

## The Impact of Talent Management Implementation on Corporate Sustainability: A Case Study of BecexTech Australia (BXT AU)

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**Abstract:** This study aims to analyze the impact of talent management implementation on the operational sustainability and long-term growth of BecexTech Australia (BXT AU). In the increasingly dynamic e-retail industry, companies are required to adopt human resource (HR) strategies that are not only efficient but also sustainable. Based on observations and in-depth interviews with 5 employees, it was found that BXT AU lacks a structured talent management system, particularly in the areas of recruitment, employee training and development, compensation systems, and career planning. These issues have resulted in low work motivation, stagnant employee performance, and a high turnover rate. This research applies a qualitative case study approach, utilizing in-depth interviews as the primary data collection method. The data were analyzed using NVivo software to identify key patterns and insights. The findings reveal that the suboptimal implementation of talent management negatively affects company sustainability, especially in terms of productivity and employee retention. Therefore, it is essential for the company to develop a comprehensive talent management strategy, including digitalizing recruitment processes, providing relevant training programs, ensuring fair and transparent rewards, and establishing clear career paths. These improvements are necessary to foster a supportive work environment that enhances human capital development and ensures business continuity.

**Keywords:** Recruitment, Training and Development, Talent Management, Human Resource, Corporate Sustainability, Qualitative Study, Nvivo

### 1. Introduction

In the era of globalization and technological advancement, organizations are increasingly required to adopt strategic approaches to human resource management to sustain competitiveness and long-term performance (Collings & Mellahi, 2009). Among these strategies, Talent Management (TM) has gained prominence as a critical component in managing and developing human capital in alignment with organizational goals. TM encompasses the systematic attraction, development, retention, and deployment of employees who are considered valuable assets to the organization (Thunnissen, Boselie, & Fruytier, 2013).

The e-retail industry, characterized by rapid innovation, high turnover, and evolving customer demands, poses unique challenges for employee retention and productivity. Companies that fail to implement effective talent management practices risk facing stagnating performance, skill mismatches, and unsustainable human capital structures (Sparrow et al., 2016). As competition intensifies, firms must not only focus on customer-facing strategies but also on internal capability building through structured talent systems.

This study focuses on BecexTech Australia (BXT AU), a growing e-retail technology company, which has been experiencing significant issues in workforce stability and operational efficiency. Based on preliminary surveys and in-depth interviews, it was found that BXT AU lacks an integrated TM system, especially in areas such as digitalized recruitment, employee training, compensation, and succession planning. The absence of these elements contributes to low employee motivation, skill stagnation, and high employee turnover, which collectively threaten the corporate sustainability of the firm.

Corporate sustainability, in this context, refers to the organization's ability to maintain operational continuity and achieve long-term growth by managing its economic, social, and human resources responsibly (Eccles, Ioannou, & Serafeim, 2014). Human resource practices play a pivotal role in this endeavor, as sustainable companies are those that can retain talent, adapt to change, and promote employee development (Mensah, 2015).

Despite the growing recognition of TM as a vital driver for sustainability, many companies particularly small to medium-sized enterprises (SMEs)—struggle to implement it effectively due to limited resources, unclear HR strategies, and resistance to change (Collings, Scullion, & Vaiman, 2015). In the case of BXT AU, these constraints have led to unstructured recruitment processes, lack of competency development programs, and unclear career paths, which create a mismatch between employee expectations and organizational practices.

Therefore, this study aims to analyze the impact of talent management implementation on corporate sustainability in BXT AU. The research adopts a qualitative case study approach using NVivo software for data analysis, contributing to the ongoing discourse on aligning human resource strategies with sustainable organizational development. The findings are expected to provide practical insights for managers and HR practitioners, particularly in e-retail and tech-based SMEs, to develop more robust and sustainable talent systems.

## 2. Literature Review

### 2.1 Talent Management

**Talent Management (TM)** refers to a strategic approach by organizations to attract, develop, retain, and deploy individuals who are considered valuable for achieving competitive advantage (Collings & Mellahi, 2009). It is more than just filling vacancies; it involves identifying high-potential individuals and nurturing them to contribute significantly to organizational goals. TM includes core processes such as talent acquisition, training and development, performance evaluation, career path planning, and succession management (Tarique & Schuler, 2010).

