

Leveraging Strategic Talent Management for Sustainable Business Growth: Insights from Asian Enterprises



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Abstract

This research explores the impact of strategic talent management on sustainable business growth, in Asian businesses. Talent management is increasingly important as businesses struggle with issues such as skill shortages, retention rates, and ensuring the human resource strategy supports business strategy. This research is quantitative in nature, and the data for the study is gathered from 180 respondents through a questionnaire from various sectors such as IT, manufacturing, banking, finance, health and education. The data was analysed using descriptive statistics, correlation, regression and reliability analysis to examine the inter-relationship between strategic talent management, business growth and organisational culture. The results show that there is a positive relationship between talent management and business growth, with regression analysis showing talent management accounts for 60% of the variance in business growth. Inclusion of organizational culture raises the explanatory power to 66% showing its positive effect. The findings suggest that recruitment and selection, training and development, performance appraisal, leadership development and retention play a vital role in enhancing the performance of an organisation. It also stresses the importance of a supportive culture in enhancing the effectiveness of talent management on growth.

Keywords: Strategic Talent Management; Sustainable Business Growth; Organizational Culture; Asian Enterprises; Human Resource Management

1. Introduction

Over the last 20 years, talent management has shifted from being a conventional human resource practice to a strategic imperative (Gallardo-Gallardo et al., 2020). In the past, companies often concentrated on more operational HR activities like recruitment and payroll; but as the world of business becomes more complex, a more holistic and strategic approach to talent management has been required. Contemporary talent management practices include recruitment, development and training, performance evaluation, leadership development and retention. This shift recognises the role of staff as a resource to create value and competitive advantage for organisations (Skuzza et al., 2021). Further, organisations are also increasingly using data analytics and technology in talent management, and emphasising lifelong learning and development. The ability to attract, retain and develop talent has become a critical factor in the success and survival of organisations in a dynamic and competitive business environment (McDonnell et al., 2017).

This is particularly the case in the Asian economies, which have experienced major economic growth and transformation. The likes of India, China and Southeast Asia are now a key engine of global economic growth, a result of their growing markets, technology and population (Cooke et al., 2020). However, this has also resulted in a heightened competition for talent, and the need for effective

talent management (Cooke et al., 2020). Firms in these nations may have different cultural and institutional settings, which are typically collectivist, hierarchical and long-term oriented. These cultural factors influence talent management. So companies must adopt local practices which align with cultural values and expectations, while also being competitive globally (Budhwar et al., 2016).

Talent management is vital in supporting sustainable business growth via enhanced organisational capabilities and performance. Effective talent management practices increase employee productivity, innovation and engagement, all vital for sustainable business performance. These organisations are better positioned to thrive in an ever changing environment, retain their competitive advantage and increase their sustainability (Al Aina & Atan, 2020). Furthermore, talent management is more effective in improving business performance when it is associated with culture. A positive and inclusive culture fosters a positive working environment which enhances employee engagement and motivation, thus enhancing the effects of talent management. This highlights the importance of an integrated approach which links talent management and culture (Schein, 2010).

Although there is growing awareness of the importance of talent management, there are several issues for organisations. One such challenge is talent and skill shortages. With rapid technological advances and changing industry requirements,

there's a skills mismatch between employees' skills and the skills required by organisations to remain competitive. This is particularly pronounced in emerging markets where there's a lack of highly skilled employees (Di Battista et al., 2023). This can make it difficult for organisations to find, develop and retain a highly skilled workforce that will help them meet their business objectives. Another problem is attrition, which can result in continuity problems and increased costs for recruitment and training. In a tight talent market, employees have a range of opportunities to change jobs, which leads to attrition and retention becomes a key problem for organisations.

Also, there is a lack of fit between talent management initiatives and organisational objectives. Many companies undertake a variety of HR initiatives but these initiatives are often created independently rather than as part of the overall strategy. This reduces the effectiveness of talent management and in turn the business performance (Cappelli & Keller, 2014). To address these challenges, we need a more strategic approach to integrate talent management practices with the business strategy and to take into account the organisational and cultural context (Al-Shibami et al., 2019).

In light of these issues the present study seeks to understand the relationship between strategic talent management and business performance, particularly in Asia. It aims to understand how talent management practices affect organisational performance, the best practices of talent management and the role of organisational culture. By examining these factors, the research seeks to improve understanding of the use of talent management practices in a strategic manner to achieve long-term success. However, the study is purely perception-based and uses data collected from questionnaire surveys, which may be biased. Further, the findings may not be generalisable to other samples and settings as there may be variations in organisational and cultural practices that impact the results.

