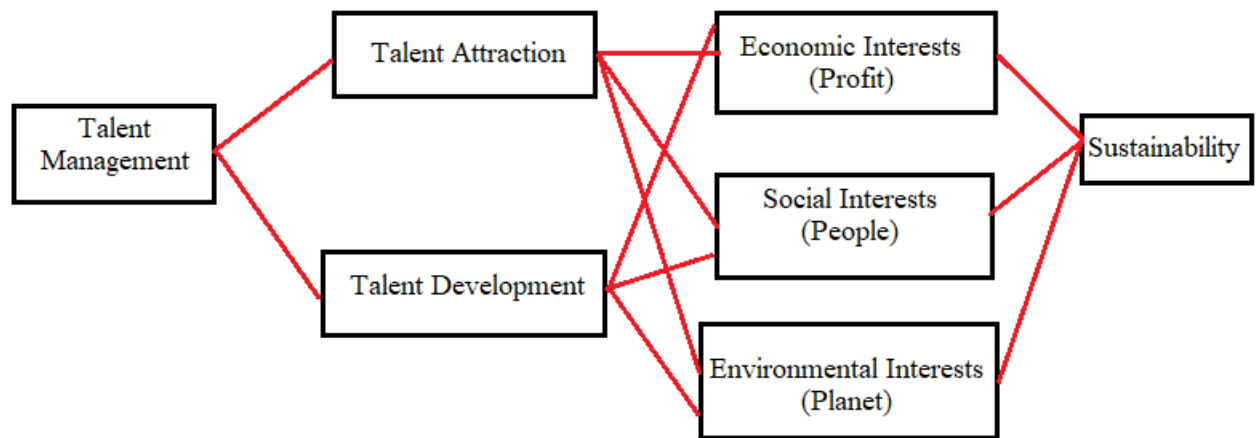
Wong and Avery (2008) argue that the key to transforming an organization lies in attracting and developing its employees. In order for a business to adopt sustainable practices, its employees must first embrace sustainable changes in their thinking, values, and perspectives. The transformation of a company is intricately linked to the development of its attracted talents. Sustainable leaders, who embody sustainable principles and concepts, are capable of integrating sustainable philosophies and practices into decision-making processes and corporate strategies. These talents are instrumental in establishing corporate sustainability strategies that are supported by a culture of sustainability, shared values, innovation, organizational learning, citizenship, and a sense of community. Wong & Avery (2008) emphasize that organizational sustainability should be built upon three fundamental elements: sustainable leadership, a culture of sustainability, and sustainability corporate strategies.

According to Western (2013), an eco-talent who possesses a deep understanding of ecological issues and is capable of developing a new business paradigm is the ideal type of employee to address the ongoing economic, social, and environmental challenges. The author emphasizes that such leaders recognize the potential negative consequences of prioritizing short-term economic gains, as they can have detrimental effects on both the business and the environment in the long run. Eco-leaders understand the interconnectedness between the organization, the community, and the planet, and they

grasp how these elements rely on each other. Moreover, they possess the knowledge and ability to effectively implement sustainability measures in practical terms (Western, 2013).

Green & McCann (2011) argues that organizations should make a concerted effort to cultivate and encourage ethical behavior among their managers. This ethical behavior should serve as a source of motivation for subordinates, leading to improved performance and financial outcomes for the organization. This approach is particularly relevant in the context of the green economy, where organizations aim to align their operations with environmentally sustainable practices (reaching 3BL).

Based on the analysis of the theoretical research, the theoretical model is introduced in Figure 3.



Source: created by the author.

Figure 3. Theoretical Model of Link between Sustainability and Talent Management in International Companies

This theoretical framework highlights the interconnectedness between Talent Management (TM) and Sustainability, leading to sustainable organizational performance. It suggests that talent management practices focused on attracting and developing talent, coupled with a commitment to the 3BL dimensions, can contribute to achieving long-term success while considering environmental, social, and economic aspects. Talent management is measured through talent attraction and talent development, which encompass reputation management, employer branding, workforce planning, learning, training, and strategic initiatives. Sustainability is assessed based on the triple bottom line (3BL) framework, which includes environmental impact (planet), social responsibility (people), and economic profitability (profit). Future empirical research can test the proposed relationships and

provide practical insights for organizations aiming to enhance their talent management strategies and sustainability practices to drive sustainable organizational performance.

The link between sustainability concepts and talent management has gained considerable attention among academics, practitioners, and researchers, owing to its manifold positive implications for organisations and society, the economy, and the environment at large. It entails fostering enduring internal HR systems while simultaneously forging robust linkages with external outcomes encompassing the realms of the 3BL. Efficient and effective implementation of corporate Triple bottom line sustainability relies on the guidance of transformational talents who possess a dedicated mindset, deep understanding, positive outlook, and the ability to generate value for all stakeholders of the business. These leaders firmly believe that incorporating environmental sustainability and overall corporate success are interconnected and essential components of the same business endeavour. Adopting sustainable practices in talent management involves attracting and developing individuals, while also considering the triple bottom line of environmental impact, social responsibility, and economic profitability.

2. EMPIRICAL RESEARCH LEVEL OF THE LINK BETWEEN SUSTAINABILITY AND TALENT MANAGEMENT IN INTERNATIONAL COMPANIES

This chapter presents the investigations conducted by various authors concerning the associations between sustainability and talent management concepts and practices within the context of international companies.

2.1. Research on the links between sustainable development practices and talent management strategies on an international level

Sustainability has been a topic of contemplation within the management sphere for an extended period. However, it is noteworthy that the links between sustainability and human resource issues in the context of globalization have only recently come under heightened scrutiny and attention in academic discourse and research. Grounded in Bain & Company's recent study (2023), the paper delves into the complex dimensions of sustainability, talent attraction and development, and international perspectives, revealing their interconnectedness and profound influences on organizational sustainability. Through an empirical examination of various scholarly works, the research sheds light on the critical role of talent management practices in bolstering sustainable organizational performance, fostering resilience, and creating a competitive edge in a global business landscape.

Sustainability (3BL). Bain & Company released a comprehensive study on November 13, 2023, shedding light on prominent sustainability concerns confronting business leaders and examining perspectives from customers and employees, situating this analysis in the international context (research area: US, India, Japan, United Kingdom, Nigeria, Europe etc.). A salient observation emerges, revealing a perceived deficiency, acknowledged by 75% of business leaders, in seamlessly integrating sustainability principles into organizational frameworks. This observation underscores a significant gap in the effective incorporation of sustainable practices (economical, environmental and ecological) within operational paradigms (Sarah et al, 2023). Furthermore, the study reveals a nuanced view, indicating that environmental, social, and governance (ESG) considerations permeate both internal and external dimensions of investors' portfolio decisions, thereby having a serious influence on companies' profitability.

Within the sustainability triple bottom line system, talent -people are recognized as a vital source of competitive advantage, creating value globally (Baqtayan, 2014). The alignment of talent

management practices with the sustainability goals and coordination with business strategy are deemed essential for achieving competitive advantage leading to profitability (Vetráková et al., 2020). This underscores the positive relationship between talent management and sustainable organizational performance, contributing to the economic, social, and environmental aspects of sustainability (Aina & Atan, 2020).

Aina & Atan (2020) note its novel approach to industry collaboration with new technologies for maximum output with minimal resource utilization. This approach is recognized for its potential to realize sustainable industry value creation, not only in economic and environmental dimensions but also in the social dimension. Stakeholders in worldwide industries are encouraged to explore new technologies for sustainable performance.

Furthermore, Siswanto's and Rosdaniah's (2023) empirical research delves into the blue economy and its correlation with sustainable development. Focusing on ecological, social, and economic aspects, the study emphasizes the potential gains for organizations through sustainable practices within the blue economy. It underscores the importance of considering ecological, social, and economic factors to maximize societal benefits and engage stakeholders, managers leading to sustainable outcomes.

Talent Attracting/Development. The second segment explores the intricate relationship between talent management and sustainability. A survey by Bain & Company unveils a preference among CEOs for external hiring strategies to address skill gaps related to sustainability. Despite this preference, only 45% of managerial respondents affirm the provision of developing and upskilling opportunities facilitating internal mobility. The CEO of BASF, Martin Brudermüller, highlights the inertia in accelerating sustainability transformation, underscoring the necessity for a collective mindset shift. The evolving skill set now encompasses both technical proficiencies for sustainability-focused operations and essential interpersonal skills, highlighting the multifaceted nature of the contemporary business environment (Sarah et al, 2023). The research emphasizes the extensive and widespread overhaul of skills required for sustainability transformation, acknowledging the economic and societal advantages of preserving stable employment.

Transitioning to the scholarly work by Aina & Atan (2020), the research firmly affirms the substantial impact of talent management practices on sustainable organizational performance. The managerial implications unveiled in the outcomes carry significance in assisting organizational leaders in proficiently attaining their strategic objectives. Notably, the findings underscore a discernible lack of requisite attention from management towards talent attraction and retention within the industry,

prompting a compelling argument for a strategic overhaul in talent management practices (Aina & Atan, 2020). Such a realignment is posited to hold the potential to enhance the explanatory variations of talent management practices in the pursuit of sustainable organizational performance.

Furthermore, the research discloses a noteworthy positive and statistically significant relationship between the implementation of talent development, training and sustainable organizational performance. This correlation extends to the augmentation of employee effectiveness and productivity within the organizational framework (Aina & Atan, 2020). These identified relationships underscore the pivotal role of talent management practices not only in achieving sustainable organizational performance but also in enhancing the overall efficiency and productivity of the workforce, necessitating a nuanced consideration by organizational decision-makers.

Baqutayan's (2014) research contributes to the discourse by centring on the pivotal theme of talent management and its profound impact on optimizing employee performance within organizational contexts. Providing a comprehensive overview, the study emphasizes the critical role of talent management in developing employee performance while underscoring its strategic significance for the future trajectory of organizations. A noteworthy revelation from the research is the observed correlation between the alignment of talent management with organizational strategy and project success rates.

The findings elucidate that organizations, where talent management aligns effectively with organizational strategy, exhibit a significantly higher average project success rate of 72%, in contrast to organizations where such alignment is lacking, which demonstrate an average success rate of 58%. The consequential difference of 14 percentage points in project success rates equates to a substantial risk of 50% more project expenditure when talent management is not adeptly aligned with organizational strategy (Baqutayan, 2014). This empirical evidence underscores the strategic imperative of aligning talent management practices with the overarching goals of the organization.

Moreover, Baqutayan's research sheds light on the evolving landscape of organizational priorities, noting a growing focus on talent management. This emphasis is attributed to the anticipation that the implementation of a robust talent management process fosters an environment conducive to skill development, thereby preparing employees for an array of future possibilities and ensuring adaptability in the face of changing roles within the workplace. The study, thus, not only underscores the immediate impact of talent management on project success but also positions it as a proactive strategy for organizational resilience in the dynamic and uncertain business environment.

International Organizational Level. The third segment delves into the international organizational level, drawing on seminal research by Tarique and Schuler (2010), Vural et al. (2012),

and Meyer and Xin (2018). According to Tarique and Schuler's (2010) research, one possible tactic for global organisations is to develop a workforce that is oriented towards international positions. By focusing recruitment efforts on people who are interested in working abroad, this strategic approach helps organisations align their objectives with the desires of a diverse workforce.

Surveys conducted by Vural et al. (2012), based on responses from 123 senior managers, reveal that organizations grapple with challenges in attracting, developing, and retaining talents willing or able to work across diverse geographies or cultures. Specifically, 40% of the surveyed senior managers identified cultural context as a challenge, while 30% recognized it as an opportunity. Despite these challenges, existing literature underscores the crucial necessity for global organizations to attract, develop, and retain individuals possessing a global mindset, essential for effective leadership in international operations and successful growth strategy implementation (Meyer & Xin, 2018; Vural et al., 2012).

Highlighting the importance of cultivating individuals with an international mindset, Meyer and Xin (2018) stress that such a mindset cannot be solely developed through domestic education and work experience but thrives through hands-on exposure to diverse cultural environments. This challenge, as articulated by Meyer and Xin (2018), transcends specialized global skills and extends to the development of a global mindset enabling managers to appreciate universal aspects in each location.

Comparatively, the evolving expectations regarding an international mindset, as delineated by Meyer and Xin (2018), surpass the earlier perspective presented by Tarique and Schuler (2010). While Tarique and Schuler (2010) initially described the international mindset in terms of employees' willingness to accept global assignments, Meyer and Xin (2018) contend that this mindset requires not only a willingness to work abroad but also prior experience in international work and the potential for further development during such assignments. This evolving definition underscores the increasing complexity and depth associated with cultivating a global mindset in today's dynamic organizational landscape.