According to Thunnissen et al. (2013), effective TM systems are characterized by transparency, fairness, alignment with organizational strategy, and responsiveness to individual employee needs. In particular, organizations with structured talent pipelines tend to experience higher employee engagement and lower turnover rates (Schiemann, 2014).

However, many small and medium-sized enterprises (SMEs), including fast-growing digital firms, struggle with TM due to lack of dedicated HR capabilities, informal systems, and limited resource allocation (Meyers & van Woerkom, 2014). These limitations often result in fragmented HR practices, demotivated employees, and high attrition rates.

### 2.2 Talent Management Dimensions

Based on a synthesis of HRM literature, key dimensions of talent management include:

- **Recruitment and Selection:** Strategic sourcing of candidates using digital platforms and psychometric tools to ensure skill and culture fit (Keller & Meaney, 2017).
- **Training and Development:** Continuous learning opportunities aligned with organizational needs to improve job performance (Noe, 2013).
- **Compensation and Rewards:** Fair and transparent compensation systems linked to performance and market benchmarks (Armstrong & Taylor, 2020).
- **Career Planning and Succession Management:** Clear advancement paths and internal promotion systems to motivate and retain high-performing employees (Cappelli, 2008).

### 2.3 Corporate Sustainability

Corporate sustainability refers to an organization's capacity to create long-term value by integrating economic, environmental, and social considerations into business strategies (Elkington, 1997; Eccles, Ioannou, & Serafeim,

2014). In the context of human capital, sustainability is closely tied to the ability of firms to maintain a skilled, motivated, and loyal workforce capable of navigating change and delivering consistent performance (Mensah, 2015).

Organizations that implement sustainable HRM practices, such as inclusive hiring, continuous development, and employee well-being initiatives, are more likely to maintain a competitive edge and withstand workforce disruptions (Kramar, 2014). TM plays a crucial role in this by ensuring the alignment of employee potential with strategic business objectives (Collings et al., 2019).

### 2.4 The Relationship between Talent Management and Corporate Sustainability

Recent studies have confirmed a positive correlation between effective TM practices and corporate sustainability outcomes. For example, Malik and Singh (2018) found that structured talent development programs significantly improved employee retention and organizational resilience in technology firms in India. Similarly, a study by Mensah (2015) concluded that TM serves as a driver of both employee performance and long-term organizational viability.

Moreover, a growing body of research supports the idea that digital HR tools, such as applicant tracking systems and performance management platforms, amplify the effectiveness of TM strategies, especially in fast-paced sectors like e-commerce (Bondarouk & Brewster, 2016). Organizations that fail to adopt such systems often lag in productivity and face retention issues.

In the case of BXT AU, the absence of structured TM mechanisms especially in recruitment, training, compensation, and career planning mirrors the risks highlighted in these studies. Without effective talent pipelines and employee engagement strategies, sustainability goals are difficult to achieve.

