



Sustainable Talent Management and Human-Centric HR Practices for Advancing Workforce Wellbeing and Global Development Goals

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Abstract: This research examines how the intersection of talent management and public policy impacts the achievement of the United Nations Sustainable Development Goals (SDGs) on workforce wellbeing. The positive and negative consequences of sustainable human social resource management on employee satisfaction, engagement, and productivity are documented. Additionally, the social value of equity and the expanded social impacts of implementing inclusive practices in positive human resource (HR) management are positively correlated. The positive effects of social equity, the value of national and global socially inclusive policies, and the extended social impacts of the United Nations SDGs on employee social inclusion and the holistic well-being of the workforce are documented. The positive consequences of wellbeing, which enhance the social equity-driven inclusion of public policy in the 2030 Sustainable Development Agenda, and the social inclusive SDGs themselves, are also documented. The research identifies relevant social metrics of social well-being, inclusive of employee well-being, and critiques talent management practices as inefficient. The value of human resources used, along with the extended social impacts of the 2030 Agenda for Sustainable Development and the social inclusion and SDGs, is documented.

Keywords: Sustainable Talent Management, Human-Centric HR, Workforce Wellbeing, Global Development Goals, Employee Engagement, Social Equity, Organizational Sustainability.

Introduction

Talent management is no longer just a means for organizations to operate. Most organizations now understand the value of incorporating the societal needs of their human capital and the environmental impact of their operational footprint. Initially, human resources management (HRM) focused on the operational and performance efficiency of organizations and considered people as disposable resources [2]. Recently, people management strategies have emphasized employee management as an indispensable resource [8]. A balance, as opposed to the operational silo approach, is seen as the global operational footprint. Recently, HRM initiatives and strategies emphasize employee productivity and foster social equity through positive and cohesive diversity environmental policies [10].

HR management is profitable, and incorporating the human side of management enhances organizational performance. Enhancing the quality of life for employees, and maintaining respectful and productive relationships at work, enables employee mental health, health, work-life harmony, job satisfaction, and positive mental health (Cheon and Frow, 2023). Employee human resources systems alone will not suffice [4]. In a globalized and evolving work environment where human capital is the core of an organization, organizations need to operate hand-in-hand with the employee mental health systems to reinforce the work [3].

In addition, there is a growing congruence with the global development agenda, specifically the United Nations Sustainable Development Goals [1]. While organizations and businesses are being examined for their environmental, social, and governance performance, human resource (HR) divisions are not incorporated, and facilitating the talent management frameworks aimed at the sustainable development goals of decent work and economic growth (SDG 8), reduced inequalities (SDG 10), and gender equality (SDG 5) [7]. By integrating these aims into Human Resources focus areas, organizations are socially progressing and strategically positioning themselves ahead in the corporate 'sustainable' ecosystem [12].

ReAP the holistic approach of the SDGs in Human Resources, the question now becomes one of implementation [17]. How to adopt these people-centered and sustainability-focused HR practices to the specific characteristics of different industries and organizational forms? Different possibilities exist, but the effectiveness of these in practice, the realization of benefits within an organizational culture, and the potential for alignment with the objectives of international development have yet to be rigorously examined. This paper attempts to address this gap in the literature by engaging with sustainable talent management within the context strengthening employee wellbeing and the social, ecological, and economic dimensions of human centered global development [13].

The main objective of this investigation is to define a holistic framework to be applied by organizations and which informs adoption and operationalization of human-centric HR systems that do not only improve employee wellbeing but also human development by pursuing the international development goals [9]. Incorporating the ideal in the operational and strategic systems of organizations can lead to a long-term organizational growth, better psychosocial climate and a more equitable distributed global economy [14].

Key Contribution

- Research indicates the changes in the human resources in terms of a profit-oriented view to a human-oriented and sustainable view. This new approach, focusing on staff welfare, is beneficial to the workforce, increases productivity, and advances the global objectives of social justice and environmental sustainability.
- This paper has developed a comprehensive and sustainable talent management approach that improves employee well-being, advances global objectives of social equity and ecological sustainability, and cultivates innovations and business resilience, all based on the pillars of diversity, inclusion, and leadership development.
- Predictive analytics on employee satisfaction, engagement scores, and key performance indicators enable the optimization of human resource management. Improved statistical methodologies and the availability of circulated and real-time data provide organizations with the tools to evaluate and optimize human resource management strategies, which translates to organizational performance.
- Organizations' capacity to advance global development goals through the integration of human resources strategies enables social value, organizational competitiveness, and employee value retention.