2. Methodology

2.1 Research Design

2.1.1 Type of Research

This study adopts a descriptive and analytical method to examine the relationship between talent management practices and business performance in organisations in Asia. The descriptive component of this research is focused on the description of current talent management practices and their effectiveness in organisations. It enables the identification of patterns in talent development, performance evaluation and retention. On the other hand, the analytical element examines the relationship between such practices and business

performance using statistical analysis, and therefore, results in an understanding of talent management's impact on business performance. This helps in not only describing the features of the phenomenon but also establishing the relationship between the variables.

2.1.2 Research Approach

This study is predominantly quantitative as it involves a structured data collection and analysis. The quantitative research design is appropriate as it allows the use of scales to measure the respondents' perceptions and attitudes on talent management practices and business growth indicators. The data collection questionnaire is a structured one using a Likert scale to enable the statistical analyses such as correlation and regression. This approach is more objective, reliable and valid, and can be used in empirical studies in human resource management.

2.2 Data Collection

2.2.1 Primary Data Sources

The research has involved the collection of primary data via a questionnaire survey of employees, managers and HR professionals from various organisations. The questionnaire has various sections on demographics, talent management, indicators of business growth and culture. The answers have been measured on a five-point Likert scale from "strongly disagree" to "strongly agree". This ensures that this data is consistent and can be analysed. The survey responses capture the perceptions and experiences of the success of talent management practices in the organisation.

2.2.2 Secondary Data Sources

Secondary data has also been employed along with the primary data in helping to support the theoretical background and contextualization of the study. The secondary sources of data are academic journals, research publications, industry reports, corporate publications and databases. These are useful in comprehending the international and regional talent management practices particularly in Asia. The literature review plays a significant role in establishing the research gaps, conceptualisation of the research and validation of the research findings.

2.3 Sampling Design

2.3.1 Target Population

This study focuses on a population of employees, HR practitioners and managers in medium and large sized enterprises in various Asian countries. They are either directly engaged in or impacted by talent management, and as such, represent the ideal respondents. Their insights offer both tactical and strategic insights into talent management and its effects on enterprises.

2.3.2 Sampling Technique

The study uses a purposive sampling method as a non-probability sampling technique. This method enables the researcher to choose the respondents who have a certain level of knowledge and experience about talent management practices. The study targets individuals involved in the processes of the organisations, and as a result, the data collected is relevant to the research purpose.

2.3.3 Sample Size

We have considered a sample of 180 respondents. This is considered an appropriate sample size for statistical analysis and interpretation. It offers a good degree of variability in the responses and is also feasible for data collection and analysis. The sample size also enhances the reliability and validity of the research findings.

2.4 Tools and Techniques

2.4.1 Statistical Tools

The quantitative data obtained in the questionnaire has been analyzed using descriptive statistics, correlation analysis, regression analysis and reliability analysis (Cronbachs Alpha). Descriptive statistics will be utilized to provide an overview of the data and give a general picture and correlation analysis will be utilized to understand the relationship between the variables. The effect of strategic talent management practices on business performance indicators is measured using regression analysis. Also, reliability analysis is applied to determine the consistency of the measurement scale. These analyses are done using software packages such as Microsoft Excel.

2.4.2 Qualitative Tools

The current study qualifies as a quantitative study although it has used interpretative analysis to give the statistical findings a meaning. The results of quantitative analysis are elaborated in the context of the literature and theories at hand, which provides a more accurate understanding of the relationships among variables. This contributes to the quality and importance of the research.

2.5 Variables of the Study

2.5.1 Independent Variables

The independent variables in this study include strategic talent management practices such as recruitment and selection, training and

development, performance appraisal, leadership development, and retention. These variables reflect the efforts of the organisation to manage talent.

2.5.2 Dependent Variables

The dependent variables are measures of business growth, which include employee productivity, firm performance, the attainment of business goals, innovation, engagement and sustainability. These are the results that are affected by talent management practices.

2.5.3 Moderating Variables

In this research, the organizational culture is taken as a moderator variable, as it affects the association between talent management and firm performance. Leadership, communication, working environment and empowerment of employees are the factors that affect the implementation of talent management strategies and its impact on business performance.