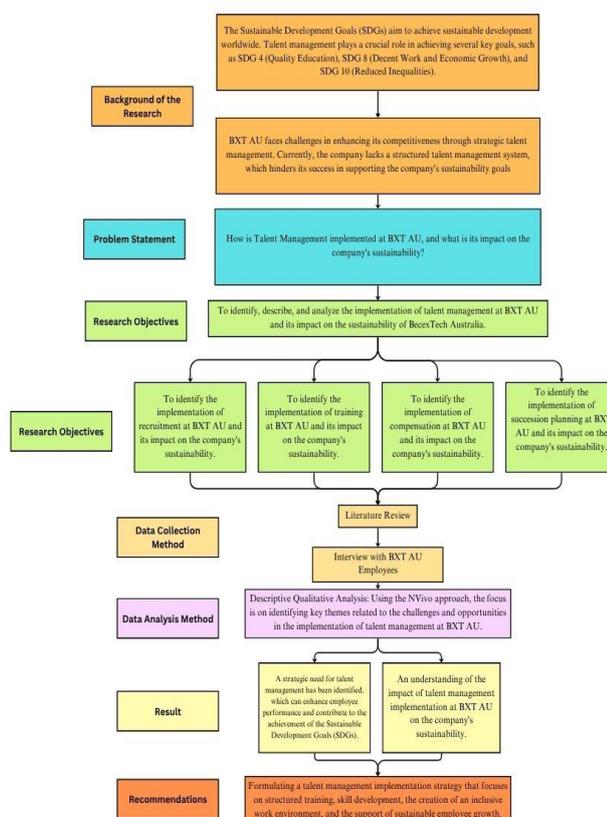


Figure 1. Conceptual Framework

### 3. Research Method

This study adopted a qualitative case study approach to analyze how the implementation of talent management practices impacts corporate sustainability at BecexTech Australia (BXT AU). The research was conducted under an interpretivist paradigm, which emphasizes understanding human behavior and social reality based on the subjective meanings individuals attach to their experiences (Creswell & Poth, 2018). The focus of the study was on four key talent management dimensions: talent acquisition, training and development, compensation and benefits, and succession planning. The population of the study consisted of all employees currently working at BXT AU, totaling 50 individuals. From this population, the researcher selected a sample of five employees using purposive sampling. The selection criteria required that each informant (1) had worked at the company for a minimum of one year, and (2) was directly involved in or affected by HR practices in their daily roles. In addition to the primary data collected through semi-structured, in-depth interviews, the study also utilized a pre-survey involving 21 respondents to identify initial perceptions and problem areas, which supported the design of interview questions and triangulation of results. This multi-source strategy enhanced the depth and contextual relevance of the findings.

The data analysis process in this study followed the qualitative analysis model by Miles, Huberman, and Saldaña (2014) and was conducted using NVivo 15 software. The steps are as follows:

#### 1. Data Collection

All in-depth interviews were recorded and transcribed verbatim. The researcher ensured that each transcription accurately represented the informants' responses to preserve contextual meaning.

#### 2. Data Condensation (Reduction)

Transcribed data were reviewed to identify significant phrases, eliminate irrelevant information, and group meaningful segments into preliminary categories related to talent acquisition, development, compensation, and succession planning.

#### 3. Data Display

Using NVivo 15, the researcher organized data into visual formats such as:

- Coding Nodes for categorizing responses by theme.
- Word Frequency Query to detect dominant concepts (e.g., "training," "reward," "career").
- Word Clouds to visually display recurring terms.

#### 4. Drawing Conclusions and Verification

Patterns and themes emerging from the data were interpreted and compared with existing literature to draw valid conclusions. Findings were verified through:

- Triangulation with pre-survey data (21 respondents).
- Member checking, where interviewees reviewed their transcript summaries.
- Peer debriefing with academic supervisors to validate interpretations.

#### 5. Relationship Mapping and Correlation Analysis

NVivo's Matrix Coding Query was used to explore relationships among themes. Additionally, Pearson correlation values were generated to examine potential associations between different talent management dimensions and sustainability indicators.

### 4. Results and Discussion

#### 4.1 Results

##### Talent Acquisition

The interview findings indicate that the talent acquisition process at BXT AU does not yet utilize a structured digital system. All five informants confirmed that recruitment is conducted manually through platforms such as JobStreet and LinkedIn, without the use of competency assessments or cultural fit evaluations. This leads to a mismatch between candidate competencies and organizational needs. NVivo word frequency analysis revealed dominant keywords such as "manual," "no system," and "lack of selection," highlighting the company's weak recruitment infrastructure.

## Training and Development

Informants stated that training and development activities are virtually non-existent at BXT AU. There are no formal onboarding programs, skill enhancement training, or structured long-term development plans. As a result, employee capabilities stagnate, and the organization struggles to adapt to market changes. NVivo analysis showed frequent terms like "no training," "self-learning," and "lack of guidance," confirming the absence of systematic human resource development. Moreover, the lack of a competency framework hampers structured talent growth.

## Compensation and Benefits

All respondents expressed dissatisfaction with the compensation and benefits system at BXT AU, describing it as non-transparent and not performance-based. There is no clear reward structure, and some employees reported that overtime payments are inconsistent. Additional benefits such as health coverage, transportation allowances, or performance bonuses are also unavailable. NVivo keyword analysis emphasized terms like "unfair," "fixed salary," and "lack of appreciation," reflecting low satisfaction with the current reward system.

## Succession Planning

Career and succession planning at BXT AU was reported to be completely absent. Employees are unaware of any structured career paths, have not experienced performance-based promotions, and are not involved in potential leadership development. NVivo coding analysis revealed strong connections between themes such as "no promotion," "career stuck," and "no clear path," highlighting the lack of long-term talent planning. This contributes to low long-term motivation and a high risk of employee turnover.

