



Unlocking Organizational Sustainability: The Role of Talent Management through the Lens of the AMO Theory

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ABSTRACT

Organizational sustainability has replaced the concept of organizational performance in the corporate era. Organizations are keener towards social, economic, and environmental performance than just financial performance. Corporations and researchers explore different subjects and departments to attain organizational sustainability. HRM is also a topic of interest to improve sustainability performance. The AMO theory is widely recognized as a robust framework within the Human Resource Management (HRM) field that offers valuable guidance for achieving improved sustainable performance. The main objective of this study was to investigate the theoretical foundations of the AMO theory concerning the many aspects of Talent Management, with the ultimate goal of achieving organizational sustainability. In order to achieve the aim of the study, a comprehensive examination of existing literature was undertaken to provide a theoretical framework. This conceptual paradigm comprises three phases: ability, motivation, and opportunity. Various Talent Management dimensions were supported by antecedent research to achieve organizational sustainability. Even though this concept establishes fundamental guidelines, pertinent knowledge must be considered to reconcile these procedures in various circumstances. This article provides an in-depth discussion of the AMO Theory to attain organizational sustainability in various aspects. A constructive framework was developed to create organizational sustainability by incorporating Talent Management into the context of the AMO theory. In this study, both theoretical and practical implications are discussed.

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1. Introduction

This study aims to establish the relationship between AMO theory and organizational sustainability; this relationship defines how Talent management can be used to implement organizational sustainability. The study highlights how the stages of talent management may complement three dimensions of sustainability (social, economic, and environmental). Organizations prioritize sustainability as a result of the rapid growth of the global population, environmental deterioration, pollution, and the depletion of natural resources (Boons et al., 2013). When organizations simultaneously acknowledge the environmental, social, and economic aspects of the Triple Bottom Line (TBL), they perform organizational sustainability (Dao, Langella, & Carbo, 2011; Hafeez et al., 2022). In the modern era, businesses are pressured to implement sustainable measures to combat ecological deterioration, expanding socioeconomic disparity, and resource depletion (Lu & Zhang, 2016; Mitchell & Walinga, 2017). Organizations that place a high priority on sustainability often outperform their competitors over the long term. Many business academicians are currently attempting to investigate the various factors and perspectives that support or improve organizational sustainability. To promote

organizational sustainability, many organizations have adopted a range of strategies and initiatives, including Environmental management systems (EMS), Corporate social responsibility (CSR), Sustainable supply chain management (SSCM), and Circular economy approaches (Fuji et al., 2022; Graafland & Smid, 2019; Lee & Ha, 2021). One emerging topic within the broader field of sustainability is 'Sustainable Human Resource Management' (HRM). This concept encompasses a growing body of literature from practitioners and academics examining the relationship between corporate sustainability and HRM practices. Additionally, it explores the role of HRM in integrating broader corporate sustainability practices and strategies within organizations (Eccles & Serafeim, 2013). Nonetheless, this study aims to examine organizational sustainability from the perspective of AMO theory, one of the most robust HRM theories (Mat, Mohamed, Salleh, & Yusof, 2021). Ability, motivation, and opportunity are the three primary value orientations the AMO theory addresses. Ability, motivation, and opportunity (AMO) theory contends that the factors influencing work performance have been identified using the AMO framework (Boxall, Ang, & Bartram, 2011). Hence, an organization needs to obtain a workforce with the ability and motivation to perform while giving them the right opportunities to contribute to organizational performance. In order to Employ a highly skilled workforce, it is recommended to use talent management practices. The AMO framework of human resource management enhances our comprehension of how talent management systems can be configured (Tarique & Schuler, 2018). Research demonstrates that investing in talented personnel can sustain an organization's competitive advantage (Hongal & Kinange, 2020). Talent management refers to the systematic approach businesses employ to proactively identify and meet their organizational needs regarding human resources (Cappelli, 2008). According to Thunnissen, Boselie, and Fruytier (2013), Talent management strategies and actions encompass the strategic management of recruiting, developing, and retaining talented individuals to accomplish an organization's objectives effectively. The AMO components are defined as the necessary resources for employee performance. Moreover, these components are interdependent, indicating that all must exist in the workplace (Jiang et al., 2012). Talent management may be the set of processes that may align the needed components with harnessing organizational sustainability. Understanding the theoretical potential of AMO theory for talent management and organizational sustainability, this research focuses on (i) How does AMO Theory granulate organizational sustainability? (ii) How do Factors of talent management affect the process of organizational sustainability? (iii) How do Factors of talent management affect organizational sustainability?

The study topics specified are crucial for comprehending the complex interplay between the AMO (Ability, Motivation, Opportunity) theory, talent management, and the sustainability of organizations. The primary objective of this study is to investigate the correlation between the AMO Theory and the concept of organizational sustainability. It aims to analyze the precise processes through which the elements of AMO (ability, motivation, and opportunity) impact an organization's capacity to attain sustainability in economic, environmental, and social dimensions. Furthermore, by examining the impact of talent management elements on attaining organizational sustainability, this study seeks to elucidate the extent to which talent management functions as a facilitator or hindrance in pursuing sustainability. In summary, this study seeks to examine the impact of talent management components on the long-term viability of an organization. It attempts to provide insights into both the apparent and underlying effects of talent management strategies on the overall sustainability outcomes of the business.