After exploring the primary trio of concepts contributing to sustainable organizational performance - specifically, Talent Management practices, attraction and development within the context of Sustainability in an international organization from an empirical standpoint - Table 2 presents a synopsis of the authors' main findings.

Table 2

Authors' findings on Sustainability and Talent Management on the International level

Measuring by:	Sustainability		
3BL	Author		
Economy (Profit)	Aina and Atan (2020)	Bain & Company (2023)	Vetráková et al. (2020)
	The novel approach to industry collaboration with new technologies for maximum output with minimal resource utilization.	The study reveals a nuanced view, indicating that environmental, social, and governance (ESG) considerations permeate both internal and external dimensions of investors' portfolio decisions, thereby having a serious influence on companies' profitability.	Aligning talent management practices with sustainability goals and coordinating them with business strategy is crucial for achieving a competitive advantage and ultimately, profitability.
Ecology (Planet)	Aina and Atan (2020)	Bain & Company (2023)	Siswanto& Rosdaniah (2023)
	Stakeholders in worldwide industries are encouraged to explore new technologies/ managemnet for sustainable performance	A notable deficiency, recognized by 75% of business leaders, in the seamless integration of sustainability principles into organizational frameworks highlights a substantial gap in effectively incorporating sustainable practices across economic, environmental, and ecological dimensions within operational paradigms.	It underscores the importance of considering ecological, social, and economic factors to maximize societal benefits.
Social (People)	Aina and Atan (2020)	Baqtayan (2014)	Siswanto& Rosdaniah (2023)
	The research recognized potential to realize sustainable industry value creation, not only in economic and	Within the sustainability triple bottom line system, talent -people is recognized as a vital source of competitive	The research highlights the crucial importance of incorporating ecological, social, and economic factors to engage

	environmental dimensions but also in the social dimension	advantage, creating value globally.	stakeholders and managers to lead to sustainable outcomes.
	Talent Management		
TM Practices	Author		
Attracting	Aina and Atan (2020)	Bain & Company (2023)	Vural et al. (2012)
	The findings underscore a discernible lack of requisite attention from management towards talent attraction and retention within the industry, prompting a compelling argument for strategic sustainable goals to reach.	A survey unveils a preference among CEOs for external hiring strategies to address skill gaps related to sustainability.	The research emphasizes the challenges organizations face in attracting talents across diverse cultures. Cultural context is seen as both a challenge (40%) and an opportunity (30%) to reach organizational goals.
Development	Aina and Atan (2020)	Baqutayan (2014)	Bain & Company (2023)
	The research discloses a noteworthy positive and statistically significant relationship between the implementation of talent development, training and sustainable organizational performance.	The study emphasizes the critical role of talent management in developing employee performance while underscoring its strategic significance for the future trajectory of organizations.	Even the survey highlights the inertia in accelerating sustainability transformation the necessity for a collective mindset shift. Only 45% of managerial respondents affirm the provision of developing and upskilling opportunities in their organizations.
	International Organization Level		
	Author		
	Meyer and Xin (2018)	Tarique and Schuler (2010)	Vural et al. (2012)
	The research emphasizes the crucial importance of cultivating individuals	The research suggests that a strategic tactic for global organizations involves	The study underscores the vital importance for global organizations to

	with an international mindset, highlighting that this mindset goes beyond specialized global skills and necessitates hands-on exposure to diverse cultural environments to effectively implement sustainable strategies.	developing a workforce oriented towards international positions and aligning organizational objectives with the preferences of a diverse workforce through targeted recruitment efforts.	cultivate individuals with a global mindset for effective leadership in international operations and growth strategy implementation.
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Source: created by the author.

In conclusion, it can be said that the collective findings from the empirical research studies underscore the links between sustainability, talent management, and international organizational perspectives. Bain & Company's study brings attention to a pronounced deficiency in integrating sustainability principles into organizational frameworks, emphasizing the profound influence of ESG considerations on decision-making and overall profitability. Within the sustainability triple bottom line system, talent emerges as a vital source of competitive advantage, emphasizing the essential alignment of talent management practices with sustainability goals for organizational success. Aina & Atan's research highlights the substantial impact of talent management practices on sustainable organizational performance, revealing managerial implications for leaders striving to attain strategic objectives. Baqutayan's work contributes by underscoring the strategic imperative of aligning talent management with organizational strategy, showcasing its immediate impact on project success rates and positioning it as a proactive strategy for organizational resilience. The growing focus on talent management reflects its role in fostering skill development, adaptability, and future-oriented preparation among employees. At the international organizational level, the studies by Tarique and Schuler, Vural et al., and Meyer and Xin reveal challenges in global talent management, emphasizing the evolving nature of a global mindset. The significance of cultivating individuals with an international mindset is highlighted, extending beyond specialized skills to a deeper appreciation of universal aspects in diverse cultural environments. The synthesis of these studies emphasizes the critical role of talent management in bolstering sustainable organizational performance, fostering resilience, and creating a competitive edge. This comprehensive understanding provides valuable insights for organizational decision-makers navigating the complexities of sustainability, talent management, and international considerations for sustained success in the global business landscape.

2.2. Research model of the extension of Sustainable development on TM strategies in international companies

This subchapter provides the empirical results of seven studies and one survey (discussed in the previous subchapter) combined by a wide range of authors within international contexts and in specific cultures. These studies were chosen to investigate the links (strong or indirect) between sustainability and talent management practices on a global scale. The findings from these studies are demonstrated (see Table 3), and a research model and hypotheses are presented.

Links between Sustainability and Talent Management in International Organizations

Table 3

Authors/ date	Research area	Main findings on links	Strong/indirect link
Tarique and Schuler (2010)	China (Asia)	A tactic for global organizations to develop a workforce oriented towards international positions / it doesn't explicitly focus on sustainability, the alignment with diverse workforce goals indirectly contributes to organizational sustainability.	<i>Indirect Link</i>
Vural et al. (2012)	Turkey (transcontinental southeastern Europe & Western Asia)	Challenges in attracting, developing, and retaining talents across diverse geographies or cultures/ cultural contexts as both a challenge and an opportunity. The link to sustainability is indirect but relevant, as a diverse workforce is often considered beneficial for sustainability.	<i>Indirect Link</i>
Baqtayan (2014)	North America, Europe, and Asia	The critical role of talent management in optimizing employee performance/ correlates the alignment of talent management with organizational strategy to project success rates.	<i>Strong Link</i>
Meyer and Xin (2018)	North America, Europe and China.	Stresses the necessity for global organizations to attract, develop, and retain individuals possessing a global mindset. Recognizes the importance of hands-on	<i>Indirect Link</i>

		exposure to diverse cultural environments. The link to sustainability is indirect but vital, as a global mindset aligns with the complexities of sustainable organizational practices.	
Vetráková et al. (2020)	North America, Europe, and Asia	Talent management practices with sustainability goals and coordinating them with business strategy for achieving a competitive advantage and profitability/ directly associates talent management practices with both competitive advantage and profitability, which are integral to sustainable organizational performance.	<i>Strong Link</i>
Aina and Atan (2020)	Arab Emirates (UAE) (the transcontinental Middle East, both Asia & Africa)	The substantial impact of talent management practices on sustainable organizational performance/the positive relationship between talent management and sustainability across economic, social, and environmental aspects.	<i>Strong Link</i>
Siswanto & Rosdaniah (2023)	Indonesia (Asia)	The potential gains for organizations through sustainable practices within the blue economy, emphasizing ecological, social, and economic aspects/ the importance of considering these factors for sustainable outcomes.	<i>Strong Link</i>
Bain & Company (2023)	US, India, Japan, United Kingdom, Nigeria, Europe et.	The integration of sustainability principles into organizational frameworks/ identifying a perceived deficiency / the significance of sustainability practices for organizational profitability.	<i>Strong Link</i>

Source: created by the author.

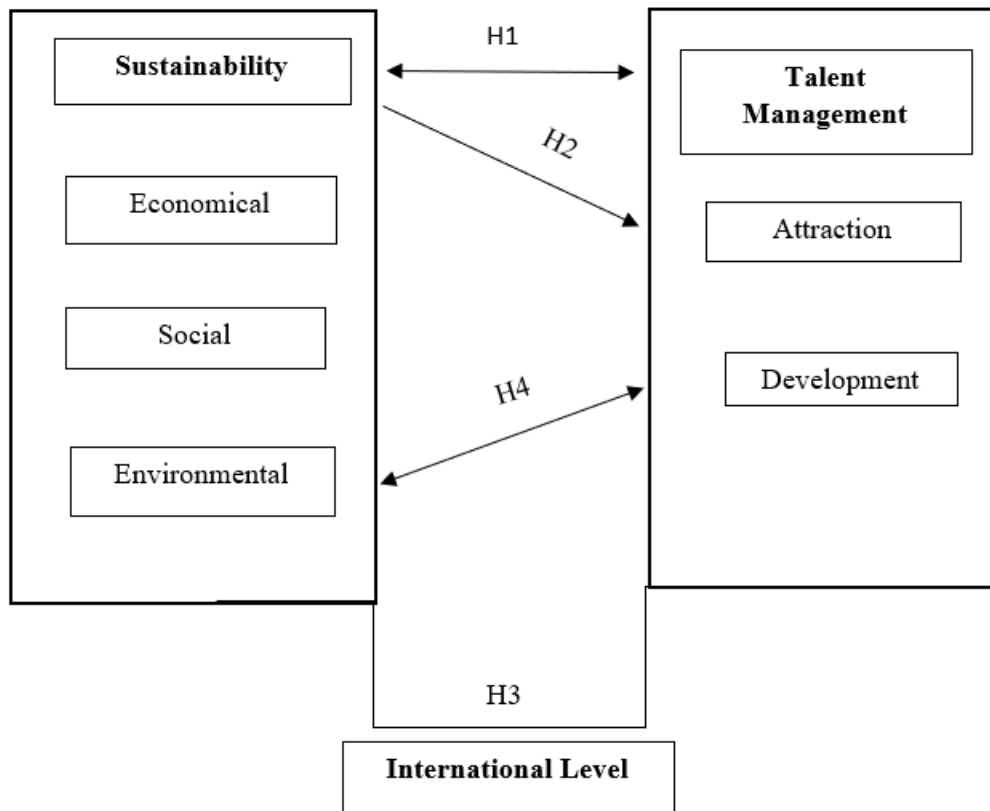
The mentioned eight research studies collectively highlight the links between sustainability and talent management, yet they differ in their emphasis on these links and the strength of their observations. Bain & Company's Study (2023) emphasizes the integration of sustainability principles into organizational frameworks, recognizing a perceived deficiency and suggesting a strong link to organizational profitability. Baqutayan's Research (2014) underscores the critical role of talent management in optimizing employee performance, correlating it with project success rates, indicating a

strong link. Aina & Atan's Study (2020) firmly affirms the substantial impact of talent management practices on sustainable organizational performance, recognizing a strong link across economic, social, and environmental aspects.

Siswanto's and Rosdaniah's empirical research (2023) explores potential gains for organizations through sustainable practices within the blue economy, suggesting a strong link. Tarique and Schuler's Research (2010) indirectly contributes to sustainability by proposing a tactic for global organizations to align with diverse workforce goals. Vural et al.'s Surveys (2012) indirectly link to sustainability through the challenges and opportunities associated with a diverse workforce. Meyer and Xin's Studies (2018) indirectly emphasize sustainability by stressing the importance of a global mindset in alignment with complex organizational practices. Vetráková et al.'s Study (2020) directly associates talent management practices with a competitive advantage and profitability, characterizing the link between talent management and sustainability as strong.

Five out of the seven examined research studies distinctly emphasize a strong connection between sustainability and talent management practices, specifically targeting sustainable organizational performance on an international level. These studies, including Bain & Company's Study, Baqtayan's Research), Aina & Atan's Study, Siswanto's and Rosdaniah's Empirical Research, and Vetráková et al.'s Study, uniformly underscore the critical importance of talent management practices in optimizing sustainability outcomes. Their collective findings consistently affirm that aligning talent management practices with sustainability goals and coordinating them with international business strategy significantly contributes to achieving a competitive advantage and ultimately fostering sustainable organizational performance on a global scale.