The paper is organized in the following way. In Section I, the author describes the movement from traditional HR strategies, which focus on profits, to more human-centered HR strategies that tend to the well-being of humans as resources and, for the first time, align with global development strategies-- especially the UN Sustainable Development Goals (SDGs). Section II surveys the literature on sustainable talent management and centers on the impact of human-centered practices on organizational culture and job performance, as well as the overall impact on the human-centered practice of employee wellbeing and the other dimensions of the inclusion and diversity paradox. It also establishes the contribution of human resources (HR) to global development within the research focus of sustainable talent management. Section III describes the research design and the mixed-methods approach of this study, which encompasses qualitative data from interviews and surveys and quantitative data on the evaluation of the HR practices of various organizational 'case studies', and uses regression and factor analysis to measure organizational outcomes attributable to the HR practices of the organization. Section IV provides an industry-based analysis of the impact of sustainable talent management practices, using analytics from HR management systems Workday and SAP SuccessFactors to document employee engagement, retention, and shifts in attitudes and behavior toward the SDGs. Section V combines the concluding observations with the need for human-centered HR practices, which are vital for accomplishing the organization's global goals. This part captures the possible effects of these practices and provides suggestions to companies that may wish to streamline their talent management systems and yet achieve greater social objectives.

Literature Survey

The area of interest of sustainable talent management is still emerging, particularly concerning global developmental agendas [19]. Nevertheless, through strategic management of sustainable HRM at an international level, organizations aim to enhance productivity while considering associated social and environmental impacts. The alignment of talent management with organizational sustainability is integral because it facilitates achieving business and social goals. Research suggests that organizations embracing a positive, holistic employee culture embody sustainability in all its dimensions. Such culture fosters employee loyalty, which leads to productivity [21].

For talent management to be effective, the employee experience must positively be there [5]. The “Human-centric” HR practices are “heart” centered, overseeing the employee’s mental health and organizational culture as a neglected and underserved area to be integrated [16]. Such practices are designed to improve the employee experience, thereby increasing engagement and reducing turnover. Employers that provide flexible arrangements, "accompaniment" at the leadership levels, and a culture of support will experience a more positive employee turnover. Such practices have proven to improve collaboration overall, and organizationally, while enhancing individual satisfaction [18].

Along with human-centered HR practices, implementing workplace values such as dignity, equity, inclusion, and respect for differences has become a contemporary benchmark of positive organizational culture. Firms that report people-centered, respect, and equity inclusion practices, particularly in labor and human resources, exhibit high positive workplace morale, organizational innovation, and adaptability to external environmental stressors or shocks. Organizations benefiting from the labor of diverse employees gain a wide range of capabilities and perspectives. Extra-organizational, positive organizational culture and social contributions arise from organizations embracing respect and inclusion practices. Research in organizational psychology has established the link between equity and organizational success, as well as between diverse leadership and improved positive organizational decision-making.

Positive, sustainable organizational outcomes in internal practices and value systems, team leadership practices on value and talent equity, and people-centered respect and inclusion practices in human resource management contribute to the organizational goals of sustainable development [22]. The impact of advanced HR practices fosters positive organizational image and reputation in the labor market. The firm's corporate social responsibility contributes to sustainable development goals, particularly in social justice, equity, and egalitarian human relations. Sustainable human resource management improves organizational market position and competitiveness, particularly in attracting and retaining talent [6].

Well-being is a must for sustainable talent management [23]. These programs are directly associated with employee satisfaction and productivity. Absenteeism is reduced through wellbeing programs that encompass mental health support, flexible work policies, and resilient wellness plans for stress and burnout. Focusing on employee wellness fosters a healthier workforce, aligning long-term organizational goals with employee advancement.

The link between talent management and the global development goals is a relatively new area of research [11]. The prioritization of integrating sustainable, human-centered HR and developed talent management systems is becoming critical to organizational competitiveness on a global scale [20]. The strategic alignment of an HR framework to organizational strategy and global development goals enables the provision of integrated services and systems to clients and employees, while conferring competitive resiliency and societal value to organizational systems.