It is important to use the AMO (Ability, Motivation, Opportunity) Theory in the context of talent management because utilization of the AMO theory as a fundamental framework for examining talent management studies has several benefits. This theoretical framework offers a holistic viewpoint incorporating individual and contextual aspects, rendering it highly suitable for comprehending talent management. A notable emphasis is placed on individual talents and motivations, enabling firms to customize their talent development plans according to their personnel's distinct capabilities and motivations. Furthermore, the "Opportunity" aspect emphasizes the significance of establishing a conducive atmosphere for employees to excel, which aligns with the fundamental goals of talent management: recruiting, nurturing, involving, and keeping exceptional individuals. The AMO theory's practicality and adaptability make it suitable for implementation in many organizational situations, facilitating seamless integration with human resource techniques such as performance management and training. The AMO theory is supported by empirical evidence. The theory emphasizes long-term sustainability and is a beneficial theoretical framework for conducting talent management research. By adopting

this theory, businesses can develop successful talent management strategies and systematically cultivate their talent pipeline.

The primary objective of this study is to address the existing theoretical research gap about the growing conceptualization of organizational performance. In recent years, the definition of organizational performance has expanded beyond traditional financial measures to embrace other dimensions, such as economic, environmental, and social aspects. Although there has been extensive research on the AMO theory in the context of performance, exploring a more comprehensive sustainability viewpoint remains mostly unexplored. This study identifies AMO theory and sustainability by examining talent management. Doing so fills a void in the existing literature and offers a holistic comprehension of how these interrelated factors impact an organization's capacity to prosper sustainably. Consequently, this research contributes to scholarly knowledge and practical guidance for businesses operating in the current sustainability-oriented environment.

2. The Ability, Motivation, and Opportunity (A-M-O) Theory

When researchers began to view performance as a function of training and selection (hence ability) and motivation as essential to performance, a performance model was born, putting the base stone for the AMO model (MacInnis & Jaworski, 1989; Marin-Garcia & Tomas, 2016). Subsequently, Vroom (1964) embraced an interaction association between aptitude and motivation to elucidate performance via the function lens (Blumberg & Pringle, 1982). The previously mentioned role operated under the assumption that performance is solely influenced by human characteristics, hence failing to consider the potential impact of external environmental elements (Garcia & Tomas, 2016). Blumberg and Pringle (1982) developed a novel theoretical framework to tackle this concern by broadening the constructs of motivation and aptitude and introducing the notion of opportunity, which they identified as a previously overlooked feature. Consequently, the performance of individuals was impacted by their ability to carry out activities, which comprised a range of criteria such as age, knowledge, level of education, and energy level.

Motivation, job satisfaction, personality traits, values, and expectations determine the willingness to perform tasks. Furthermore, the opportunity to perform tasks depended on factors such as working conditions, availability of tools and materials, leader behavior, established procedures, and allocated time (Blumberg & Pringle, 1982). According to the authors, under an interaction paradigm, it is seen that the presence of all three factors (opportunity, ability, and motivation) is necessary for performance to take place. Furthermore, it is worth noting that inadequate levels of any of the characteristics would substantially negatively impact performance levels (Blumberg & Pringle, 1982). Knowledge, skills, and abilities (KSA) describe the ability factor (Fu, Flood, Bosak, Morris, & O'Regan, 2013; Marin-Garcia & Tomas, 2016). So, activities that improve abilities try to improve all three aspects. Techniques for hiring employees or structured training are examples of such practices (Kroon, Van De Voorde, & Timmers, 2013; Marin-Garcia & Tomas, 2016; Raidén, Dainty, & Neale, 2006). Motivation is the desire of an employee to perform, which extrinsic or intrinsic factors can enhance. Incentives and career opportunities are examples of motivation-enhancing practices (Marin-Garcia & Tomas, 2016; Raidén et al., 2006). Drawing upon the seminal work of Hackman and Oldham (1980) in the field of job design theories, as well as the empirical findings of Kroon et al. (2013), this study examines the relationship between job design theories and empowerment literature, the AMO model incorporates the opportunity dimension. Consequently, opportunity takes into account both individual characteristics and the work environment. Quality circles and teamwork are among the practices that contribute to the opportunity dimension.

2.1. Talent Management

The 19th century saw the articulation and use of the current term talent management (TM) in early education, the arts, and sports (I Tarique & Schuler, 2014). Workforce differentiation became the core of talent management since the release of *The War for Talent* in 2001. (Michaels, Handfield-Jones, & Axelrod, 2001). Talent is the sum of an employee's knowledge, abilities, experiences, attitudes, habits, and behaviors (Schiemann, 2014). Additionally, Cooke, Saini, and Wang (2014); Frank and Taylor (2004) indicated that talent refers to exceptional human qualities that enable employees to perform differently or with a higher level of difficulty and complexity in the present and future. Aguinis, Gottfredson, and Joo

(2012) Assert that strategic TM is one of the organization's most crucial methods for retaining top employees in the market and boosting productivity. In a fiercely competitive market, talented individuals are considered a unique source for corporations and may preserve their businesses (Sparrow & Makram, 2015). Talent management is considered one of the best strategies to conduct HR functions.

The majority of papers within the academic literature focus on the examination of talent management techniques and activities, namely recruitment, training and development, and retention management (Thunnissen et al., 2013). Talent management refers to the methodical process of identifying, developing, engaging/retaining, and deploying individuals that possess exceptional potential and value (Davies & Davies, 2010). It is clear from the definitions that TM and HRM duties are closely related. TM includes all HR administration, procedures, and tools for maximizing and using talent (Schiemann, 2014). TM is an extension of human resources management (HRM), and the corporate world is seeing much growth in this trend (Ozel & Karacay, 2019). Activities include recruiting, training, and keeping the most talented workers (retaining), maximizing their potential for a strategic role, and helping them identify the best ways to use their abilities to engage them and make a contribution that ultimately helps the firm (Nankervis, 2013).