Based on the empirical investigations of the critical role of talent management practices in bolstering sustainable organizational performance on an international business landscape, there was created *link between Sustainability and Talent Management in the international companies research model* (Fig. 4).



Source: created by the author.

Figure 4. Research Model of Link between Sustainability and Talent Management in International Companies

The empirical research model presented in Figure 4 establishes correlations among three key domains: Talent Management, Sustainability, and the context of international organizations. This correlation is derived from a comprehensive analysis and synthesis of existing literature, aiming to underscore the links of these three concepts. As illustrated in Table 4, recruitment and development of practices emerge as essential factors. The consensus among selected authors, as evident in their literature reviews and empirical research, highlights a consistent correlation and links between talent management practices, specifically the attraction and development of talents within an international context, and the attainment of a competitive advantage when aligned with sustainability goals. Synthesizing the insights from preceding research discussions, it becomes apparent that the strategies of talents attraction and development, coupled with a commitment to sustainability goals, yield tangible benefits such as enhanced company profitability, adept management of environmental concerns, and positive social impacts on both teams and broader society, ultimately contributing to holistic sustainable organizational performance. Through investigation of research findings and analyzed

literature, it is affirmed that achieving sustainable performance for international companies necessitates the establishment of a cohesive global system intertwined with well-defined sustainability objectives, placing a strategic focus on the attraction and development of talents. Having discussed the research model, the following hypotheses were developed:

Hypothesis 1: Organizations with sustainability integrated into talent management report better sustainability outcomes.

Hypothesis 2: Integrating sustainability in recruitment enhances competitive advantage by aligning talents with sustainability goals.

Hypothesis 3: The link between sustainability and talent management varies by cultural context, affecting its international effectiveness.

Hypothesis 4: Companies focused on environmental innovations demonstrate a stronger link between sustainability and talent management.

To sum up, the analytical part has noticed the critical interplay between sustainability, talent management, and global organizational dynamics. The study by Bain & Company shows that there is a wide gap in infusing sustainability into organizational strategies, where the study brings out the role of ESG considerations in decision-making and profitability. The research emphasizes the importance of aligning talent management with sustainability goals to empower talent as a competitive advantage and guarantee organizational success.

Further studies by Aina & Atan and Baqutayan emphasize that robust talent management practices ensure sustainable performance and the success of projects, claiming that these strategies are important for organizational growing. The research also reports developing a global mindset and adaptability of the workforce in negotiating the complexities of diverse cultural environments as seen in Tarique and Schuler, Vural et al., and Meyer and Xin.

Synthesizing insights from all analyzed reseraches, integrating sustainability into talent management encourages organizational resilience and competitive advantage. The findings thus create a strong base for organizational leaders to deal with the complexities of sustainability and talent management in ways that guarantee sustained success in a globally competitive and environmentally conscious business environment. The research model and discussions have established that strategic talent management in tandem with the sustainability goals of the organization is critical for ensuring competitive advantage at the international level.

3. EMPIRICAL RESEARCH ON THE LINK BETWEEN SUSTAINABILITY AND TALENT MANAGEMENT IN INTERNATIONAL COMPANIES

This chapter of the thesis provides research methods, research data analysis, a discussion of the results, and an evaluation of the research results.

3.1. Research methodics

Aim of the research – to investigate how talent management can drive sustainability within organizations, enhancing their ability to achieve environmental and social goals while maintaining competitive advantage.

Objectives of the research:

1. To investigate the influence of sustainability integration on organizational outcomes and employee retention.
2. To establish if sustainable recruitment widens the competitive advantage and identify major challenges.
3. Understanding the role of international contexts in driving or tempering the sustainability strategy's effectiveness during global expansions.

Research methods. This research implemented a qualitative method, particularly through interviews, which is suitable for exploring complex and multifaceted phenomena, such as sustainability and talent management. These topics involve subjective perceptions, diverse organizational cultures, and intricate strategic decisions, which are better captured through qualitative data. This method allows for a deep understanding of how individuals within organizations conceptualize, implement, and experience sustainability and talent management initiatives. As Denzin and Lincoln (2011) suggest, qualitative methods are ideal for understanding the context and the subjective interplay of different factors within organizational settings.

Purposive Sampling and Sampling Frame. In the past decade, finished vehicle manufacturers have faced significant pressure to reduce their CO₂ emissions, a demand intensified by the Paris Agreement stating that internal combustion vehicles must stop production by 2035. This directive has catalyzed a profound transformation within the automotive industry, marked by a shift from traditional combustion engines to electric vehicles (EVs). Concurrently, there has been a notable expansion of Chinese automotive brands into global markets, including Europe, Asia, and the USA. This drastic

change encourages the recruitment of skilled talents who not only have experience in innovative technologies but also demonstrate an awareness of sustainable development goals and governmental regulations.

The purposive sampling strategy is based on criteria that aim to capture the most relevant participants. First, the selected specialists have to be deeply involved in human resource and recruitment functions, mainly in sourcing, management, and retention of talent that is proficient in innovative technologies and committed to sustainability. The second part is that these participants should work for finished vehicle manufacturers who not only are operating but have established at least one manufacturing facility in Europe, which ensures they are immersed in European market dynamics and regulatory frameworks. Finally, informants are expected to be engaged in the European departments of their organizations, such that the insights are directly relevant to the unique challenges and strategies of dealing with and managing, integrating sustainability practices within the European automotive sector. It is this very targeted selection that ensures the specialized and contextually relevant collection of data.

Researched Informants. The informants will be selected based on their strategic roles in HR, sustainability, or executive management within leading car manufacturers operating in Europe. Their roles likely provide them with comprehensive insights into the strategic integration of sustainability and talent management practices. This selection ensures that the study captures informed views from individuals who are not only knowledgeable about but also responsible for implementing and managing these strategies. In this research, participated 6 companies, grouped in Table 4 :

Table 4

Grouping of Automotive Companies Participating in Research

Group	Number of Companies	Description
Only EV FV Manufacturers	2	Produce exclusively only electric vehicles.
Traditional FV Manufactures	3	Offers a diverse range of vehicles, including EVs, hybrids, and internal combustion engine
Producer of Trucks and Buses	1	Manufacturing trucks and buses hybrid, internal combustion engine, starting EV.

Source: created by the author.

This table categorizes the six companies by their main focus and product offerings. Six human resource and recruitment specialists took part in a series of interviews in May 2024, which aimed to discuss the connections between sustainability practices and talent management within the automotive sector. Given the strict confidentiality agreements entered into, the identities both of the specialists and the companies they represent cannot be disclosed. Interviews, conducted by telephone and via Microsoft Teams on 4, 6, and 8 May, had a collective duration of 4 hours and 58 minutes.

Interview Protocol. The automotive industry research interview protocol was constructed around key categories that delve into the integration of sustainability and talent management based on empirical research. According to the studies analyzed in the analytical part by Bain & Company (2023), Aina & Atan (2020), Baqutayan (2014), Vetráková et al. (2020), Siswanto and Rosdaniah (2023), and Tarique and Schuler (2010) turned the protocol's emphasis on categories such as Sustainable Responsibility, Importance of Talent Management, Talent Attraction and Development, Sustainable Hiring Practices, the Connection Between Sustainability and Talent Management, the Impact of Sustainability Practices, and Global Sustainability Progress and Challenges (Table 5). The categories are representative of a holistic approach to incorporating sustainability into business practices and the effect of sustainability on talent management in organizational performance within the automotive sector.

Table 5

Interview Protocol

Category	Questions to Reveal Insights	Questions Reasoning
Sustainable Responsibility	<ol style="list-style-type: none"> 1. Could you please describe your role and responsibilities within the organization? 2. How does your organization define sustainability, and what initiatives or practices are undertaken to promote sustainability within its operations? 	<p>To understand the respondent's position, expertise, and their perspective on the organization's operations and strategies.</p> <p>Gaining insights on the organization's definition and approach to sustainability, including specific strategies and practices implemented.</p>
Importance of Talent Management	<ol style="list-style-type: none"> 3. Is your enterprise involved in any form of talent management? 4. How important do you believe talent management is to the overall success and sustainability of your 	<p>Exploring the role and significance of talent management within the organization, including its effect on the overall company's goals and achievements. The anonymous one-word response question, in its turn,</p>

	<p>organization?</p> <p>5. In one word, what would you say is the key advantage driving your company's overall success?</p> <p>6. How has attracting the right skills and knowledge impacted your firm's sales, image, and overall performance?</p>	<p>pursues the aim of ascertaining participants view the most important element. Meanings of the responses here are simplified to give only one metric.</p>
Talent Attraction and Development	<p>7. Can you provide examples of talent attraction strategies your organization has implemented to attract skilled employees?</p> <p>8. How has talent development through training helped your firm in complying with regulatory and environmental demands?</p>	<p>To understand the organization's strategies for talent attraction and development, and how these contribute to achieving sustainability goals.</p>
Sustainable Practices in Hiring	<p>9. How does your organization incorporate sustainable practices into the hiring process?</p> <p>10. What benefits have you observed from utilizing sustainable hiring practices?</p>	<p>To delve into sustainable practices in the hiring process and their benefits, exploring the integration of sustainability in talent acquisition.</p>
Connection Between Sustainability and Talent Management	<p>11. Do you see a connection between sustainability practices and talent management within your organization?</p> <p>12. To what extent do you attribute your company's ability to produce environmentally friendly cars to the pool of experienced talents?</p>	<p>To investigate how sustainability and talent management are interlinked within the organization and their collective impact on product innovation and sustainability.</p>
Impact of Sustainability Practices	<p>13. From your experience, how do sustainability practices influence talent attraction and retention?</p> <p>14. How has talent development enabled employees to acquire necessary skills, consequently improving organizational performance over time?</p>	<p>To gather insights into how sustainability initiatives influence talent management outcomes, particularly in terms of attraction and retention.</p>

Global Sustainability Progress and Challenges.	<p>15. What challenges, if any, does your organization face in integrating sustainability principles into talent management practices as a multinational company?</p> <p>16. Can you share any examples or success stories where your organization has successfully integrated sustainability principles into its talent management practices, resulting in positive outcomes?</p>	<p>To identify potential barriers and challenges in merging sustainability with talent management strategies on cultural level.</p> <p>To collect examples of successful integration and the positive outcomes that have been achieved.</p>
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Source: created by the author.

Questions for HR managers, recruitment specialists, and personnel managers within finished vehicle (FV) manufacturing companies are to investigate how each role contributes to embedding sustainability into the core operations and culture of their automotive manufacturing companies, thereby supporting broader organizational objectives.

3.2. Data analysis and the discussion of the results

Qualitative insights from interviews with six leading automotive manufacturers’ executives, human resource managers, and recruitment specialists are synthesized in this section to depict how sustainability is incorporated within their talent management approaches. The comparative nature of the analyzed data allows for a deeper understanding of industry practices. The information presented in Table 6 describes the major characteristics of the organizations researched. Size, ability to access global markets, and commitment to sustainability are essential items on the list.

Table 6

Characteristics of Interviewed Organizations

Informant	Market scope	Number of Employees	Operational Countries	Sustainability Commitments
1.	Global	Approx. 99,290	Operates in about 50+ countries	Commitment to sustainable energy and production of electric vehicles
2.	Global	Smaller, startup scale, hundreds	Operates primarily in the USA and Europe	Focus on electric vehicles and sustainable, eco-friendly

				automotive solutions
3.	Global	Over 662,575	Operates in about 150+ countries	Commitment to electrify its model lineup, with aims for carbon neutrality by 2050
4.	Global	Approx. 133,778	Operates in about 140+ countries	Strong focus on sustainability, electrification of vehicles, and reducing environmental impact
5.	Global	Approx. 186,000	Operates in about 125 countries	Transitioning towards electric vehicles, aims for carbon neutrality across global facilities by 2050
6.	Global, with a focus on Europe and Latin America	Approx. 52,100	Operates in about 100 countries	Focused on sustainable transport solutions, electrification, and achieving science-based targets for reducing emissions

Source: created by the author.

Further the 7 key categories (Sustainable Responsibility; Importance of Talent Management; Talent Attraction and Development; Sustainable Practices in Hiring; Connection Between Sustainability and Talent Management; Impact of Sustainability Practices; Global Sustainability Progress and Challenges) derived from empirical scholars' research and insights from industry professionals will be analyzed.