3. Results

3.1 Sample Characteristics and Data Overview

A sample of 180 respondents is used to conduct the research based on different types of organisations and jobs. The participants are representative of different levels of organisational hierarchy such as HR practitioners, managers, executives, and employees, giving a holistic picture of the organisational hierarchy. The respondents are drawn from various industries, including IT, manufacturing, finance, healthcare and education, improving the ability to generalize the results. The participants are mainly in the age range of 25-45 years and have a moderate to high level of work experience, which enables them to offer valuable insights on talent management.

3.2 Descriptive Insights on Key Constructs

The descriptive statistics of the core constructs (strategic talent management, business growth and organisational culture) shows favourable views of the respondents. The average scores for all variables are nearly 4 on a 5-point Likert scale, showing agreement with the effectiveness of talent management practices and positive outcomes in organisations. The low values of standard deviations indicate homogeneity of responses. The key constructs' descriptive statistics are shown in Table 1.

Table 1. Descriptive Statistics of Key Variables

Variable	Mean	Standard Deviation
Talent Management Practices	4.02	0.34
Business Growth Indicators	3.95	0.38
Organizational Culture	4.01	0.36

Figure 1 illustrates the mean scores of talent management, business growth, and organizational culture, indicating generally high levels across all constructs.

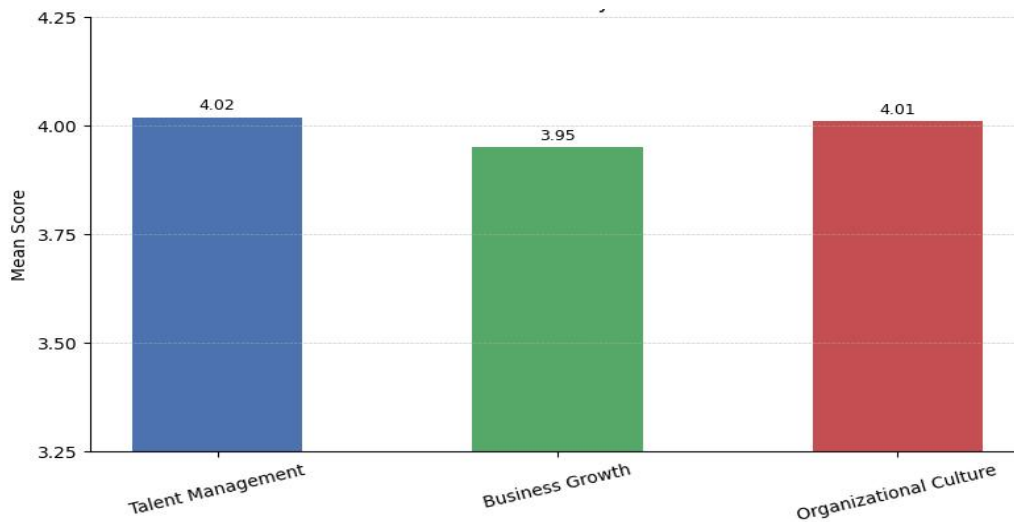


Figure 1. Mean Scores of Key Variables

As can be seen in Table 1 the mean scores suggest that respondents believe that their organizations are performing well in terms of talent management practices, business growth and a positive work environment.

This research shows a positive and significant correlation between talent management and business growth. The correlation analysis shows a strong association between these factors, implying that talent management improvement is associated with improved business performance. Table 2 presents the correlation between talent management, business growth and culture.

3.3 Relationship Between Talent Management and Business Growth

Table 2. Correlation Matrix of Study Variables

Variables	1	2	3
Talent Management	1.000		
Business Growth	0.775	1.000	
Organizational Culture	0.629	0.678	1.000

Note: p < 0.01

Figure 2 presents the correlation heatmap, highlighting a strong positive relationship between talent management and business growth.