2.2. Conceptual Model Development Process

As discussed earlier, AMO theory has suggested three pillars that may contribute to the sustainability domain (Rincon-Roldan & Lopez-Cabrales, 2022). HR practices must go through the AMO objectives to attract and acquire the workforce that holds the knowledge and skills (A), motivation to enable them (M), and the organizational support for engaging the employees and undertaking the changes needed (O) to get the best performance possible (Bainbridge, 2015; Ozcelik & Uyargil, 2015). So, to achieve the study's objective, three phases were evaluated with the talent management processes. During these stages, the discussion revolved around the utilization of existing literature to explore how organizations apply the AMO theory in order to create, facilitate, and enhance a conducive environment for the development of talent management aspects, ultimately contributing to the long-term viability of the business. Organizations engage in sustainability practices by concurrently incorporating the environmental, social, and economic dimensions of the Triple Bottom Line (TBL) framework (Dao et al., 2011).

2.3. AMO Theory and Talent Management

2.3.1. Ability

As discussed in the AMO theory, the concept of ability pertains to enhancing organizational performance and profitability, as underscored by (Appelbaum, 2000). This suggests that the construct of ability is strongly associated with the economic aspect of sustainability. During this particular stage of our research, we aim to examine the role of the AMO theory, with a specific focus on its Ability component, in supporting talent management practices that contribute to the long-term economic sustainability of organizations. According to Thunnissen et al. (2013), the Ability dimension in talent management practices involves hiring, selecting, training, and developing personnel. The practices above perfectly align with the AMO theory's focal point on augmenting human capability, enhancing performance, and enduring effects (Rahman, Hasibuan, Syah, Sagala, & Prayogo, 2022). Talent attraction is integral to talent management, including recruitment and selection procedures. The need to implement methods that effectively discover the talent that aligns with an organization's values and culture is emphasized (Armstrong, 2006). Gamage (2014) further supports this contention by illustrating a substantial and favorable correlation between the recruiting and selection processes and an organization's overall success. According to Cheraisi and Busolo (2020), effective selection procedures increase the likelihood of picking suitable candidates for specific positions, leading to enhanced outcomes crucial in promoting economic sustainability. The scholarly works Moghtadaie and Taji (2016); Rastgoo (2016) provide more evidence to support the notion that talent attraction plays a crucial role in influencing the overall performance of organizations. Organizations that demonstrate proficiency in attracting employees with appropriate qualifications are more effectively positioned to develop and maintain their economic success (Apospori, Nikandrou, Brewster, & Papalexandris, 2008; Boxall, 2003). The cultivation of organizational capability relies upon implementing learning and development strategies, as emphasized by Aina and Atan (2020). These practices give organizations the necessary skills, knowledge, and agility to maintain competitiveness and achieve sustainable

benefits in a changing environment. Recognizing the importance of staff training and development in improving employee skills and organizational outcomes is extensive. Literature asserts that the relationship between learning, development, and job performance is good, as it facilitates the acquisition of new skills and ultimately contributes to overall economic sustainability (Aguinis & Kraiger, 2009). Learning provided at on-the-job training has promoted higher levels of innovation and the development of implicit abilities (Barber, 2004). It has been proposed that training interventions can augment strategic knowledge, enhancing an organization's capacity to use specific abilities proficiently (Kozlowski et al., 2001).

Additionally, enhanced managerial capacities through training for managers and leaders, as indicated by Collins and Holton III (2004), have enhanced organizational outcomes. The existing body of literature contains ample evidence that supports the notion that talent development has a good impact on organizational performance. This is evident from the research undertaken Taleghani, Amini, Ghafari, and Adousi (2013), which further emphasizes the significance of talent development in ensuring economic sustainability. The ability dimension of the AMO theory is closely interconnected with the processes of talent attraction learning and development within the context of talent management practices. Organizations can boost their performance and profitability, thereby contributing to the economic dimension of sustainability, by strategically acquiring suitable individuals and nurturing their abilities through learning and development initiatives. The existing body of literature provides robust evidence indicating that organizations that allocate resources towards these specific aspects of talent management are more effectively positioned to cultivate a long-lasting reservoir of skills and enhance their overall sustainability. The subsequent phases of our study will investigate the Motivation and Opportunity components of the AMO theory, along with an analysis of their possible implications for talent management and sustainability.

2.3.2. Motivation

Motivation holds significant importance within the framework of the AMO (Ability-Motivation-Opportunity) paradigm, particularly in the realm of talent management and in the context of talent retention. This section of the study explores the existing literature within the framework of Achievement Motivation Orientation (AMO) theory to support the assertion that motivation plays a pivotal role in retaining talented individuals. Based on the AMO hypothesis, motivation plays a pivotal role in fostering outstanding employees' learning motivation, commitment, and engagement within an organization. The significance of motivation in talent retention is underscored by Tarique and Schuler (2018). Moreover, existing scholarly literature posits that motivation is pivotal in facilitating learning and fostering personal development (Vithessonthi & Schwaninger, 2008). The existing body of literature consistently affirms that motivation plays a crucial role in retaining talented individuals. The significance of job motivation as a highly significant element impacting many work-related variables is emphasized (Jalajas & Bommer, 1999; Stumpf & Hartman, 1984). Consequently, it is argued that the motivation dimension of AMO theory has implications for talent retention and the promotion of learning and development within the organization.