Sustainable Responsibility. Combining insights from informants' answers of first category questions within the automotive industry with Bain & Company (2023) study, we find clear similarities in sustainability approaches: EV manufacturers focusing on specific, technology-driven solutions, integrating sustainability to overcome environmental challenges; traditional manufacturers employing wider strategies covering their whole operational frameworks from talent management to product innovation. The Bain & Company (2023) research combines these methods by demonstrating how embedding sustainability enhances profitability in both particular, technology-based initiatives and integrated approaches. This supports that irrespective of approach, applying sustainability principles has beneficial business outcomes and contributes to sustainable development goals in the automotive industry.

The responses provided by leaders within the industry allow two distinct subcategories to emerge in the realm of sustainable responsibility within the automotive industry. The first, Environmental Innovation and Efficiency, is most closely associated with electric vehicle manufacturers that seek to improve environmental impact through technological innovation and

operational efficiency. This subcategory includes efforts of waste reduction, improving energy efficiency, and the development of leading-edge, sustainable technologies. These efforts underline a commitment to environmental stewardship as a mainstay of corporate strategy; it is driven by the very nature of EV makers' business models, which position environmental sustainability at the heart of product development and market positioning.

The second subcategory, Comprehensive Sustainability Integration, characterizes a broader and more complete approach embraced by more traditional automotive and bus manufacturers. This outlook goes beyond environmental concerns to incorporate social and economic dimensions, a reflection of a multifaceted strategy of sustainability. It includes aligning business operations with global standards of sustainability, the development of employees, and community engagement. Traditional manufacturers, having a longer history in the industry, demonstrate a more gradual incorporation of sustainability practices. Their responses reflect a commitment not just to environmental standards but also to economic viability and social responsibility, indicating a strategic shift toward sustainability that permeates various aspects of their operations.

Table 7

Sustainable Responsibility

Subcategories	Only EV FV Manufacturers	Traditional FV Manufactures + Producers of Tracks and Busses
Environmental Innovation and Efficiency	<p>Informant 1 (EV Company): [..waste reduction, improving energy efficiency, and investing in sustainable technology development.]</p> <p>Informant 2 (EV Company): [..reducing waste, enhancing energy efficiency, and innovating within our production processes..environmental impact.]</p>	<p>Informant 3 (Traditional Manufacturer): [..reducing greenhouse gas emissions, improving resource efficiency]</p> <p>Informant 6 (Traditional Manufacturer): [..reducing the environmental impact of transport through electrification..]</p>
Comprehensive Sustainability Integration	<p>Informant 1 (EV Company): [..sustainability as balancing environmental, social, and economic needs to support long-term ecological balance]</p> <p>Informant 2 (EV Company): [..sustainability...ensures environmental, social, and economic health for the long term.]</p>	<p>Informant 3 (Traditional Manufacturer):[... reducing greenhouse gas emissions, improving resource efficiency... investing in renewable energy.]</p> <p>Informant 4 (Traditional Manufacturer): [Sustainability.. beyond environmental considerations. ..social responsibility and a commitment to our employees and</p>

		stakeholders.] Informant 5 (Traditional Manufacturer): [Sustainability..commitment to reducing environmental impact, enhancing social responsibility, and achieving economic viability.] Informant 6 (Traditional Manufacturer): [the Science Based Targets initiative to align with the Paris agreement goals... reducing the environmental impact..through electrification]
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Source: created by the author.

Taken together, these subcategories delimit distinct approaches from different segments within the automotive industry. While EV makers stress specific, technology-driven solutions to environmental challenges, traditional manufacturers make use of an overall strategy that integrates sustainability within the frame of their operations. Each captures distinct strategic emphases and operational practices within the wider framework of sustainable responsibility, illustrating different pathways by which automotive companies engage with and contribute to sustainable development goals.

Importance of Talent Management. Within the automotive manufacturing industry, the Importance of Talent Management presents a very crucial category (where we can see a correlation with Baqutayan's (2014) research emphasizes the significance of talent management as a vital activity in any organization) , showing human resources as a strategic source of organizational success and adaptability. It is further divided into two main subcategories: 1. Talent Management for Innovation and Market Adaptation and 2. Talent Management for Brand and Cultural Transformation (Table 8) . Each subcategory proves how important talent management is to corporate strategy.

TM for Innovation and Market Adaptation, the first subcategory, will show how EV manufacturers use talent management to foment innovation, meet dynamic market demands, and maintain their technological lead. These companies enhance their competitive advantage and sustain technological leadership through skills development, succession planning, and performance management, particularly by integrating sustainability into their development strategies.

The second subcategory, TM for Brand and Cultural Transformation, is illustrative of the deep impact talent management has on the strengthening of brand reputation and reshaping of organizational culture. Traditional manufacturers nurture apprenticeships and elevate young talents to create a workforce that will propel robust brand performance and innovation. This approach has the effect of

strongly entrenching their market position and gaining ground in relation to sustainability and mobility developments.

Table 8

Importance of Talent Management.

Subcategories	Only EV FV Manufacturers	Traditional FV Manufactures + Producers of Tracks and Busses
TM for Innovation and Market Adaptation	<p>Informant 1 (EV Company):[... talent management supports our innovation and aligns closely with our strategic goals.; the right skills has crucially enhanced our product quality, boosted our image, and significantly increased our sales.] Informant 2 (EV Company):[talent management ... ensures we remain sustainable and innovative as a business.]</p>	<p>Informant 3 (Traditional Manufacturer): [...a culture that embraces continuous learning, and integrating sustainability goals... we are on transition to electrification] Informant 6 (Traditional Manufacturer) [..particularly in IT, to support our growth in sustainable transportation solutions.. the right skills and mindsets to drive our sustainability goals forward.. advance our technology for electric vehicles and smart transportation solutions]</p>
TM for for Brand and Cultural Transformation	<p>Informant 1 (EV Company): [...boosted our image, and significantly increased our sales..] Informant 2 (EV Company):[...improved our product offerings, enhanced our brand image, and driven sales.]</p>	<p>Informant 4 (Traditional Manufacturer): [..is not only highly skilled but also deeply committed to our vision of the future... Attracting the right talent has been a must in creating our brand image and performance.] Informant 5 (Traditional Manufacturer) [...electric vehicle technology and sustainable practices, we've not only boosted our brand image but also boosted our performance in these critical areas, contributing to growing in sales.]</p>

Source: created by the author.

Additionally, including an anonymous one-word response question within the study helps to distill the essence of what participants feel is the most critical element driving their company's success

Informant 1 [Innovation] **Informant 2** [Product], **Informant 3** [Brand], **Informant 4** [Employees], **Informant 5** [Adaptability]: **Informant 6** [Innovation]. The variety in responses, such as "Innovation," "Product," "Brand," "Employees," and "Adaptability," showcases the diverse ways in which companies perceive the impact of effective talent management contradicts Baqutayan's findings (2014). The concept of scholar's research as vital strategy for organizational success expands to the multifaceted ways talent management influences various dimensions innovation, and adaptability.

To sum up, these responses further explicates how direct the link between successful talent management practices and overall corporate accomplishments is, thus reinforcing human resources as the wheel in the trajectory of organizational growth and innovation.

Talent Attraction and Development. The overall category will have for the automotive industry concerns strategic approaches toward building a workforce skilled and aligned with sustainability goals. As companies shift their core to more sustainable practices, this becomes crucial. Talent Attraction and Development linked by sustainable hiring practices, draws on insights from Vetráková et al.'s 2020 study, which correlates these practices with competitive advantage. Based on industry informants answers, two key subcategories emerged: 1. Innovative Recruitment and Sustainable Development, and 2. Global Reach and Diversity (Table 9).

Innovative Recruitment and Sustainable Development, integrate sustainability into recruitment and training. Companies institute targeted recruitment strategies that ensure competitive remuneration and a culture with growth opportunities aligned with sustainability values, or as was defined by Aina & Atan's Study (2020) – "long-term sustainability". Their programs update employees on the latest industry regulations and environmental standards, thus creating a workplace conducive to sustainability innovation.

Global Reach and Diversity, through the company's international presence, it enables access to a heterogeneous talent pool, enriching innovation through diversity. It involves recruitment efforts at a large scale and educational partnerships to expand the base and train all employees to high regulatory and environmental standards. These are important ingredients in the resilience of the workforce to support a company's sustainability goals.

Table 9

Talent Attraction and Development.

Subcategories	Only EV FV Manufacturers	Traditional FV Manufactures + Producers of Tracks and Busses
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Innovative Recruitment and Sustainable Development	Informant 1 (EV Company): [.. immense career growth opportunities and encourage a healthy work-life balance... comprehensive training programs..are up-to-date on the latest industry regulations and environmental standards Informant 2 (EV Company): [... campaigns of recruitment, ..focusing on creating a workplace culture..to professionals..skillful but also fit for our values.]	Informant 3 (Traditional Manufacturer) : [...recruitment strategy to one that encourages and highlights innovation and sustainability. Training programs ..deeply based on the understanding of new environmental regulations.. EV technology.]
Global Reach and Diversity	Informant 2 (EV Company): [... targeted campaigns of recruitment, offering competitive benefits, and focusing on creating a workplace culture]	Informant 4 (Traditional Manufacturer): [...global presence and reputation to attract a large pool of applicants with different backgrounds. Informant 6 (Traditional Manufacturer): [...reaching out to various professional organizations..recruitment drives in more than 50 colleges and universities across the country. Diversity and innovation drive our recruitment]

Source: created by the author.

Collectively, these subcategories support the dual approaches to TM in the automotive sector: how targeted and inclusive recruitment, along with development-focused initiatives, can be instrumental in the creation of a sustainable and innovative organizational culture. Through these levers, organizations can align talent management practices with broader sustainability goals in ways that get the workforce not only equipped to meet current market demands but also proactive in shaping future advancements in sustainable automotive technologies.

Sustainable Practices in Hiring. The overall category within the automotive industry researching strategic integration with sustainability into talent acquisition processes and highlighting its role in aligning recruitment with organizational sustainability goals. The analysis will show that companies are increasingly adopting sustainable hiring practices as a response not just to environmental concerns but also as a way to increase their appeal to a more environmentally -sensitive workforce. Contrary then Vetráková et al.’s Study (2020) research where innovative recruitment practices is linking with profitability and competitive advantage, informants did not mentioned economical insights.

One of the key identified subcategories based on informants' answers can be distinguished Digitalization and Sustainability Communication, which underlines the innovative approaches that companies are taking to lessen their carbon footprint while effectively communicating their sustainability ethos (Table 10).

Within the subcategory of Digitalization and Sustainability Communication, the companies use technology in order to cut down on the complexity of the hiring process and reduce an organization's environmental footprint. In addition, EV manufacturers have gone fully digital with their interviewing processes and their contract management through electronic means, which has eliminated the use of paper and therefore strengthened their commitment to sustainability. Besides, these companies demonstratively express their sustainability goals within their recruitment process, ensuring that potential hires know and understand them from the very beginning. This practice not only attracts the best talent, which shares the same values as the company, but also creates a sustainable culture from the very start and makes a difference through innovation in the automotive sector.

Table 10

Sustainable Practices in Hiring

Subcategories	Only EV FV Manufacturers	Traditional FV Manufactures + Producers of Tracks and Busses
Digitalization and Sustainability Communication	Informant 1 (EV Company): [...attract and retain the best talent. It's our mission to lead humanity to sustainability.] Informant 2 (EV Company): [only online job interviews, digital job agreements—no paper... all interviews our sustainability goals and a clear vision.]	Informant 3 (Traditional Manufacturer) : [...recruitment strategy to one that encourages and highlights innovation and sustainability.] Informant 5 (Traditional Manufacturer) : [...educational initiatives ensure our workforce ...aware of current regulations..prepared to adapt to new regulatory changes. This proactive approach] Informant 6 (Traditional Manufacturer) : [...all recruits are exposed to regulatory standards and our sustainability objectives, assuring a culture of compliance.]

Source: created by the author.

Summing up, it can be stated that through the integration of digital tools and clear communications related to sustainability, these organizations are more or less able to position themselves in the

frontiers of sustainable hiring, hence enhancing the efficiency of their operations and the reputation of being an environmentally concerned employer. Such strategies are fundamental in building a workforce that is both skilled and highly responsive to the mission of the company's commitment toward sustainability, thus driving long-term success and innovation in the automotive sector.