The advancement of both organizational and societal systems is positively impacted by a focus on sustainable talent management and human-centered HR systems [15]. Employee wellness through internal equity, achieved via organizational systems of diversity and inclusion, directly influences engagement, satisfaction, and performance. Furthermore, alignment with global development goals enhances the system's equity and inclusiveness while offering sustainable work. To make a positive contribution to global development and to continuously ensure success, organizations must integrate these activities into their human resources strategies.

Methodology

Materials and Methods

This study utilizes a mixed approach, assessing both qualitative and quantitative frameworks, to evaluate the extent of the impact of sustainable talent management and human-centric human resource practices. The author's feedback on frameworks and instruments, embedded in employee surveys, interviews with HR professionals, and organizational case studies, helps define the landscape of qualitative approaches within the data collection frameworks of the practice. While qualitative approaches, such as employee surveys, interviews with HR professionals, and organizational case studies, help define the landscape, they also provide valuable insights. Qualitative approaches within the data

collection frameworks of the practice. Quantitative data is collected through surveys of employees, and case studies assist in abstracting the global organizational landscape.

The case studies are selected from various industries—technology, healthcare, and education—to strengthen and align these practices with organizational success and the achievement of SDGs. To align sustainable HR strategies, the best practice's theme defined in the research offers a range of applicability across sectors.