The objective of talent retention, a crucial aspect of talent management, is to motivate talented employees to remain committed to the organization for an extended period. Aina and Attan (2020) emphasize that retaining talent effectively sustains employee engagement and commitment. Numerous studies indicate a significant correlation between motivation and organizational commitment (Vithessonthi & Schwaninger, 2008). This commitment, in turn, ensures that employees remain with the organization for the long term, which is particularly valuable when recruitment and selection costs are considered (Pandita & Ray, 2018). Organizations confront a significant challenge in retaining talented and high-performing employees (Mohammad, 2015). Along with career advancement, benefits, and compensation, motivation has been designated one of the most critical factors in retaining talent (Devi, 2017). According to Hausknecht, Rodda, and Howard (2009), retaining exceptional and high-performing employees impacts organizations' financial and operational performance, primarily due to the knowledge and qualifications these individuals possess. Pandita and Ray (2018) observe that talent retention practices involve increasing employee engagement and providing incentives to motivate employees. Organizational success, profitability, and viability are closely tied to their capacity to retain, cultivate, and retain top talent (Oladapo, 2014). Retaining exceptional employees, especially after offering training and development opportunities, is a significant

challenge for most businesses. To retain talented employees, Becker, Huselid, and Ulrich (2001) suggest offering a compensation package that explicitly outlines performance expectations, skill requirements, experience, and behavior. Aina and Atan (2020) advocate for a system that encourages high performance across all talent levels and aligns compensation and rewards with the organization's objectives. Regular feedback considerably increases the likelihood that employees will remain in their positions, according to Cappelli (2008). Researchers have established a positive correlation between talent retention and organizational performance, highlighting the significance of retaining competent and qualified workers to improve financial performance (Kontoghiorghes & Frangou, 2009). Motivation, a central tenet of the AMO theory, emerges as the linchpin of employee retention.

The role of motivation extends beyond talent retention; it is also a prerequisite for learning and growth. According to Devi (2017), motivated employees are more effective. Goldstein (1992) identifies a correlation between learners' learning motivation and learning outcomes. Colquitt et al. (2000) observe a similar positive relationship between learning motivation and learning performance. Motivated workers are more likely to pursue learning opportunities, thereby increasing the likelihood of positive outcomes (Mathieu, Tannenbaum, & Salas, 1992). Employee motivation is a vital element in achieving success for service organizations within the realm of service management. According to Porter and Lawler's study conducted in 1968, there is a positive correlation between employee motivation and their engagement in learning activities. Additionally, heightened motivation is generally indicative of improved performance. According to Hays and Hill (2001), there exists a favorable correlation between employee motivation and organizational learning, with both factors playing a crucial role in achieving a high level of service quality. According to McCloy and Wise (2002), it is imperative to motivate people to develop their performance through learning in order to improve total individual performance. Motivation to learn and promoting a learning culture are essential for employees to provide superior service to internal and external consumers. Organizations can only survive in a competitive market environment if their employees are motivated (Miner, Smith, & Bracker, 1994). The literature consistently depicts the relationship between motivation and learning and development, highlighting the role of motivation within the AMO theory in facilitating the learning and development aspect of talent management.

2.3.3. Opportunity

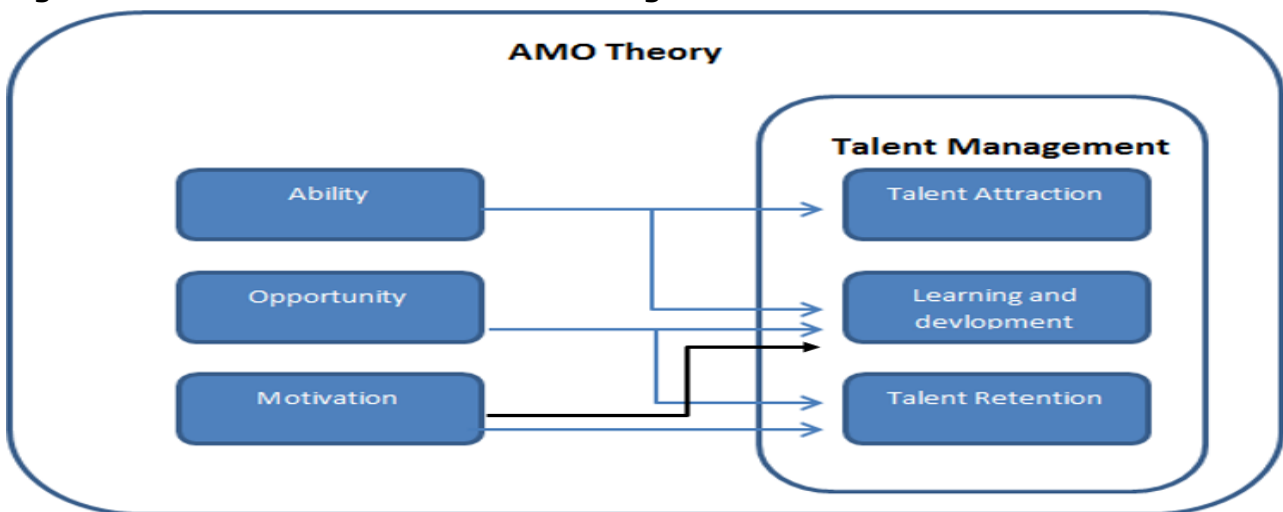
The literature emphasizes the importance of opportunity in AMO theory for enhancing talent management practices. This section describes the profound implications of the opportunity dimension within AMO theory, illuminating its utmost significance in promoting talent retention and facilitating learning and development. AMO Theory's Core Principles: AMO theory is based on the premise that when employees are provided with opportunities to advance their skills and knowledge, they not only perform better but also contribute significantly to individual and organizational objectives (Bainbridge, 2015; Ozcelik & Uyargil, 2015). The connection between employee engagement and talent management becomes evident in the opportunity component. When employees find coherence in their tasks and a sense of assurance from their employers, a remarkable transformation occurs with increased levels of engagement (Gibbons, 2006). Establishing profound emotional and intellectual connections with employees provides a sense of security, encourages citizenship behavior, and increases employee retention (Gibbons, 2006). This sense of safety and trust, fostered by the opportunity dimension of AMO theory, is a crucial component of the talent management ecosystem. (Boxall & Purcell, 2003) The AMO theory posits that talent management strategies should actively generate employee learning and development opportunities, ensuring sustained engagement. Malik and Lenka (2019) Organizations that invest in building employee resources through AMO participation will likely have more engaged employees. (Malik & Lenka, 2019) Employees with a positive perception of the AMO framework are more engaged, demonstrate constructive deviance, and refrain from engaging in detrimental deviance.