Connection Between Sustainability and Talent Management. The fifth question category in the automotive industry critically investigates the link between sustainability initiatives and talent management strategies. It seeks to find out how incorporating these two dimensions influences recruitment and retention and propels product innovation and sustainability. Empirical research by Siswanto and Rosdaniah on the benefits derived from sustainable practices in the blue economy (2023) provides empirical evidence to this linkage between sustainability and enhancement of organizational performance through proper talent management. Their study goes well with this category by demonstrating how sustainability integrated into talent strategies can notably contribute to the general success of an organization. Based on 6 informants' answers a subcategory can be introduced: Strategic Integration of Sustainability into Talent Recruitment and Retention (Table 11).

This category emphasizes how companies, in particular EV manufacturers, have used the core element of sustainability as a critical component of their strategy for talent management. By ensuring that the sustainability goals are aligned with talent management, these companies are able to attract and retain those that not only have technical expertise but also have immense commitment to sustainability. This is what makes them innovative in leading the company towards sustainability. For instance, EV manufacturers emphasized how their focus on sustainability in recruitment enables them to find employees who are a key driver of the next generation of environmentally friendly vehicle technologies. This strategic integration ensures that sustainability is neither peripheral nor just a concern but is a main criterion in shaping the workforce, which in turn influences the total capacity of the company to innovate and meet market demands sustainably.

Table 11

Connection Between Sustainability and Talent Management

Subcategories	Only EV FV Manufacturers	Traditional FV Manufactures + Producers of Tracks and Busses
Strategic Integration of Sustainability into Talent Recruitment and Retention.	Informant 1 (EV Company): [Sustainability integration into talent management enables us to bring in employees aligned to our vision, enhancing the long-term health of the	Informant 3 (Traditional Manufacturer) : [A team enables us to overcome technical challenges and innovate.] Informant 4 (Traditional Manufacturer) : [...alignment

	<p>organization]</p> <p>Informant 2 (EV Company):[... we attract key employees who are aware of the newest technologies and have an environment-friendly attitude.]</p>	<p>enables us to attract and retain people who are passionate about working to secure a greener and sustainable future.]</p> <p>Informant 5 (Traditional Manufacturer) : [...attract professionals who are not only talented but also driven by a purpose that aligns with our corporate goals]</p> <p>Informant 6 (Traditional Manufacturer) :[... ensure that we have the best talent on board]</p>
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Source: created by the author.

Traditional manufacturers view sustainability as an integral component of the talent management strategy and not an add-on. This approach creates an innovative culture and diversifies the workforce that is indispensable in developing sustainable automotive technologies. Such integration addresses challenging environmental problems and is aligned with broader sustainability goals. The subcategory explains how the automotive sector draws a close relationship between sustainability and talent management. Both the EV and traditional manufacturers realize the mutual advantages that accrue from this integration for raising innovation capability, meeting environmental standards, and attracting a workforce attuned to the practices of sustainability.

Impact of Sustainability Practices. While Meyer and Xin's (2018) studies refer to the significance of a global mindset, sustainability practices, when intertwined with global strategic thinking, they can really enhance talent management outcomes and organizational adaptability. From this theoretical framework, the sixth category in the automotive industry research goes into the practical implications of these findings. It looks into the practical implications of sustainability initiatives and their interlinking with talent management outcomes, more so in the nature of their influence on employee attraction and retention. This area of study critically serves to understand the transformative effects of sustainability practices in enhancing organizational competitiveness and positioning business operations to modern environmental and social expectations, thereby offering insights into the comprehensive benefits of integrating sustainability into core business strategies.

There are two distinct subcategories from the analysis of informant responses that give insights on the role of sustainability in organizational dynamics: 1. Sustainability Increasing Organization's Adaptability and 2. Performance and Sustainability as a Driver of Talent Attraction and Innovation.

Sustainability increases the adaptability and performance of organizations. Traditional manufacturers show that sustainability is a strategic asset, besides the fact of being purely a matter of compliance, by making an organization flexible in strategy. Through the incorporation of sustainability into the very foundation of their strategy, the companies acquire a talent pool that can put itself at the service of the cause. Such commitment causes skill development to prepare the organization to dynamically answer the call of the market and regulatory challenges. Programs that integrate sustainability with professional development make sure that employees develop their skills continuously, increasing overall organizational performance.

Sustainability as a Driver of Talent Attraction and Innovation. Both EV and traditional manufacturer responses show that sustainability practices significantly increase organizations' attractiveness to purposeful talent. This subcategory demonstrates how sustainability commitments are used as a strategic lever in the attraction of the best and most talented individuals who, along with technical competencies, share environmental values with the organization. This synergy is vital for nurturing an innovative culture that fosters continuous learning and improvement, leading to technological advancements and efficiency in company processes.

Table 12

Impact of Sustainability Practices.

Subcategories	Only EV FV Manufacturers	Traditional FV Manufactures + Producers of Tracks and Busses
Sustainability Increasing Organization's Adaptability and Performance	Informant 1 (EV Company): [a culture of constant learning and improvement, leading to greater efficiency and innovation	Informant 3 (Traditional Manufacturer) : [focus technologies and sustainable practices, have kept our workforce ahead of the curve, greatly enhancing our performance and adaptability.] Informant 4 (Traditional Manufacturer) : [people in a position to innovate and upgrade their skills, which helps us speed toward better overall performance of the organization and adapt to changing market demands] Informant 3 (Traditional Manufacturer)
Sustainability as a Driver of Talent Attraction and	Informant 1 (EV Company): [...sustainability... improves both attractiveness to those eager to contribute to a sustainable future	Informant 5 (Traditional Manufacturer) : [commitment to environmental and social responsibility is one of the major deciding

Innovation	and long-term retention... leading to greater efficiency and innovation across the company.] Informant 2 (EV Company): [skills of the talents and the innovations they can bring to the table.]	factors for the next generation of the workforce. Our strong sustainability ethos... will surely attract talent and will help to hold them] Informant 3 (Traditional Manufacturer) : [attracts candidates who are not just skilled at what they do but also have a strong desire to make a positive impact on the environment.]
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Source: created by the author.

These subcategories go on to show that sustainability practices are one potent lever in shaping talent management strategies by influencing how organizations attract and retain talent, and how they nurture an environment that fosters innovation and adaptability. From these indications, it would appear that sustainability initiatives lie at the core of a resilient, forward-looking workforce—one that is ready to take on the challenges of a rapidly changing landscape in the automobile sector.

Global Sustainability Progress and Challenges. The 2010 research of Tarique and Schuler, which delineates strategies for aligning global organizations with diverse workforce goals, vibrates very strongly to the seventh category of the interviews in the automotive industry. This category critically looks at how global companies from various cultural and regulatory landscapes integrate sustainability into the frameworks of their talent management. Explored will be how the organizations align sustainability initiatives to fit in different cultural settings with the view of establishing the barriers and challenges that are experienced, and gaining insight into successful integrations and positive results they produce. To that end, strategies of Tarique and Schuler (2010), and the insights from the industry, are to help improve knowledge on how workforce diversity can be used in the battle against integration challenges and those to do with regulations while at the same time highlighting the strategic importance of diversity to the sustainability practice within the frameworks of talent management globally. Two distinct subcategories emerge from the survey responses of industry professionals: 1. Global Integration and Regulatory Issues and 2. Leveraging Diversity for Global Sustainability (Table 12).

Global Integration and Regulatory Issues subcategory describes how EV manufacturers and traditional manufacturers view their challenges in adjusting their sustainability endeavours for varied global regulations and cultural expectations. The informants from the EV manufacturers mentioned difficulties in balancing global strategies with local compliance and cultural nuances, sometimes leading to operational setbacks that are expressed in overhiring and, subsequently, layoffs attributed to

market volatility. The traditional manufacturers similarly revealed the difficulty of harmonizing the practices of sustainability in less regulated markets and building consistency in values of sustainability across diverse regulatory environments. These challenges reveal the struggle of adapting global sustainability goals to fit local frameworks without losing effectiveness.

The Second category, Leveraging diversity towards global sustainability, on the other hand, elaborates on the successful cases and positive results of integrating diverse perspectives into sustainability practices. Traditional manufacturers explained how their global diversity management programs not only helped them build a more inclusive work environment but also greatly facilitated innovation and fulfilled diverse customer needs around the world. Through the staffing that these platforms herald in terms of diversity and sustainability alignment, companies not only develop a rich workforce but also enhance their sustainability credentials, improving employee retention and satisfaction. In this sense, such initiatives would serve as examples of embracing diversity to propel efforts in sustainability and the creation of resilient and adaptive organizational cultures.

Table 13

Global Sustainability Progress and Challenges.

Subcategories	Only EV FV Manufacturers	Traditional FV Manufactures + Producers of Tracks and Busses
Global Integration and Regulatory Challenges	<p>Informant 1 (EV Company): [Challenges are about flexibility and coordination with respect to finding the balance between our global strategies and local regulations, cultural expectations.. Overhiring due to demand..losing talented employees.] Informant 2 (EV Company):[.. adapting to vast regulatory differences in Europe presents challenges.]</p>	<p>Informant 3 (Traditional Manufacturer) : [Harmonizing global practices with sustainability is challenging, especially in less regulated markets.] Informant 3 (Traditional Manufacturer) : [..implementing sustainability values consistently across all regions].</p>
Leveraging Diversity for Global Sustainability	<p>Informant 2 (EV Company): [...notice differences in cultural dimensions, but sustainability practices are placed at an equal level all over the globe.]</p>	<p>Informant 4 (Traditional Manufacturer) [...attract a broad spectrum of employees and address global customer needs.] Informant 5 (Traditional Manufacturer) [...connect with professional organizations focused on diversity to ensure the talent we bring in is aligned with our sustainability values.] Informant 6 (Traditional Manufacturer) : ["Leveraging tools like</p>

		web-based assessments and keeping recruitment open and inclusive helps us overcome challenges so that sustainability remains at the core of our talent management practices worldwide.]
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Source: created by the author.

These subcategories, taken together, provide a complete picture of the multi-dimensional approach needed for the efficient integration of sustainability into global talent management strategies. They underline the importance of overcoming regulatory and cultural barriers to unlock the full potential of sustainability initiatives, while at the same time showing how diversity can be tapped for positive transformation in the enhancement of global sustainability outcomes. The dual approach will be necessary for leading companies in sustainability that aspire to adapt to changing dynamics of the global marketplace.

In this subchapter, we have explored the integration of sustainability into talent management within the automotive industry, identifying seven critical areas of focus. The findings reveal a dual approach: EV manufacturers prioritize immediate technological innovations, while traditional automakers employ broad, holistic strategies that address social, economic, and environmental concerns. This distinction underscores an industry-wide trend of embedding sustainability deeply within core operations, enhancing profitability and aligning with global sustainability goals. Talent management is crucial, with innovative recruitment and development strategies attracting and retaining a workforce that is not only adaptable but deeply aligned with sustainability objectives. Moreover, the adoption of sustainable hiring practices, such as the utilization of digital tools, demonstrates a commitment to efficiency and environmental responsibility. The strategic integration of sustainability within talent management practices is shown to be essential for fostering an innovative culture and securing technically proficient and sustainability-committed employees. Lastly, the global scope of sustainability efforts presents both challenges and opportunities, as companies navigate diverse regulatory landscapes and cultural expectations, emphasizing the strategic importance of diversity in achieving effective sustainability outcomes. Collectively, these insights illustrate how the automotive industry's commitment to sustainability is reshaping its approach to talent management, driving innovation, and ensuring long-term resilience in the face of evolving market demands.

3.3. Evaluation of the research results

This section discusses the results of the hypothesis testing obtained during the analysis of the interview data, which revealed the connections between sustainability and talent management in the automotive industry. The fourth hypothesis H4 was rejected, while the remaining hypotheses H1 to H3 were supported. Each hypothesis is discussed in more detail below.

Hypothesis 1: Organizations that integrate sustainability into talent management practices will report better sustainability outcomes.

Confirmed. This hypothesis is well-grounded through examples by both EVs and traditional manufacturers. Traditional manufacturers, through their integrated approaches—social, economic, and environmental sustainability—have demonstrated that a sustainability strategy which is holistic, and embedded in the core operations, is indicative of improved sustainability outcomes. For example, these manufacturers often undertake community development, employee training geared toward sustainability, and harmonize their operations with global sustainability standards—these demonstrate their commitment to sustainable development goals. EV manufacturers, with a focused approach on environmental innovation, equally report better sustainability outcomes through specific, technology-driven solutions like waste reduction and energy efficiency improvements, which are directly connected with their talent management strategies that foster innovation and technological advancement.

Hypothesis 2: The emphasis of sustainability in recruitment enhances competitive advantage by aligning talents with sustainability goals.