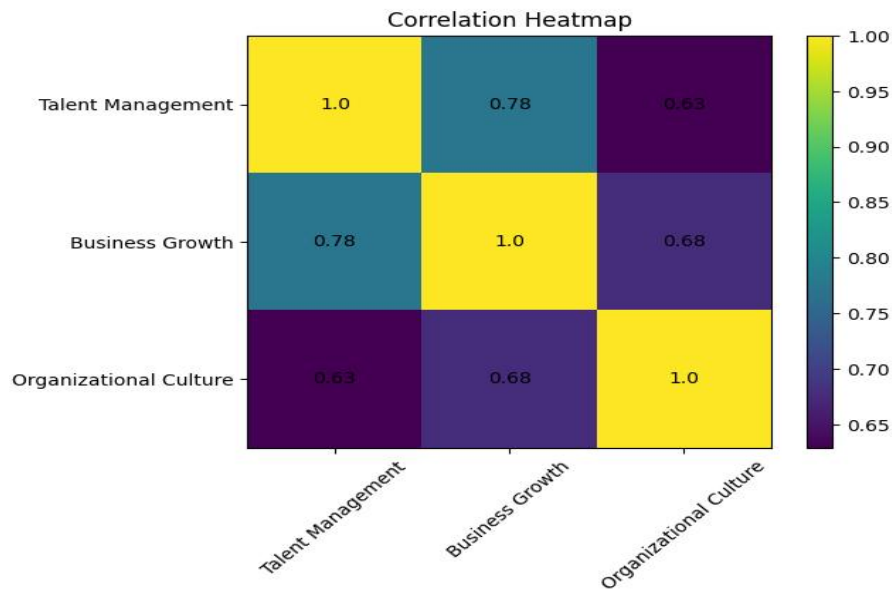


Figure 2. Correlation Matrix Heatmap of Study Variables

There is a highly positive relationship between talent management and business growth ($r = 0.775$), as shown in Table 2, suggesting that talent management does play an integral role in business performance. Furthermore, there is also a positive correlation between business growth and talent management with organizational culture as well.

To further test the relationship between talent management, organizational culture and business growth, regression analysis was performed. This analysis shows that talent management is a strong predictor of business growth, and that adding the variable of organisational culture improves the model's fit. The regression analysis of the relationship between talent management, organizational culture and firm growth is shown in Table 3.

3.4 Contribution of Organizational Culture and Predictive Analysis

Table 3. Regression Analysis Results

Model	Variables	Beta (β)	t-value	Significance
1	Talent Management	0.809	16.34	Significant
	$R^2 = 0.60$			
2	Talent Management	0.601	10.22	Significant
	Organizational Culture	0.345	5.60	Significant
	$R^2 = 0.66$			

Figure 3 shows that talent management has a stronger predictive effect on business growth compared to organizational culture.

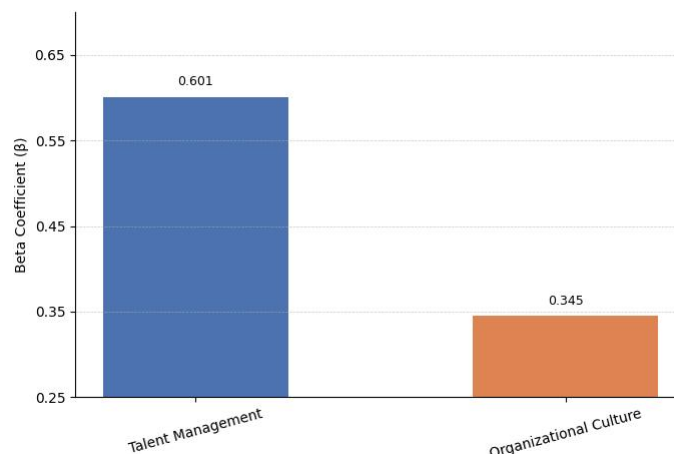


Figure 3. Regression Coefficients of Key Predictors

As revealed in Table 3, 60% of the variance in business growth can be explained by talent management. The inclusion of organizational culture explains 66% of the variance, suggesting that talent management and organizational culture together improve business performance. The beta scores also indicate that talent management is the most important predictor, with organizational culture as a facilitating factor.

3.5 Synthesis of Findings

In summary, the results suggest that effective talent management is essential to achieving long-term growth in business and is complemented by a positive organizational culture. The descriptive statistics, correlation and regression analyses confirm that firms with effective talent management practices perform better. In addition, the presence of a positive culture magnifies the impact of talent management by fostering employee development and engagement.

The findings are consistent with the study's goals by showing that talent management has a direct effect on business performance while organisational culture enhances its effectiveness.