Figure 1: Sustainable Talent Management Framework

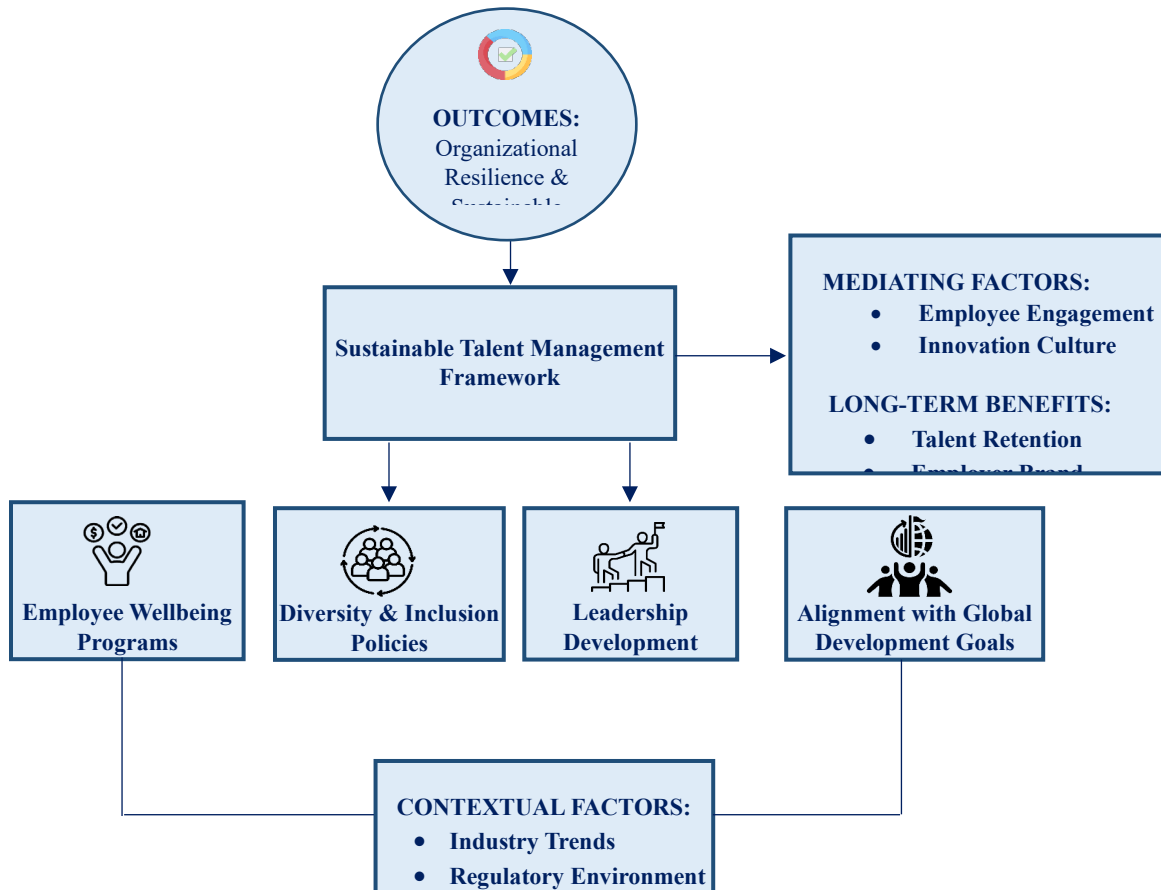


Figure 1 outlines the Sustainable Talent Management Framework for assessing talent management strategies. The framework highlights fundamental components such as Employee Wellbeing Programs, Diversity & Inclusion Policies, Leadership Development, and Alignment with Global Development Goals. The factors of Employee Engagement & Innovation Culture, Mediating Impact, Organizational Resilience, and Sustainable Impact, as well as Long-Term Benefits, Talent Retention, and Employer Brand, are influenced by contextual factors such as Industry Trends & Regulatory Environment, which affect the strategy's success. Sustainable talent management, fulfilling the organization's goals and global development goals, is the primary objective.

This is the first time the organization can reflect on the framework. Organizing the different talent management strategies in this way is the first time the organization can reflect them in the framework. Employee well-being, inclusion, and leadership development are no longer siloed. The development of a new strategy creates synergy within the organization and focuses on engagement and innovation for sustainable impact. The development of new strategies that align with global development goals and are also geared toward organizational sustenance in illustrating the internal and external factors.

Sample Size and Data Collection

In this research, a sample of 1,000 employees in organizations that use human-centric HR practices was used to gather information. The sample was chosen based on a wide variety of industries, such as technology, healthcare, education, and finance, making the findings applicable to a variety of industries. The reason why this sample size is selected is that such a sample size will bring about statistical power and precision during the analysis. The sample of 1,000 employees offers a solid representation of the workforce in various sectors and, as a result, the employee well-being, engagement, and satisfaction with HR practices can be analyzed effectively. The power analysis was used to determine the size of the sample, which indicated that a sample of this size would be adequate to identify statistically significant correlations between the HR practices and the employee outcomes, at a confidence level of 95% and a margin of error of 5%. The use of a large sample also gives an opportunity to include various demographic groups, minimizing the chance of sampling impact and making sure that the results will be relevant to a broad group of organizations and industries. The questionnaire was given via the internet, and the respondents were sampled based on their experience in HR practices, including employee wellbeing, diversity and inclusion practices, and engagement programs.

Mitigating Biases and Focus on Qualitative Data

In a bid to guarantee the validity and reliability of data collected, various measures were put in place to counter internal biases. First of all, the survey and interview questions would be neutral and would not be worded in a manner that would bias or lead to the response. Besides, the sampling was made to make sure that the sample was representative with varying age range, gender and professional experience to reduce the possibility of selection bias. The combination of quantitative survey results and qualitative interview responses through data triangulation was utilized to have a more comprehensive view of employee experiences and minimize the effect of any method. Moreover, thematic analysis was performed on the qualitative data, based on a rigorous coding procedure that included several reviewers to minimize subjective interpretation. This procedure made sure that the results were based on the actual experiences of the participants and not the personal inclinations of the researchers. Moreover, the qualitative aspect of the research was also essential as it helped to have a better understanding of the context of employee engagement, wellbeing, and perceptions of HR practices. Open-ended survey questions and in-depth interviews enabled the employees to narrate their own stories and to provide detailed feedback to supplement the quantitative data. This type of qualitative data was not only a strength of the analysis, but also helped to discover the nuances and trends that would not have been revealed by the numerical data alone.