Confirmed: EV manufacturers recruit talent skilled in the development of cutting-edge, sustainable technology—a crucial act for the retention of leadership in the EV market. Traditional manufacturers further enhance their competitive advantage by recruiting individuals who can perform technically and contribute to broader sustainability goals that build a robust brand reputation and foster a culture supporting long-term sustainability. This is manifested through strategic initiatives such as apprenticeships and workforce development with a focus on sustainable practices.

Hypothesis 3: The sustainability and talent management connection varies across cultural contexts, influencing its international effectiveness.

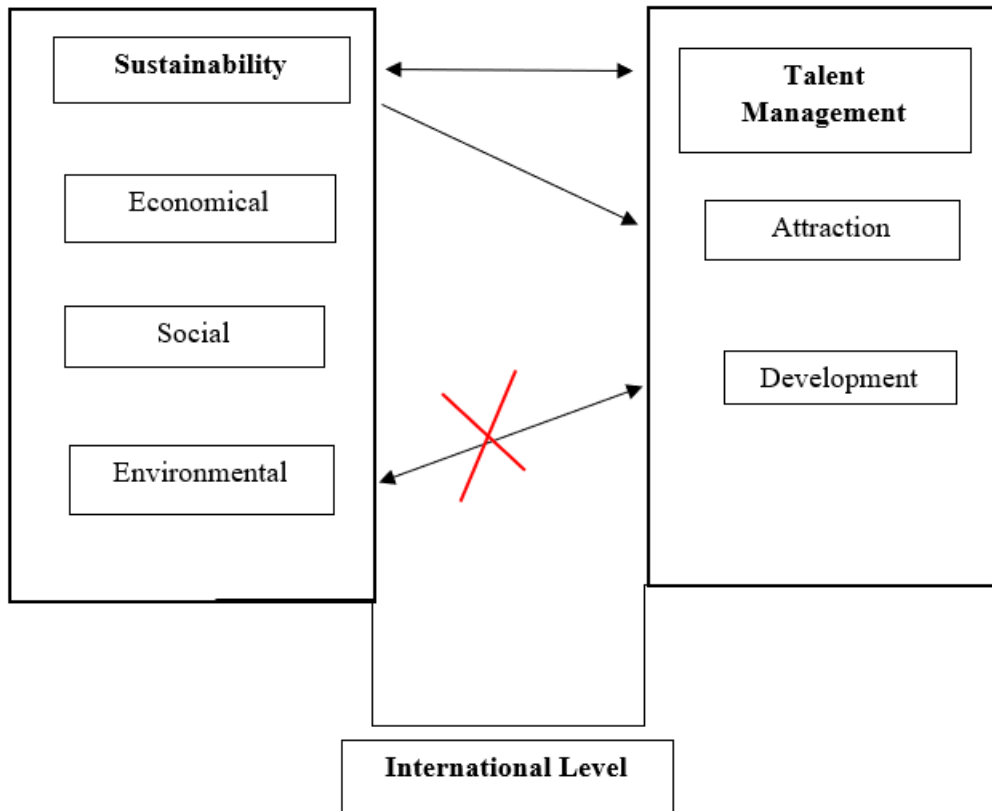
Confirmed: The level of effectiveness regarding the integration of sustainability into talent management practices varies across different geographical regions, as evident in the responses by EV and traditional manufacturers active in different global markets. For instance, traditional manufacturers

remarked on the difficulty they face in aligning sustainability practices with less regulated markets or where sustainability is not a cultural norm. EV manufacturers discussed the challenges of adapting their high-tech, sustainability-centered strategies to different landscapes of regulations and culture, sometimes leading to overhiring, and then layoffs when market demands fluctuate. All these examples underline the necessity for a nuanced approach to sustainability and talent management, which is sensitive to cultural and regulatory differences, impacting the overall international effectiveness of these strategies.

Hypothesis 4: Companies focused on environmental innovations demonstrate a stronger link between sustainability and talent management.

Rejected: Considering the evidence, this hypothesis is rejected. Although companies focused on environmental innovations prioritize sustainability, traditional manufacturers who integrate broader sustainability strategies across their operations often show a deeper and more effective implementation of sustainable talent management practices. These traditional companies demonstrate that a wider strategic integration can potentially lead to stronger sustainability outcomes than those achieved by focusing solely on environmental innovations.

In the figure (5) given below is an empirically validated model of the link between sustainability and talent management.



Source: created by the author

Figure 5. The empirically tested research model of Link between Talent Management and Sustainability in International Companies.

The research model in Figure 5 has been updated following our findings: three hypotheses were confirmed, emphasizing the benefits of integrating sustainability in talent management, while one was rejected, indicating that companies focused solely on environmental innovations do not always show a stronger sustainability-talent management link than traditional manufacturers. This adjustment refines the model, removing the rejected hypothesis and broadening the perspective on how sustainability is implemented across different types of companies.

Summarizing results of the research, the integrating of sustainability into organizational structures, as researched in EV manufacturers and incumbent players, results in more positive organizational outcomes for these companies, such as profitability and attachment to sustainable development goals. The approach to sustainability in traditional manufacturers, which is much more holistic than that seen in EV manufacturers, includes social and economic dimensions apart from the environment; that increases employees' retention capability and, overall, the resilience of an

organization. This strategic integration suggests that sustainability is not merely an operational tactic but a core strategic element that enhances long-term viability and employee satisfaction.

Sustainable recruitment practices increase competitive advantage through aligning the workforce with the overall sustainability goals of the organization. These practices attract highly skilled and sustainability-committed talents and result in an innovative culture where continuous improvement and market adaptation are fostered. However, challenges in aligning such practices within various regulatory frameworks and cultural expectations place the largest difficulties, particularly upon global expansions when local nuances greatly influence recruitment strategies.

The effectiveness of sustainability strategies varies highly among international contexts, hence their implementation during global expansions. The study further indicates that while EV manufacturers are battling hard in the integration of these different regulatory environments into their operations—something that leads to operational inconsistencies—traditional manufacturers use their already established global presence in the integration of sustainability in a way that creates harmony in different regions. This adaptive strategy underscores that the key to effectively implementing sustainability strategies is an understanding of the local cultural and regulatory landscapes and implies that flexibility and cultural awareness are critical for the success of global sustainability initiatives.

CONCLUSION

1. The theoretical analysis reveals how modern international companies are redefining sustainability through the Triple Bottom Line (3BL) concept, pushing businesses to extend their focus beyond mere profit to include social and environmental impacts. This approach encourages a balanced consideration of people, planet, and profit to support long-term ecological balance, social equity, and economic prosperity. Simultaneously, there is a shift from traditional talent management methods towards innovative practices focused on talent attraction and development. This involves strengthening employer branding and effective workforce planning to position companies as ideal workplaces, coupled with initiatives like training, career development opportunities, and succession planning crucial for retaining top talent. The interconnection of these concepts at the international level is critically examined, highlighting how global companies integrate sustainability into their talent management strategies to enhance their operations worldwide.

2. The analytical chapter presents a comprehensive overview of empirical research, grounded on eight significant studies, focusing on the links between sustainability and talent management within international companies. Key findings reveal that when sustainability is integrated with talent management strategies, it profoundly influences organizational performance across global landscapes. The research underscores a critical gap in the seamless integration of sustainability into organizational frameworks, as indicated by a recent study from Bain & Company in 2023, which points to a disconnect perceived by 75% of business leaders. This integration is essential not only for maintaining competitive advantage but also for ensuring the ecological, social, and economic durability of the organization. Moreover, talent management emerges as a vital source of competitive advantage, where alignment with sustainability objectives is crucial for achieving profitability and fostering an environment leading to innovation and growth. The findings collectively highlight a strategic imperative: international companies must enhance their talent management practices to effectively gain the benefits of sustainability, thereby ensuring their success and competence in a complex global market.

3. In the empirical research involving six major automotive companies, distinct approaches between electric vehicle (EV) manufacturers and traditional automakers were uncovered, demonstrating diverse strategies in integrating sustainability with talent management to achieve competitive advantage on a global scale. EV manufacturers prioritize direct environmental impact through technology-driven initiatives, closely linking their sustainability efforts to the development and

retention of technical talent skilled in innovative technologies. This focus supports rapid advancement in EV technology and aligns with their core business of producing zero-emission vehicles. On the other hand, traditional automakers implement a more holistic approach, embedding sustainability across a broader spectrum of operations. This includes not only environmental initiatives but also social and economic dimensions, which are reflected in their talent management strategies. These companies leverage their established presence and deeper resources to cultivate a workforce capable of managing sustainability practices that address comprehensive corporate social responsibility (CSR) goals, from reducing carbon footprints to enhancing community engagement and ensuring economic viability. The research highlights that while both approaches aim to integrate sustainability into the fabric of corporate strategy, traditional manufacturers exhibit a more diversified integration, promoting long-term sustainability and employee retention by addressing a wider range of stakeholders' needs. This strategic diversity in talent management practices allows traditional automakers to adapt more fluidly to various international markets, where regulations and cultural expectations vary significantly. In conclusion, the study highlights the critical importance of aligning sustainability with talent management as a dynamic and strategic asset that increases adaptability and drives sustained organizational success in the rapidly changing global automotive industry.

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SANTRAUKA

Temos aktualumas. Tvarumo sąvoka tarptautinių įmonių kontekste šiai dienai vienas pagrindinių iššūkių, didėjanti konkurencija, griežtėjantys aplinkosauginiai reikalavimai ir nuolatinis skatinimas rinktis ekologiškesnį, socialesnį verslo modelį keičia ir darbo jėgos poreikį. Talentų valdymas, jų pritraukimas ir išsaugojimas tampa vienu pagrindinių veiksnių vedančių link tvaresnio, inovatyvesnio ir ekologiškesnio verslo. Nors talentų svarba organizacijų plėtrai ir veiklai yra gan plačiai išnagrinėta ir aptarta įvairiuose moksliniuose straipsniuose tačiau tvarumo ir talentų valdymo ryšys, kuris naujausiose verslo vadovų apklausose minimas vis dažniau, vis dar neturi aiškaus mokslinio pagrindimo.

Darbo objektas. Ryšys tarp tvarumo ir talentų valdymo tarptautinėse įmonėse.

Darbo tikslas. Pagrįsti ryšį tarp tvarumo ir talentų valdymo tarptautinėse įmonėse.

Darbo uždaviniai:

1. Teoriniame lygmenyje nustatyti ryšį tarp tvarumo ir talentų valdymo tarptautinėse įmonėse.
2. Atlikti empirinių tyrimų sietinų su ryšiu tarp tvarumo ir talentų valdymo apžvalgą.
3. Empiriškai patikrinti ryšį tarp tvarumo ir talentų valdymo.

Darbo struktūra ir apimtis. Magistro darbą sudaro įvadas, 3 dalys bei išvados. Pagrindinės dalys aprašytos 60-tyje puslapių, įskaitant 5 paveikslus, 13 lentelių, taip pat pateikiamas 1 priedas. Naudoti 64 literatūros šaltiniai.

Tyrimo modelis empiriškai patikrintas remiantis 6 lyderiaujančių automobilių gamintojų atstovų interviu atsakymais. Tyrime pabrėžiama, kaip labai svarbu suderinti tvarumą su talentų valdymu, nes tai yra dinamiškas ir strateginis įmonės privalumas, didinantis prisitaikymą ir skatinantis tvarią organizacijos sėkmę greitai kintančioje pasaulinėje automobilių pramonėje.

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APPENDIXES

APPENDIX 1.....	68
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Transcripts for the interviews

1. On May 4, 2024, a 45-minute interview was conducted via Teams with Informant 1, the Recruitment Manager of a leading electric vehicle manufacturer.

1. Could you please describe your role and responsibilities within the organization?

As the Recruitment Manager, I handle the recruitment process end-to-end, which involves crafting job descriptions, coordinating interviews, and ensuring we meet the staffing needs of different departments effectively.

2. How does your organization define sustainability, and what initiatives or practices are undertaken to promote sustainability within its operations?

We define sustainability as balancing environmental, social, and economic needs to support long-term ecological balance. Our initiatives include optimizing waste reduction, improving energy efficiency, and investing in sustainable technology development.

3. Is your enterprise involved in any form of talent management?

Absolutely, our talent management program is robust, featuring succession planning, employee development, and performance management to ensure we maintain a skilled and motivated workforce.

4. How important do you believe talent management is to the overall success and sustainability of your organization?

It's vital. Effective talent management supports our innovation and aligns closely with our strategic goals, helping us sustain our performance and market competitiveness.