Talent retention practices within the scope of talent management contribute to the workforce's engagement, the reduction of attrition, and the retention of a valuable knowledge base, thereby providing a competitive advantage (Turse & Albrecht, 2015). Employee engagement is an organization's top priority, leading to meaningful work, social and organizational security, and the availability of variety and distractions, enhancing the work environment (Kahn, 1990) 1990). Engagement efforts extend beyond the characteristics of the task itself. Enabling employees with assistance, resources, and knowledge guarantees

participation (Stevens-Huffman, 2011). A healthy workplace environment that encompasses physical, social, and emotional health is essential for retaining engaged employees (Stevens-Huffman, 2011). Environmental factors, such as increased business opportunities, can also impact talent retention (Altzinger & Bellak, 1999). Engaged employees tend to be more committed to the organization, enhancing performance, innovation, zeal, and productivity (Pandita & Ray, 2018). This observed behavior results from the engaged employees' belief that their work directly impacts the organization's outcomes and performance, motivating them to improve themselves constantly. Employee learning and development efforts reap better results when employees are highly engaged (Siddiqui, Rasheed, Nawaz, & Abbas, 2019). Training is pivotal in boosting employee engagement by fostering a positive outlook and instilling a work-related mentality characterized by vigor, determination, and absorption (Shantz, Alfes, Truss, & Soane, 2013). It promotes job satisfaction and company loyalty, increasing performance (Nawaz, Hassan, Hassan, Shaukat, & Asadullah, 2014). The mediating role of employee engagement between employee training and performance further emphasizes the significance of opportunity in AMO theory (Sendawula, Nakyejwe Kimuli, Bananuka, & Najjemba Muganga, 2018).

The opportunity dimension within AMO theory serves as a linchpin for talent management sustainability. It promotes talent retention and fosters employee engagement and commitment to organizational success through learning and development. As organizations navigate the dynamic landscape of talent management, embracing the opportunities inherent to AMO theory is crucial to achieving long-term sustainability and competitive advantage.

Figure 1: AMO model towards Talent Management



3. Talent Management and Organizational Sustainability

Sustainability is recognized as a critical issue of the twenty-first century by leaders, social forums, and businesses worldwide. This issue may be solved with the assistance of talent Management (Gardas, Mangla, Raut, Narkhede, & Luthra, 2019). At the same time, experts in the field and academics debate talent management's contribution to sustainability (Schuler, Jackson, & Tarique, 2011). Business enterprises cannot separate sustainability objectives from employees (Chams & García-Blandón, 2019). They further emphasize that attaining sustainability is only possible via individuals with the competencies and capacities to realize the three-dimensional goals of sustainability (Mujtaba & Mubarik, 2022). According to Mujtaba and Mubarak, the link between skill and sustainability is like the link between means to a goal. Studies have revealed a strong link between successful TM tactics and organizational sustainability (Latukha, 2018). Talented individuals significantly contribute to the organization's success, and effective management directly affects sustainability (Behera & Mohapatra, 2020). TM is a cycle centered mostly on acquisition, retention, and development (Wah & Fernando, 2020). The international talent shortage has made it difficult for companies to find the appropriate candidates for the right jobs to fill crucial roles (Anbumathi & Sivasubramanian, 2016).

3.1. Talent Attraction

In contemporary economic development, talent acquisition has become a paramount concern, intensifying competition for skilled individuals (Xu et al., 2022). The significance of attracting talented individuals cannot be overstated, as they represent the most valuable resource for both nations and organizations (Xu et al., 2022). Recognizing this, governments worldwide have implemented policies to create a conducive environment for attracting and retaining such individuals (Serban & Andanut, 2014). A crucial component of human resource management is talent attraction, which includes hiring practices, employer branding, employee value propositions, and employer-of-choice strategies (Rop & Kwasira, 2015). This essay makes the case that attracting top talent impacts organizational performance and has wider consequences for local economic growth. We examine the significance of enticing bright employees and show how this practice might be an economic catalyst by drawing on a sizable amount of literature. Organizational Performance and Talent Attractiveness: Studies by Rastgoo (2016) and Moghtadaie and Taji (2016) have connected organizational performance and talent attractiveness. Their findings highlight talent recruitment's critical role in boosting an organization's effectiveness. Because Aina & Atan (2020) examined the influence on all three dimensions of sustainability—environment, economy, and social—they discovered that talent management did not substantially impact organizational sustainable performance. It is crucial to consider the effect of talent attraction on each characteristic independently. The economic aspect of sustainability is considered when analyzing the impact of talent recruitment because it is well understood in the literature that attracting top talent significantly impacts performance. This essay highlights how talent recruitment affects the economic aspect of sustainability while reinforcing the literature's conclusions.