4. Discussion

The results of the current study align with previous research that highlights the strategic role of talent management in enhancing business performance and sustainability (Agarwal et al., 2024). Existing research has indicated that firms engaging in planned talent management activities, such as recruitment, training, performance appraisal and retention, perform better in terms of business performance (Hazra et al., 2023). This study's finding of a strong positive association between talent management and business growth is consistent with these previous studies (Oktaruna et al., 2023). Also, the influence of organizational culture observed in this study is consistent with other studies that indicate culture is a moderator of the effectiveness of human resource management strategies (Osman, 2025). The positive relationship between organizational culture and business growth supports the view that a positive work environment is critical for leveraging talent management practices (Srivastava & Rao, 2025). So, the findings of this study align with existing theoretical and empirical findings in human resource management (Tsaousiotis et al., 2025).

One trend that emerged in this study is the significant predictive power of strategic talent management on business growth, as revealed through both correlation and regression. This is because human capital is increasingly being recognised as a key resource (Akbar et al., 2025). By successfully managing their talent, companies can enhance performance, encourage innovation, and

meet strategic goals (Shah et al., 2024). Another key trend is the role of organizational culture, which supports the implementation of talent management initiatives. Organizational culture with a supportive leadership, communication and engagement of employees enable the implementation of talent strategies (Ciptaningtias & Suryani, 2025). The joint influence of talent management and culture explains a large percentage of the variance in business growth, suggesting that these two factors need to be considered together (Sinisterra et al., 2024).

The study contributes to the existing literature on talent management by providing empirical data to support the resource-based view (RBV) theory, where human resources are discussed as a valuable resource that helps firms to achieve competitive advantage (Hendrawan et al., 2024). It demonstrates that the strategic talent management practices are important to the business performance, hence supporting the idea that talent management is an essential part of business success (Cosa & Torelli, 2024). In addition, the study highlights the importance of aligning talent management and organisational culture since the effectiveness of HR strategies is reliant on organisational climate. This adds to the current theoretical discourse by bringing out the interaction of practices and culture. The study also offers information to Asian firms, where culture and HR practices might not be the same as in the West. The results show that the role of organisational culture in determining the behaviour and performance of employees is particularly significant in the Asian enterprises where the collectivist and hierarchical values seem to be more widespread. The findings imply that the cultural values like collectivism, hierarchy and long-term perspective should be incorporated in talent management in Asian cultures. This implies that talent management practices must be adapted to the local environment and not based on global standard practices. The findings of this study can be used by HR managers and choice-makers. Firms are to create holistic talent management practices that involve specific recruitment, continuous training, performance appraisal and retention programs. These initiatives will not only enhance the skills of employees but also the organizational performance. Moreover, talent management strategies should focus on leadership programs and employee engagement programmes, which are the priorities of HR professionals. Employee engagement and performance can be increased by offering training and development opportunities and encouraging mobility within the organization. Another key factor is the connection between talent management and business strategy and that the HR management practices should relate to the corporate goals such as growth, innovation and competitiveness. Furthermore, a positive organisational culture

should be given priority, as it enhances the effectiveness of the talent management practices by promoting communication, caring leaders, a supportive and collaborative culture.

Although this study has given good insights, it has a few limitations. Although this sample size was adequate to carry out statistical analysis, it might not be reflective of the whole industries or organisations, and therefore, this could undermine validity of the study. In addition, the study focuses on Asian companies, which restricts its findings to other regions of the world, where economic and cultural variations might prevail. Another possible limitation of the paper is that the researchers used self-reported information in the form of questionnaires, which might be subject to bias in responses. The use of perceptual and not objective metrics of financial performance also limits the possibility to identify the precise impact of talent management on performance. To address these constraints, the future research needs to be larger, more representative, longitudinal, and objective performance measures to understand the relationship between talent management and business performance better.

5. Conclusion

The study concludes that talent management is a significant aspect of enhancing sustainable development of Asian companies. The findings demonstrate that firms that embrace formal talent management policies have higher chances of realizing improved productivity, employee involvement, performance and sustainable development. The results affirm the positive relationship between talent management and business development, indicating that human capital is crucial to business success. The introduction of organizational culture into the model also proves that the positive work culture, communication and leadership, and recognition towards employees enhance the effectiveness of talent management. Therefore, talent management cannot be viewed as an independent HR practice but as a value-creation task in accordance with business objectives. The study also highlights the necessity of Asian firm specific talent management practices because of the effects of culture and organisational structures on employee behaviour and performance. However, the study is limited to perceptions data (in form of questionnaires) and a sample of choice. Further studies may incorporate bigger samples, additional Asian countries, and longitudinal studies, as well as objective financial performance. Consequently, the research confirms that talent management or reinforced by organisational culture is key to organisational growth.

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