5. In one word, what would you say is the key advantage driving your company's overall success?

Innovation.

6. How has attracting the right skills and knowledge impacted your firm's sales, image, and overall performance?

Attracting the right skills has crucially enhanced our product quality, boosted our image, and significantly increased our sales by meeting market demands efficiently.

7. Can you provide examples of talent attraction strategies your organization has implemented to attract skilled employees?

We provide competitive remuneration coupled with immense career growth opportunities and encourage a healthy work-life balance to attract and retain the best talent.

8. How has talent development through training helped your firm in complying with regulatory and environmental demands?

Our comprehensive training programs ensure our employees are up-to-date on the latest industry regulations and environmental standards relevant to our operational compliance. It's our mission to lead humanity to sustainability.

9. How does your organization incorporate sustainable practices into the hiring process?

We highlight our commitment to sustainability within our job postings and in our interviews. This allows us to begin sifting through candidates and finding those with similar environmental values to our own. Our salaries are not the highest in the EU market, but in many cases, we are more attractive due to our fully EV products and mission to save the planet.

10. What benefits have you observed from utilizing sustainable hiring practices?

Made a more committed workforce. Duration of working at us is quite impressive: most workers work here for 7-8 years +.

11. Do you see a connection between sustainability practices and talent management within your organization?

Yes, there is a significant link. Sustainability integration into talent management enables us to bring in employees aligned to our vision, enhancing the long-term health of the organization. You are used to hearing 'post' as our employees are inclined to call the organization a family.

12. To what extent do you attribute your company's ability to produce environmentally friendly cars to the pool of experienced talents?

Our talented team is crucial; their experience and know-how push us to innovate and power in producing environmentally friendly vehicles. Market is on high competition.

13. From your experience, how do sustainability practices influence talent attraction and retention?

APPENDIX 1(CONTINUED)

Our commitment to sustainability significantly improves both attractiveness to those eager to contribute to a sustainable future and long-term retention. Many high-level specialists—talents—want to work with a purpose, too, and values come first. And yes, we are in the war against environmental changes; they notice.

14. How has talent development enabled employees to acquire necessary skills, consequently improving organizational performance over time?

Talent development has brought about a culture of constant learning and improvement, leading to greater efficiency and innovation across the company, not only in Europe. From the first step of being a trainee, one can develop through manager to the head of departments and even CEO. We encourage growth. Our models, technologies, and processes change daily. We enter new countries, even continents. Yes, they feel like a mission.

15. What challenges, if any, does your organization face in integrating sustainability principles into talent management practices as multinational company?

We definitely keep facing challenges—some of the key ones are about flexibility and coordination with respect to finding the balance between our global strategies and local regulations, cultural expectations. And of course, overhiring we did due to demand, by the change in the market we had to move by our mission, even it costs us lots of talented employees.

16. Can you share any examples or success stories where your organization has successfully integrated sustainability principles into its talent management practices, resulting in positive outcomes?

One of the success stories is our leadership development program, where we have integrated sustainability into its curriculum, thus preparing leaders who can drive sustainable practices at all levels in the organization. This has led to more sustainable decision-making at all levels of the company. Also, there are family days at work to try and inspire work-life balance.

2. On May 6, 2024, a 48-minute interview was conducted via Teams by the Human Resources Manager - Informant 2 from an exclusive electric vehicle manufacturer.

1. Could you please describe your role and responsibilities within the organization?

I oversee the recruitment process here, ensuring that we not only attract but also retain top talent. My responsibilities range from setting recruitment strategies to collaborating with department heads to understand and fulfill their staffing needs.

2. How does your organization define sustainability, and what initiatives or practices are undertaken to promote sustainability within its operations

We define sustainability as the ability to conduct our operations in a way that ensures environmental, social, and economic health for the long term. We focus on reducing waste, enhancing energy efficiency, and innovating within our production processes to minimize our environmental impact.

3. Is your enterprise involved in any form of talent management?

We have a comprehensive talent management program that includes aspects like succession planning, skills development, and performance management, ensuring our team is well-prepared to meet both current and future challenges.

4. How important do you believe talent management is to the overall success and sustainability of your organization?

Effective talent management not only supports our immediate goals but also ensures we remain sustainable and innovative as a business. It's fundamental to our long-term success.

5. In one word, what would you say is the key advantage driving your company's overall success?

Product.

6. How has attracting the right skills and knowledge impacted your firm's sales, image, and overall performance?

Attracting the right talent has been and is the key. It has significantly improved our product offerings, enhanced our brand image, and driven sales. We have huge competition entering EU market and innovation is crucial, we still work a lot to reach consumers.

7. Can you provide examples of talent attraction strategies your organization has implemented to attract skilled employees?

We try to make it through targeted campaigns of recruitment, offering competitive benefits, and focusing on creating a workplace culture that is attractive to professionals who are not only skillful but also fit for our values. Salaries in cooperating countries in the EU are also quite high.

8. How has talent development through training helped your firm in complying with regulatory and environmental demands?

Our training programs keep staff updated on the latest regulations of the industry and environmental standards. We have a talented team working on sustainable talent management through everyday seminars, learning groups, etc.

9. How does your organization incorporate sustainable practices into the hiring process?

First of all, only online job interviews, digital job agreements—no paper. We state explicitly in all interviews our sustainability goals and a clear vision.

10. What benefits have you observed from utilizing sustainable hiring practices?

I believe we would reach our target group better by using digital hiring and clearly describing the goals of the company.

11. Do you see a connection between sustainability practices and talent management within your organization?

I believe it is not something new or even practiced commonly, yes. When you combine sustainability with our talent management strategy, we attract key employees who are aware of the newest technologies and have an environment-friendly attitude.

12. To what extent do you attribute your company's ability to produce environmentally friendly cars to the pool of experienced talents?

It's first of all innovation and technology, that can't be developed without talent.

13. From your experience, how do sustainability practices influence talent attraction and retention?

Today, sustainability practices are a major key for top talent looking to make a difference, and I think this trend will grow in future. More and more great specialists enter the automotive sector just to make a difference, a green planet for their families.

14. How has talent development enabled employees to acquire necessary skills, consequently improving organizational performance over time?

We must learn and develop our technology every day. No tomorrow. The competition is very high, and the performance of our company is very tightly connected with the skills of the talents and the innovations they can bring to the table.

15. What challenges, if any, does your organization face in integrating sustainability principles into talent management practices as multinational company?

Well, we notice differences in cultural dimensions, but sustainability practices are placed at an equal level all over the globe. Regulations are a tougher part since we have expanded into Europe and have to adapt to the vast differences. Overhiring, too—well, we can name it a huge problem because we are forced, due to the unpredictability of the market, to choose a safe company, not a working place where sustainability is broken.

16. Can you share any examples or success stories where your organization has successfully integrated sustainability principles into its talent management practices, resulting in positive outcomes?

Being a certified bicycle-friendly company, we are really into lots of investment in terms of infrastructure for a bicycle-friendly environment for all EU plant workers, and it pays off a lot, as many talents consider not only the automotive industry but also health and exercise, then choose us.

3. On May 8, 2024, a 50-minute phone interview was conducted by the Human Resources Manager with Informant 3 from a traditional fuel vehicle manufacturer, transforming to EV.

1. Could you please describe your role and responsibilities within the organization?

As the Human Resources Manager, I am responsible for all aspects related to employee relations, from recruitment to retirement.

2. How does your organization define sustainability, and what initiatives or practices are undertaken to promote sustainability within its operations?

For us, sustainability is quite a new phenomena if talk about all of company history, inspired by past challenges and the global shift towards greener technologies. Our initiatives now include reducing greenhouse gas emissions, improving resource efficiency, and ensuring all new models meet environmental standards. We're also investing in renewable energy projects to power our production facilities.

3. Is your enterprise involved in any form of talent management?

Yes, our talent management strategies have evolved significantly. We now focus on reskilling our workforce for EV production, fostering a culture that embraces continuous learning, and integrating sustainability goals into our personal development plans.

4. How important do you believe talent management is to the overall success and sustainability of your organization?

It is the most important today as we are on transition to electrification and our new models must meet consumers' needs today. You see how many leaders, designers and technicians join us we are in transition state.

5. In one word, what would you say is the key advantage driving your company's overall success?

Brand.

6. How has attracting the right skills and knowledge impacted your firm's sales, image, and overall performance?

It's been transformative. By attracting experts in electric vehicle technology and sustainable practices, we've not only boost our brand image but also boosted our performance in these critical areas, contributing to growing in sales.

7. Can you provide examples of talent attraction strategies your organization has implemented to attract skilled employees?

We've changed our recruitment strategy to one that encourages and highlights innovation and sustainability. This is through partnering with universities for fresh talent in green technologies and running career fairs focused on our new direction.

8. How has talent development through training helped your firm in complying with regulatory and environmental demands?

Our training programs now heavily focus on compliance with new environmental regulations and understanding EV technology. This is essential for meeting current standards and preparing for future regulatory changes.

9. How does your organization incorporate sustainable practices into the hiring process?

Sustainability has moved right into the core of our job descriptions and interview processes. In addition, we measure candidates against professional competencies and commitment to sustainability, which is the essence of our new business model.

10. What benefits have you observed from utilizing sustainable hiring practices?

These practices have enhanced our employer brand away from old-fashioned, making us more attractive to the increasingly environment-conscious workforce. It has also helped us attract talent who are enthusiastic about driving change in an industry undergoing transformation.

11. Do you see a connection between sustainability practices and talent management within your organization?

Definitely. Our turn to sustainability has rewritten talent management here. It is now fostering a workforce that does not only adapt to but also drives an ecological transition in automotive manufacturing.

12. To what extent do you attribute your company's ability to produce environmentally friendly cars to the pool of experienced talents?

It's essential. Team allows us to overcome technical challenges and innovate in ways that significantly reduce our environmental impact.

13. From your experience, how do sustainability practices influence talent attraction and retention?

Sustainability has become a significant factor in both attraction and retention. Professionals are more eager to work with a company committed to positive environmental practices and remain longer when they see their personal values reflected in their work.

14. How has talent development enabled employees to acquire necessary skills, consequently improving organizational performance over time?

Our focus on continuous development, especially in new technologies and sustainable practices, has kept our workforce ahead of the curve, greatly enhancing our performance and adaptability.

15. What challenges, if any, does your organization face in integrating sustainability principles into talent management practices as multinational company?

Harmonizing global practices with sustainability has been challenging, especially within those markets that are less regulated. And getting consistency throughout the regions requires powerful communication and local engagement strategies.

16. Can you share any examples or success stories where your organization has successfully integrated sustainability principles into its talent management practices, resulting in positive outcomes?

Gender diversity, equal opportunities to join the leading position. We see really great results in Asia and even Europe, though it is no secret that the automobile area is still very masculine.

4. On May 8, 2024, a 47-minute Teams interview was conducted by the Human Resources Manager with Informant 4, a Recruiting Specialist from a traditional automobile manufacturer transitioning to electric vehicles.

1. Could you please describe your role and responsibilities within the organization?

My role, basically, is a selection of new employees, as you know we use a lot off sourcing companies, here I also have a team.

2. How does your organization define sustainability, and what initiatives or practices are undertaken to promote sustainability within its operations?

Sustainability extends beyond environmental considerations. It includes social responsibility and a commitment to our employees and stakeholders. We strive for a sustainable future by creating safer, more connected mobility solutions. This commitment is reflected in how we manage our operations and empower our employees to make impactful contributions. We're committed to our brand which has clear features in our customer segment and our wish is to create greener alternatives of powerful cars.

3. Is your enterprise involved in any form of talent management?

Absolutely, we have robust talent management programs, including apprenticeships and young talent promotion programs. These initiatives are designed to harness the potential of our employees and prepare them for future challenges by focusing on continuous personal development and qualification.

4. How important do you believe talent management is to the overall success and sustainability of your organization?

Talent management is fundamental to our success. It ensures we have a workforce that is not only highly skilled but also deeply committed to our vision of the future. Managing our talent effectively allows us to innovate continuously and maintain our competitive edge.

5. In one word, what would you say is the key advantage driving your company's overall success?

Employees.

6. How has attracting the right skills and knowledge impacted your firm's sales, image, and overall performance?

Attracting the right talent has been a must in creating our brand image and performance. It has enabled us to innovate and excel in creating sustainable and connected mobility solutions, significantly influencing our sales and market presence.