Beyond organizational bounds, attraction can have a significant impact on local economies. Research shows cities can spur economic growth by luring intelligent people (Livina & Rozentale, 2020). Talented employees are significant assets for regional prosperity since they can provide original ideas and strengthen their thinking abilities. Additionally, essential responsibilities are played by elements including national culture, lifestyle, market competition, labor market conditions, and economic progress. Wang et al. (2020) discuss attracting talent as an economic stimulant. Their analysis emphasizes the numerous effects on local economies, including:

- **Innovation and Productivity:** Recruiting talented people sparks innovation and boosts economic growth.
- **Diversification:** The influx of talent encourages industries to establish a footprint, boosting resilience and diversifying the economic environment.
- **Entrepreneurship:** Talent attraction encourages entrepreneurship, which results in the formation of startups that energize job markets and break ground on ground-breaking inventions.
- **Human Capital Development:** Newly acquired knowledge enriches local human capital, developing a highly skilled workforce.
- **Investment Magnetism:** Communities that draw talent also draw investments, solidifying their place on the economic opportunity map.

These facts highlight how crucial talent attraction is to the expansion and survival of the local economy.

Governments and organizations worldwide acknowledge the critical relevance of attracting top talent. Significant expenditures are being made in funding, infrastructure, and alluring incentive packages to boost talent recruitment efforts, as Xu et al. (2022) point out. Talent acquisition is now a crucial gauge of a country's economic health, emphasizing its importance. Attracting top talent is a challenging task that calls for thorough research and well-planned initiatives in human resource development (Walk, Schinnenburg, & Handy, 2013). Because traditional hiring practices are no longer effective due to a skills shortage, businesses look at cutting-edge approaches to attract and keep top personnel (Rynes & Cable, 2003). Talent management strategies are potential ways to constantly find and develop qualified workers (Al Aina & Atan, 2020). Attracting talented employees is equally important for businesses to be competitive in the global economy. Attracting top personnel guarantees excellent job performance and substantially contributes to organizational sustainability (Jordão & Almeida, 2017).

Attracting top talent is becoming increasingly important for sustaining the economy in a world where everything changes quickly. Its impact on business performance and local economic growth is evident. Governments, organizations, and academics increasingly know its crucial role in establishing a prosperous future with economic prosperity and sustainable growth. Innovative business strategies and sustainable business practices will continue to be crucial in leveraging the power of talent to benefit organizations and regions alike as long as the challenges of talent acquisition exist.

3.2. Learning and Development

Many research studies have argued that talent development has been dominant in achieving organizational sustainability (Chaudhuri, Hirudayaraj, & Ardichvili, 2018; Mujtaba & Mubarak, 2022). Learning and development is a crucial function of talent development. Learning and development can impact all three dimensions of sustainability. L&D can ensure better performance, leading to economic sustainability for an organization (Aina & Atan, 2020). L&D can improve the environmental understanding of employees, leading to responsible behaviors and innovation to improve the firm's environmental performance (Coll, Taylor, & Nathan, 2003). Literature on GHRM supports this notion that training in environmental awareness has proven successful in educating employees about the environment (Subramanian & Suresh, 2022). L&D can also improve cultural intelligence, resulting in fewer conflicts and more acceptability so organizations may harvest from its diversity (Kim, 2020; Winn, 2013).

The consistent use of learning and development strategies is vital, as it enables organizations to establish novel processes for accomplishing their objectives, integrate new technology, and maintain current skills and knowledge. According to Aina and Atan (2020), these tools may be employed to evaluate an organization's capacity to effectively respond to a dynamic environment, establish a durable competitive edge, and effectively contend with competitors. In order to achieve this objective, organizations need to identify individuals who possess inadequacies in their qualifications initially. Subsequently, organizations should ascertain the extent of these deficiencies and determine the duration required to effectively implement the learning and development process (Harburg, 2013). The foundation of a company's success is often attributed to learning and development, as without acquiring knowledge, enhancing performance is seen as challenging (Rabbi, Ahad, Kousar, & Ali, 2015). Achieving improved financial returns and establishing financial sustainability for an organization is contingent upon attaining superior performance in batter-related activities.

Renwick, Jabbour, Muller-Camen, Redman, and Wilkinson (2016) They conducted a literature evaluation that classified green employee preparation, green performance management, and green employee involvement as components of Green Human Resource Management (GHRM) based on the Ability Motivation Opportunity (AMO) theory. The AMO hypothesis exhibits the emergence of green capabilities through various training modalities. Retaining high-performing, environmentally conscious staff necessitates providing environmental training and education (Teixeira, Jabbour, & de Sousa Jabbour, 2012). According to Guerci et al. (2015), the implementation of green training and development initiatives inside a company has the potential to enhance its ethical culture. Researchers have also suggested that such initiatives may lead to increased employee participation and loyalty, as well as contribute to corporate social responsibility (CSR) and environmental sustainability (Batista & Francisco, 2018; Cheema & Javed, 2017).

The learning and development of talent management can result in the growth of cultural intelligence (CQ) among employees, contributing to social sustainability (Awan, Kraslawski, & Huiskonen, 2018). Cultural intelligence significantly impacts several important outcomes, including cultural adaptability, leadership effectiveness, and negotiations. These results, in turn, can enhance financial performance, facilitate market development, and foster knowledge sharing (Alon et al., 2018). Global talent management is a top priority for managers around the globe, and developing managers with a global perspective and cultural sensitivity has become a significant challenge for multinational corporations. Efforts by management to recruit, develop, and retain employees with cultural intelligence should be coordinated to ensure an internal strategic alignment (Alon et al., 2018). An organization's human resource management efforts yield the best results when they reflect and support its business strategy (external fit) and when

employees concur and collaborate (internal fit) (Wright & Snell, 1998). Consequently, learning and development initiatives emphasizing cultural intelligence can enhance employee collaboration and team building, contributing to social sustainability.