## 4.2 Discussion

The results of this study highlight four critical issues in the implementation of talent management practices at BXT AU that have direct implications for corporate sustainability. These issues talent acquisition, training and development, compensation and benefits, and succession planning reflect fundamental gaps in human resource strategy that hinder long-term organizational growth and competitiveness.

**First**, the absence of a structured and digitalized talent acquisition system has led to inefficiencies in hiring processes and misalignment between employee competencies and organizational needs. The lack of assessments for cultural fit and skills mapping creates high turnover risk and weakens institutional memory. These findings are consistent with Keller and Meaney (2017), who argued that companies with strategic recruitment systems are more likely to build high-performing teams. Similarly, Sparrow et al. (2016) emphasized that sustainable organizations invest in data-driven recruitment to minimize mismatches and enhance workforce stability.

**Second**, the lack of structured training and development programs at BXT AU has created stagnation in employee skills and reduced organizational adaptability. Without consistent investment in human capital development, the company risks falling behind in a competitive and evolving market. This supports the conclusions of Noe (2013), who noted that employee training is strongly linked to productivity and performance. Mensah (2015) also found that sustainable employee performance is rooted in ongoing learning opportunities, especially in organizations facing rapid technological and operational change.

**Third**, dissatisfaction with compensation and benefits reflects a deeper issue of perceived unfairness and lack of motivation. When reward systems are not transparent or linked to performance, employee engagement declines, and loyalty erodes. This echoes the findings of Armstrong and Taylor (2020), who stated that effective compensation systems are essential for attracting, retaining, and motivating employees. In line with this, Malik and Singh (2018) noted that compensation equity is a core driver of employee satisfaction, which in turn enhances organizational resilience.

**Finally**, the complete absence of succession planning at BXT AU signals a major risk for leadership continuity and internal talent development. Without clear career paths or mentoring programs, employees lack motivation for long-term commitment and growth within the organization. Cappelli (2008) emphasized the strategic

importance of succession planning in building leadership pipelines and preventing talent loss. Additionally, Collings et al. (2019) stressed that succession systems are not just about filling vacancies, but about creating sustainable structures that prepare employees for future strategic roles.

Taken together, these findings suggest that BXT AU's current talent management practices are not aligned with sustainability-oriented HRM frameworks. To achieve long-term stability and competitiveness, the organization must adopt a more integrated and proactive approach to managing its human capital.

## 5. Conclusion and Recommendations

### 5.1 Conclusion

This study concludes that the current implementation of talent management practices at BXT AU is inadequate to support the company's long-term sustainability. The findings show that:

1. Talent acquisition at BXT AU lacks structure and digital integration, leading to ineffective recruitment and high employee turnover.
2. Training and development are nearly absent, limiting employee skill growth and organizational adaptability.
3. Compensation and benefits systems are not performance-based or transparent, reducing motivation and loyalty among staff.
4. Succession planning is nonexistent, resulting in uncertainty in career progression and a lack of leadership continuity.

These weaknesses in talent management strategies directly impact the company's ability to maintain operational consistency, retain high-quality employees, and remain competitive in a dynamic industry. Therefore, reforming HR practices is essential for achieving sustainable business growth.

### 5.2 Recommendations

Based on the findings, the following strategic recommendations are proposed:

- 1. Implement a structured digital recruitment system**  
BXT AU should develop a digital-based recruitment platform with integrated assessment tools to ensure candidates meet competency and cultural fit criteria. Utilizing applicant tracking systems (ATS) can increase recruitment efficiency and quality.
- 2. Develop continuous training programs**  
The company should design mandatory onboarding sessions, technical workshops, and periodic upskilling tailored to business needs. Creating a learning culture can improve employee productivity and adaptability.
- 3. Revise the compensation and benefit system**  
A performance-based reward structure should be introduced, accompanied by transparent communication. Non-monetary benefits such as health coverage, flexible hours, or recognition programs can enhance employee satisfaction and retention.
- 4. Establish succession and career planning frameworks**  
BXT AU needs to identify high-potential employees and implement mentoring and career progression plans. Clear promotion pathways and internal talent development initiatives will strengthen long-term employee commitment.
- 5. Integrate talent management into business strategy**  
HR practices should be aligned with organizational goals to ensure that talent management directly contributes to sustainable performance. Periodic HR audits and feedback mechanisms can support continuous improvement.

These recommendations aim to transform BXT AU's HR landscape from a reactive administrative function into a strategic enabler of sustainable growth.

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