7. Can you provide examples of talent attraction strategies your organization has implemented to attract skilled employees?

We use our global presence and reputation to attract a large pool of applicants with different backgrounds. We highlight our commitment to appreciation, equal opportunities, and the possibility of personal growth in our recruitment campaigns, which attract the attention of competent people who are looking for meaningful and impactful careers.

8. How has talent development through training helped your firm in complying with regulatory and environmental demands?

Our training programs are designed to ensure that all employees understand and comply with the stringent regulatory and environmental standards. This commitment to alignment is core to our business operations and reflected within the continuous education opportunities that we provide.

9. How does your organization incorporate sustainable practices into the hiring process?

Sustainability is baked into how we frame jobs, even down to the criteria we use in assessing candidates. We are looking for candidates that possess the required skills but have the same values, so are equally committed to sustainability.

10. What benefits have you observed from utilizing sustainable hiring practices?

Practices in sustainable hiring have embedded in the workforce a strong employer branding and attracted candidates who look at our values as a good fit, resulting in higher engagement and retention rates.

11. Do you see a connection between sustainability practices and talent management within your organization?

Yes, our sustainability practices go deep into our talent management strategies. This alignment enables us to attract and retain people who are passionate about working to secure a greener and sustainable future.

12. To what extent do you attribute your company's ability to produce environmentally friendly cars to the pool of experienced talents?

A diverse workforce is extremely important to us. Their perspectives drive our ability to innovate and develop vehicles that are not just environmentally friendly but also meet the varied needs of our customers around the world.

13. From your experience, how do sustainability practices influence talent attraction and retention?

Our commitment to sustainability is significantly seen in attraction of employees and helps us retain current employees who see their values reflected in our corporate actions.

14. How has talent development enabled employees to acquire necessary skills, consequently improving organizational performance over time?

Talent development has put our people in a position to innovate and upgrade their skills, which helps us speed toward better overall performance of the organization and adapt to changing market demands.

15. What challenges, if any, does your organization face in integrating sustainability principles into talent management practices as multinational company?

One of the big challenges is in implementing the sustainability values in all regions with consistency, given the cultural and regulatory differences. We work continuously to nurture a corporate culture that will support our diversity and sustainability goals universally.

16. Can you share any examples or success stories where your organization has successfully integrated sustainability principles into its talent management practices, resulting in positive outcomes?

We have been very successful with our global diversity management programs. We have been able to showcase an inclusive environment that is free from prejudices. This has enabled us to attract a broad spectrum of employees. This has not only driven our ability to innovate products and services but also to look at the global needs of our customers from many different perspectives. Such initiatives have not only helped in talent retention but have also significantly boosted employee satisfaction and engagement, re-emphasizing the connection between sustainable practices and efficient talent management.

5. On May 6, 2024, a 42-minute phone interview was conducted by the Human Resources Manager with Informant 5, a Recruitment Expert, a traditional automobile manufacturer transitioning towards electric vehicle production.

1. Could you please describe your role and responsibilities within the organization?

My role involves joining our talent acquisition efforts across more than 183,000 employees globally. This includes designing attractive recruitment strategies to adapt to the rapidly changing automotive industry and align with firms' shift towards electric vehicle production.

2. How does your organization define sustainability, and what initiatives or practices are undertaken to promote sustainability within its operations?

Sustainability is defined through our commitment to reducing environmental impact, enhancing social responsibility, and achieving economic viability. We are geared towards producing over two million electric vehicles annually by 2026 to reduce our carbon footprint significantly.

3. Is your enterprise involved in any form of talent management?

Initially, company operated with regional talent acquisition leaders, which I realized wasn't effective for our ambitious goals, especially with the projected rise in EV production. We needed a more cohesive and strategic approach to attract and manage talent capable of achieving our target of producing over two million EVs annually by 2026. So now we started with a comprehensive "listening tour" to understand the existing processes, identify what was working, and pinpoint areas needing improvement. This helped build trust and provided a clear picture of how we could enhance our recruitment model to better support our objectives and improve operational excellence.

4. How important do you believe talent management is to the overall success and sustainability of your organization?

Effective talent management ensures we have the workforce capable of achieving companies' ambitious goals.

5. In one word, what would you say is the key advantage driving your company's overall success?

Adaptability.

6. How has attracting the right skills and knowledge impacted your firm's sales, image, and overall performance?

Attracting the right talent has been transformative for us. It has enabled us to accelerate our EV production, improve our technological capabilities, and enhance our market competitiveness. This, in turn, has positively impacted our sales and strengthened our brand image as a leader in innovation.

7. Can you provide examples of talent attraction strategies your organization has implemented to attract skilled employees?

But as we continue to transform, the focus is on listening, analyzing, and adapting. Firmly laying our foundations with our revised recruitment strategies will underpin the firm's evolution within the EV market and beyond. It's about building a talent acquisition function that meets not only today's needs but also tomorrow's challenges in the automotive industry.

8. How has talent development through training helped your firm in complying with regulatory and environmental demands?

These educational initiatives ensure our workforce is not only aware of current regulations but is also prepared to adapt to new regulatory changes as they arise. This proactive approach.

9. How does your organization incorporate sustainable practices into the hiring process?

I came up with the CRISP model: Clarify, Review, Interview, Select, and Prepare. This model guides our recruitment process from job requisition to onboarding, ensuring clarity and efficiency at each step. It's been instrumental in streamlining our processes and enhancing the partnership between recruiters and hiring managers. And minimizing carbon footprints, such as digital interviews and electronic document processing.

10. What benefits have you observed from utilizing sustainable hiring practices?

. We rely a lot on data analytics that measure key recruiting metrics, including requisition volume, time to fill, and candidate experience from application to acceptance. We use this data to fine-tune our processes and meet our recruitment goals.

11. Do you see a connection between sustainability practices and talent management within your organization?

Absolutely, there is a direct connection. Our sustainability practices influence our talent management strategies and vice versa. This synergy allows us to attract professionals who are not only talented but also driven by a purpose that aligns with our corporate goals.

12. To what extent do you attribute your company's ability to produce environmentally friendly cars to the pool of experienced talents?

Our ability to innovate and lead in the production of environmentally friendly vehicles is directly tied to the expertise and commitment of our team. They have been very instrumental in driving our sustainability objectives and helping us redefine the future of transportation.

13. From your experience, how do sustainability practices influence talent attraction and retention?

A company's commitment to environmental and social responsibility is one of the major deciding factors for the next generation of the workforce. Strong sustainability ethos, demonstrated through community engagements and internal practices, will surely attract talent and will help to hold.

14. How has talent development enabled employees to acquire necessary skills, consequently improving organizational performance over time?

Through programs such as internships, employees are equipped with critical skills and knowledge that will contribute to the organization's performance over time. Interns and new hires. Immersive exposure to projects that foster sustainable practices and innovative thinking are crucial for our long-term success and adaptation to change that is inevitable within the industry.

15. What challenges, if any, does your organization face in integrating sustainability principles into talent management practices as multinational company?

Several challenges such as diverse and sometimes conflicting regional regulatory requirements with our global sustainability goals, and managing cultural differences in sustainability practices. However, through consistent training programs and a unified corporate culture that prioritizes sustainability, we work towards overcoming these challenges. One of the main challenges is ensuring that our sustainability values are consistently implemented across all regions, despite cultural and regulatory differences. We work continuously to foster a corporate culture that supports our diversity and sustainability goals universally.

16. Can you share any examples or success stories where your organization has successfully integrated sustainability principles into its talent management practices, resulting in positive outcomes?

Internship recruitment, which emphasizes sustainability from the start. By connecting with professional organizations that focus on diversity, we ensure that the talent we bring in is already aligned with our sustainability values. Moreover, the high retention rate of interns transitioning to fulltime roles after graduation indicates the effectiveness of our strategy in embedding sustainability into their career paths at us.

6. On May 8, 2024, a 43-minute phone interview was conducted by the Human Resources Manager with Informant 6, the Human Resources Manager, a company known for producing buses and trucks.

1. Could you please describe your role and responsibilities within the organization?

I oversee our talent acquisition and development, particularly focusing on integrating our IT talents into Scania’s mission of minimizing environmental impact through innovative transportation solutions.

2. How does your organization define sustainability, and what initiatives or practices are undertaken to promote sustainability within its operations?

We are committed to the Science Based Targets initiative to align with the Paris agreement goals. Our focus is on reducing the environmental impact of transport through electrification of our vehicles, aiming for 50% of our vehicle sales to be electric by the end of this decade. This commitment is reflected across our product lines and internal operations.

3. Is your enterprise involved in any form of talent management?

Talent management is a key component at us. Through our I-Talent Program, we actively manage the development of new talents, particularly in IT, to support our growth in sustainable transportation solutions. We focus on nurturing these talents through comprehensive technical and soft skill training.

4. How important do you believe talent management is to the overall success and sustainability of your organization?

Effective talent management ensures we have the right skills and mindsets to drive our sustainability goals forward. By developing talent that aligns with our vision, we enhance our ability to innovate and lead in sustainable transportation.

5. In one word, what would you say is the key advantage driving your company's overall success?

Innovation.

6. How has attracting the right skills and knowledge impacted your firm's sales, image, and overall performance?

It allows us to advance our technology for electric vehicles and smart transportation solutions, significantly boosting our sales and enhancing our brand as a leader in sustainable transportation.

7. Can you provide examples of talent attraction strategies your organization has implemented to attract skilled employees?

We are actively reaching out to various professional organizations and carrying out recruitment drives in more than 50 colleges and universities across the country. Diversity and innovation drive our recruitment, targeting talents aligned with our sustainability goals.

8. How has talent development through training helped your firm in complying with regulatory and environmental demands?

Within the I-Talent program, our targeted training programs ensure that all recruits are exposed to regulatory standards and our sustainability objectives, assuring a culture of compliance and continuous improvement towards environmental goals.

9. How does your organization incorporate sustainable practices into the hiring process?

Incorporating it into job descriptions, selection criteria, and the recruitment dialogue: This helps ensure that candidates understand and commit to our core values.

10. What benefits have you observed from utilizing sustainable hiring practices?

These practices have greatly contributed to our employer branding, attracting candidates for whom sustainability and innovation are important and, of course, leading to a future for the company's benefit. We are in a transformation mission.

11. Do you see a connection between sustainability practices and talent management within your organization?

Absolutely, our sustainability practices are deeply integrated with our talent management strategies to ensure that we have the best talent on board, able to make contributions toward our environmental goals.

12. To what extent do you attribute your company's ability to produce environmentally friendly cars to the pool of experienced talents?

Our talent acquisition strategies are based on openness and inclusion, which enable us to make use of the wide range of skills and perspectives needed for innovative sustainable vehicle technology. Not limiting ourselves to the typical profiles associated with the automotive sector, we further enhance our capability to develop pioneering environmentally-friendly transportation solutions.

13. From your experience, how do sustainability practices influence talent attraction and retention?

Our commitment to sustainability runs deep in our product development and is reflected in our recruitment processes and the way we run our company. This greatly attracts candidates who are not just skilled at what they do but also have a strong desire to make a positive impact on the environment. Furthermore, an open approach in the recruitment process, where various experiences and backgrounds are valued, retains the talent through an enabling environment for the flourishing of innovative ideas.

14. How has talent development enabled employees to acquire necessary skills, consequently improving organizational performance over time?

Talent development is encouraged through initiatives such as the Cross Talent Network, which includes comprehensive digital assessments meant to ascertain that candidates fit the exact profiles required for our operations. This will ensure that we pick not only those with the right personal and logical abilities but offer them applicable development opportunities once on board. The approach has enabled our employees to acquire and refine the necessary skills continuously, notably improving our organizational performance, particularly in the development and implementation of sustainable transportation solutions.

15. What challenges, if any, does your organization face in integrating sustainability principles into talent management practices as multinational company?

Particularly in making sure that this happens consistently across various global operations. The diversity of regulations, cultural expectations, and market conditions can create problems in applying these principles uniformly. However, leveraging tools like web-based assessments and keeping recruitment open and inclusive, the company fights to overcome these challenges so that sustainability may remain at the core of our talent management practices all over the world.

16. Can you share any examples or success stories where your organization has successfully integrated sustainability principles into its talent management practices, resulting in positive outcomes?

Cross Talent Network application process: via a digital assessment tool, thanks to Alva Labs, it offers us clarity and objectivity in selection. This improved not only the quality and fit of new hires but also helped our sustainability goals by identifying people genuinely aligned with our environmental objectives.