3.3. Talent Retention

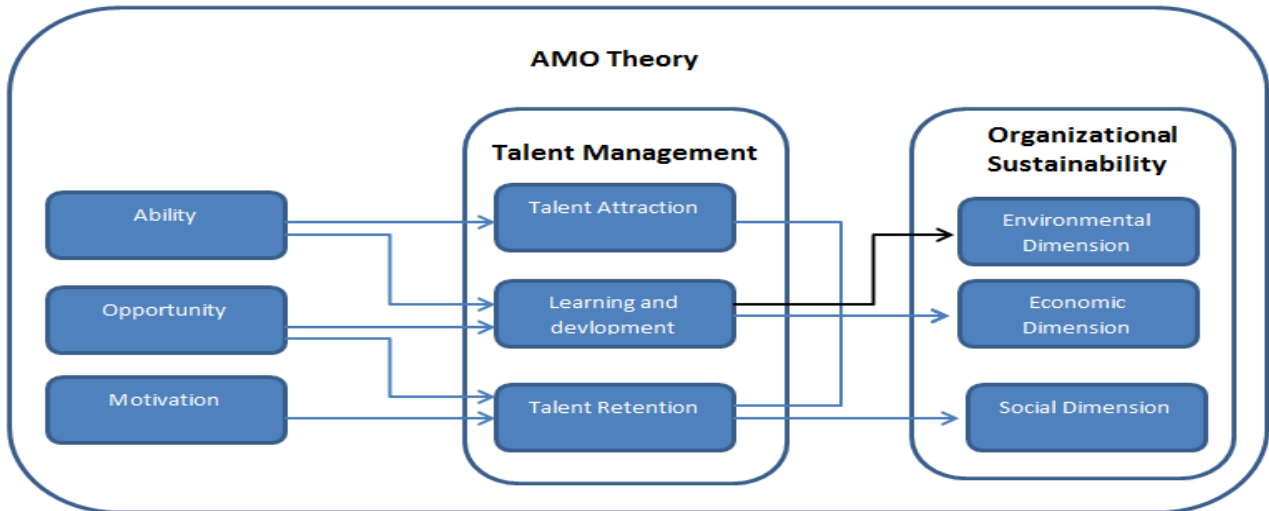
In a contemporary context where an organization's competitive edge is derived from the skills and knowledge possessed by its employees, the significance of acquiring and maintaining outstanding personnel cannot be disregarded (Ibraiz Tarique & Schuler, 2018). In order to maintain a competitive edge, organizations must make strategic investments in talent acquisition and retention, ensuring the retention of high-performing individuals. The retention of employees plays a crucial role in enabling organizations to sustain their competitive advantage. This, in turn, allows them to effectively manage the financial implications associated with talent attrition and the subsequent loss of valuable tacit knowledge (Tlaiss, Martin, & Hofaidhllaoui, 2017). The increasing need for highly skilled individuals has heightened the level of competitiveness among organizations. Consequently, several measures have been implemented by organizations in order to maintain their workforce effectively. The techniques that have been extensively explored and implemented for employee retention include engagement, work satisfaction, the influence of leaders, and the careful selection of human resources (HR) best practices (Puteh, 2020). Many authors have suggested that pay and benefit philosophy and career development systems have a significant part to play in talent retention (Houssein, Singh, & Arumugam, 2020). Other authors, like Nazia and Bagum, suggest that respect, recognition, and rewards can significantly affect employee retention. Talent retention strategies may lead to financial sustainability for organizations because they need less time to fill their talent requirements (Nazia & Begum, 2013). A retention strategy may also lead to social sustainability by ensuring respect and recognition of employees. Employees may find meaning in their work and bring balance to work life. These strategies can ensure equal pay and gender equality and discourage harassment in the workplace.

Talent retention has substantially contributed to sustainable business performance (Salau et al., 2020). Talent retention can accelerate progress in financial and social sustainability. High demand for employees in the sector for extended periods is a significant difficulty for businesses. For instance, 34% of workers in Brazil leave their employment each year on average to work for other businesses (Ambrosius, 2018). Employee turnover has caused several problems for businesses worldwide, including the high cost of new hire recruiting and training, which may be between 25% and 500% of an employee's yearly compensation (Bryant & Allen, 2013). In many rising organizations, the departure of high-potential personnel has also resulted in work interruptions, productivity losses, customer losses, and tacit knowledge losses (Ballinger, Craig, Cross, & Gray, 2011). To reap financial performance, organizations aim to have high-potential individuals, and it is essential to retain them for longer; businesses must develop a systematic talent retention strategy to accomplish Talent retention (Mujtaba & Mubarik, 2021). These arguments justify that talent retention can help organizations in financial sustainability. Still, it may also contribute to social sustainability internally for employees and externally for the community via CSR. For this paper, our discussion is limited to employees as talent retention practices may only be restricted to social sustainability programs for employees.

The evolution of societal norms within the business sector has prompted organizations to adapt their vision and strategy concerning human resource management. Consequently, they have sought effective recruitment methods to recruit and retain highly skilled and valued staff. The primary drivers of talent retention objectives include fostering organizational trust among workers, cultivating a feeling of belonging among the workforce, and sustaining day-to-day motivation (Rodríguez-Sánchez, González-Torres, Montero-Navarro, & Gallego-Losada, 2020). Organizations should understand the significance of elements such as non-monetary rewards to prevent the decline in motivation among skilled personnel, instances of absenteeism, or voluntary turnover (Rodríguez-Sánchez et al., 2020). According to Schlechter, Thompson, and Bussin (2015), implementing work flexibility policies yields favorable outcomes for employees and organizations. Flexibility policies can potentially mitigate stress, weariness, and disagreement among employees. For the organization, this means a heightened degree of dedication, which enhances production rates and diminishes expenses associated with recruiting due to decreased employee attrition. Therefore, adopting work-life balance rules is a prospective approach to retaining necessary and skilled human resources. In doing so, organizations strive to provide social advantages to employees, thereby contributing to the advancement of social

sustainability initiatives. According to Kim (2020), organizations that exhibit social responsibility are likely to foster a sense of identity among their employees, leading to increased commitment and retention. Organizations implementing talent retention strategies aim to attract individuals to their establishment and enhance employee attitudes and behaviors while reducing work-life conflict. These efforts ultimately result in higher levels of employee retention (Rodríguez-Sánchez et al., 2020). To achieve this, organizations provide social benefits to employees, thereby contributing to social sustainability programs for their workforce. Following a discussion of the literature would help us in extending our model of AMO Theory and Talent management to add sustainability.