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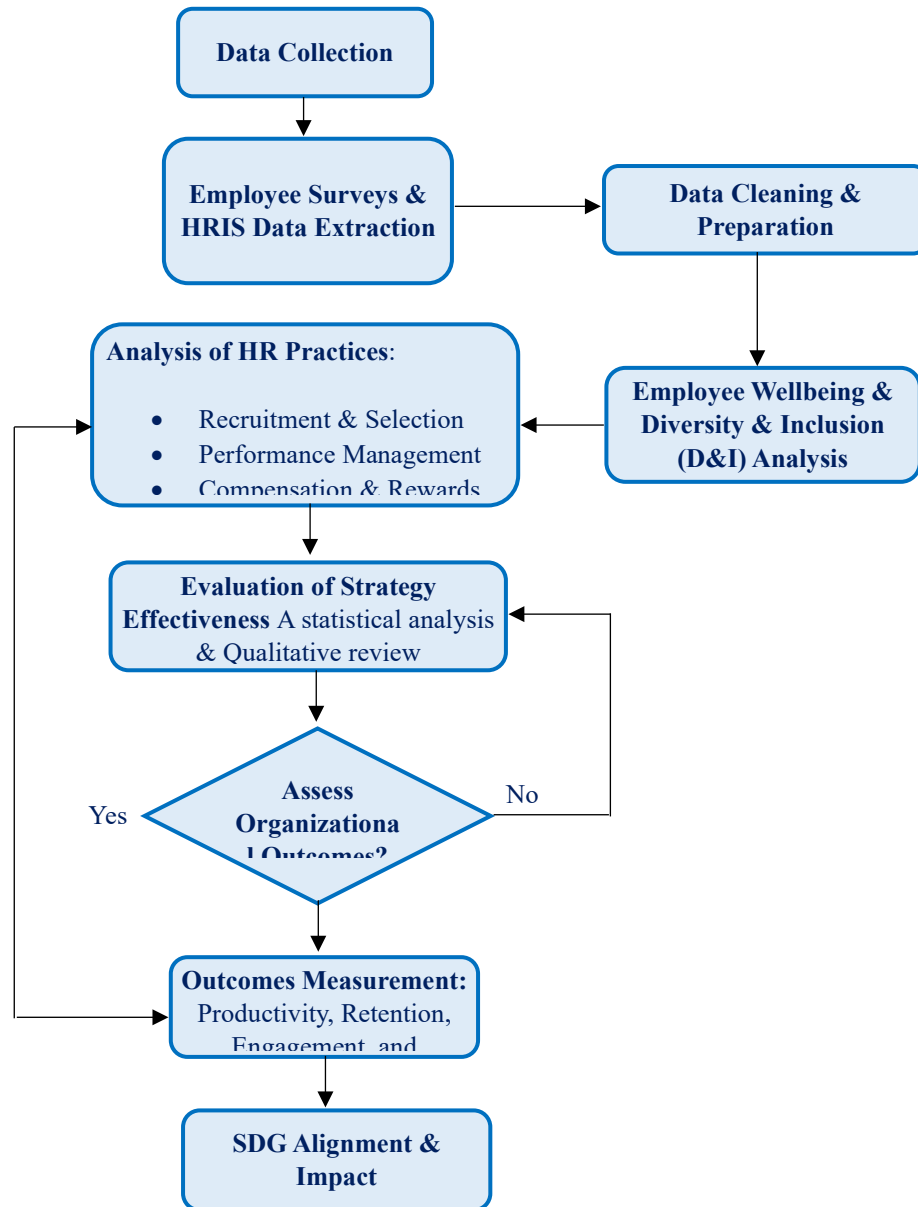
Figure 2: Process Flow for Assessing Sustainable Talent Management

Figure 2 demonstrates the combined process of assessing sustainable talent management practices. This process is defined based on employee surveys and HRIS data that are followed by data cleaning and preparation. This series then covers the in-depth analysis of various HR functions which involve recruitment, performance appraisal and compensation. These functions are discussed along with an assessment consisting of quantitative and qualitative indicators. The downstream organizational outcomes entail the measures of productivity, retention, engagement, and innovation. This would end up harmonizing these results with the Sustainable Development Goals (SDGs) so that the activities of the organization are not out of date with the current issues of the world.

Mathematical Model

Employee Engagement (EE)

$$EE = \frac{\text{Positive Responses to Engagement Survey}}{\text{Total Survey Responses}} \quad (1)$$

Based on equation (1) the ratio of affirmative responses to the total responses within an employee engagement survey gives rise to the equation. A bigger ratio indicates that there is increased interest among the employees in their organization implying increased satisfaction and commitment towards the organizational goals and values. This is a core measure in determining the effectiveness of the HR practices especially those geared towards the wellness and growth of the employee.

Employee Retention Rate (ERR)

$$ERR = \frac{\text{Number of Employees Retained}}{\text{Total Number of Employees at Start of Year}} \times 100 \quad (2)$$

Equation (2), describes how to calculate the Employee Retention Rate (ERR). This measure calculates the percentage of the employees that remain in the company over a specified period of time, which is usually one year. Employee retention is computed as a percentage of the total number of employees at the start of the year; the retention number is multiplied by 100. This is an indication of the level of effectiveness of the talent management systems in the retention of employees in the organization. High retention rates are linked to good human resource management practices that include career development opportunities, job satisfaction as well as a balance between work life and personal life.