Figure 2: AMO Model towards Sustainability



4. Conclusion

The main aim of this study was to investigate the correlation between the AMO theory (ability, motivation, and opportunity), talent management practices, and the sustained viability of organizations. The study's findings indicate that the three facets of sustainability, specifically social, economic, and environmental, are congruent with the several phases of talent management, encompassing talent acquisition, training and growth, and talent retention. The AMO theory provides a conceptual framework for comprehending the correlation between human resource management practices and organizational success by emphasizing the underlying value orientations of ability, motivation, and opportunity. The factor of ability in the AMO theory serves as the foundation for talent management strategies aimed at promoting the long-term viability of organizations. The implementation of practice in, learning, and development practices is of utmost importance to strengthen organizational capacities and foster sustainable economic performance over an extended period. The motivation dimension of the AMO theory places significant emphasis on the establishment of congruence between the objectives and values of employees and those of the organization, to cultivate long-lasting performance.

The AMO theory places significant emphasis on the dimension of opportunity, underscoring the criticality of establishing an environment that effectively facilitates the utilization of the capabilities possessed by highly talented employees. Organizations possess the capacity to augment sustainable performance and maintain a competitive advantage by nurturing an environment that promotes opportunities. The dimension of opportunity serves as the fundamental basis for the retention and development of talent. By harmonizing HRM practices with organizational objectives and values, applying the AMO theory can help businesses achieve sustainable performance. By investing in talent management, organizations can cultivate a pool of talented employees motivated to accomplish organizational objectives and provide opportunities to utilize their abilities to the utmost extent. Through enhanced performance, innovation, and competitiveness, this would ultimately contribute to organizational sustainability's economic, social, and environmental dimensions. In the 21st century, organizational sustainability is a pressing concern, and talent management is crucial in ensuring it. Effective management of exceptional individuals contributes directly to the success of an organization, and there is a significant correlation between talent management and

sustainability. Organizations must adopt talent management practices that foster sustainability and are consistent with their mission and vision. In addition to attracting, retaining, and developing talent, talent management incorporates several other phases. Attracting talented individuals is essential for the economic growth of any nation, and governments around the globe are instituting policies to foster an environment conducive to attracting and retaining such individuals. Similarly, organizations must recruit top talent to remain competitive in the global market and to ensure that tasks are performed effectively. Attracting talent can ensure economic viability.

Given the global talent scarcity, it is equally essential to retain talented employees. Retaining talent by assuring employment security, providing opportunities for career advancement, and fostering a positive workplace culture is possible. Noting that effective administration of exceptional employees directly impacts social and economic sustainability is crucial. Learning and development are crucial to talent development and ensuring organizational sustainability. L&D can influence all three dimensions of sustainability by increasing performance, enhancing environmental awareness, and fostering cultural sensitivity. Continuous implementation of learning and development practices is necessary for organizations to adapt to shifting environments and compete with other rivals successfully. In conclusion, talent management is a cycle concentrated primarily on acquisition, retention, and development, and its successful implementation contributes directly to the sustainability of an organization. Organizations must recruit, retain, and cultivate talented individuals to remain competitive in today's global marketplace and ensure a sustainable future.

4.1. Practical Implication

The practical implication of this paper for the industry is that talent management is essential for attaining organizational sustainability, and businesses must implement talent management practices consistent with their mission and vision. To ensure economic, social, and environmental sustainability, organizations must prioritize talent attraction, learning and development, and retention, all of which are integral components of talent management. This article posits that it is advantageous for organizations to allocate resources toward talent management initiatives to foster a reservoir of skilled employees who are driven to attain organizational objectives and are afforded many avenues to utilize their abilities effectively. In conclusion, this can enhance performance, innovation, and competitiveness. Therefore, the industry must prioritize efficiently managing exceptional employees by ensuring job security, providing opportunities for career advancement, and nurturing a positive work environment. Continuous implementation of learning and development practices is required to equip employees with the skills to adapt to altering environments and compete with competitors. Organizations can achieve sustainable performance by aligning HRM practices with organizational objectives and values, which is crucial in the current global market. The practical implication of this paper for the industry is that talent management must be prioritized and effectively implemented to ensure organizations' sustainability and long-term success.

4.2. Limitation and Direction for Future Research

The study had inherent limitations, and recommendations for further research have been put forth. The AMO theory has significantly focused on integrating Green Human Resource Management (GHRM) practices to promote environmental sustainability. This study has been examined within the framework of talent management, which presents both a constraint and a potential avenue for future research findings. Hence, the study proposes that the following research should expand our conceptual research framework to encompass the aspect of environmental sustainability within the realm of talent. Furthermore, this study specifically focused on the Task-Based Learning (TBL) strategy concerning sustainability. It is important to note that other alternative techniques exist for examining sustainability. Therefore, it is suggested to the researchers that they might enhance their study framework to examine the impact of these dimensions on the remaining aspects of corporate sustainability. One potential drawback and area for future research is the exclusive reliance on a literature review in this study. To further validate the connection between Talent management and organizational sustainability, employing quantitative methods or adopting a mixed-method approach would be beneficial.

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