Impact on Global Development Goals (GDI)

$$GDI = \frac{\text{Alignment Score with SDGs}}{\text{Total Number of SDGs}} \times 100 \quad (3)$$

Impact on Global Development Goals (GDI) is calculated based on equation (3). It compares the organization's HR practices to the UN Sustainable Development Goals (SDGs). The organization's HR strategies contribute to which goals (SDG 8 - decent work and economic growth, SDG 5 - gender equality) and to what extent are reflected in the Alignment Score with the SDGs. The organization's score in the denominator represents the total number of SDGs. The resulting percentage is the organization's commitment, expressed through its HR practices, to global development and sustainability.

Result And Discussion

Software & Tool Analysis

The research made use of numerous software applications and platforms to measure the efficiency of sustainable talent management and human-centered HR practices. This decision was explained by the practical abilities of Workday, SAP SuccessFactors and ADP Workforce Now to evaluate the satisfaction of employees, the efficiency of HR practices, engagement, and performance indicators. The data on employee wellbeing and engagement offered by workday and SAP SuccessFactors were in real-time, and the payroll and benefits data offered by ADP Workforce Now were found to be very useful in examining the turnover and satisfaction rates of employees. The systems deployed allowed full sets of data that allowed profound evaluative analysis of the effects of flexible working, recognition and reward, and diversity and inclusion on the employee outcomes.

R Studio and Python (with Pandas and Matplotlib) were used in processing and analysis of survey data along with conducting statistical assessments to determine the effectiveness of human-centric HR practices. These tools helped visualize data, find patterns, and correlate HR practices with employee performance metrics. The factor analysis and regression were used to analyze the effect of HR practices on the success of the organization. All the tools provided a holistic way of examining how sustainable HR practices affect employee wellbeing and performance in an organization.

Dataset Details

The sample of this research included 1,000 workers of human-centric HR companies in Technology, Healthcare, Education, and Finance. The data was received both quantitatively and qualitatively. In the case of quantitative data, there were responses to the following issues: employee engagement, job satisfaction, employee retention, and perception of HR work practices, i.e., employee engagement with the work-life balance, opportunities to progress in

the career, inclusiveness, and diversity and inclusion. The qualitative data included open-ended questions where the employees narrated about their experiences with organizations and made further recommendations on HR practices. The data set helped to make far-reaching evaluations of the influence of HR practices on the wellbeing of the employees, their concentration, and retention and the efficiency of the HR practices in various organizations. The qualitative and quantitative data were combined to give a more detailed analysis of the sentiment of the employees with regard to the HR practices in place. This holistic nature of the research enriched the research and gave valuable insights.

Data metrics

This section will discuss the important Human Resource (HR) indicators that are applied to evaluate the effectiveness and importance of HR activities in the organization. The indicators include employee engagement, employee retention, and employee wellbeing, and how well the HR activities are consistent with the overall global development objectives. The following table compares the set targets on the indicators above to the obtained results, depicting and validating the performance of the organization and highlighting the aspects that it should improve. These indicators can give useful insights into the role of HR approaches in making the workforce of the organization relatively successful and sustainable and suggest areas of optimization.

Table 1: Comparative Analysis of Target and Observed Values for Key HR Metrics

HR Metric	Target Value	Observed Value
Employee Engagement (EE)	80%	85%
Employee Retention Rate (ERR)	90%	88%
Impact on Global Development Goals (GDI)	80%	75%
HR Practice Effectiveness Score (HPES)	85%	83%
Impact on Wellbeing (IWB)	15%	18%

Table 1 provides a detailed assessment of targeted versus actual performance figures in key HR metrics, highlighting the successes and shortcomings in the department's HR practices. The target of Employee Engagement (EE) was 80% and 85% was achieved, which is an indication of success in motivating and satisfying employees. The Employee Retention Rate (ERR) was set at 90% target, and was at 88, which means that the anticipated retention was mildly reduced. The target was 80 in Impact on Global Development Goals (GDI), which was achieved only at 75 percent, which means that HR can align to more of the Global Development Goals and increase the value of the HR to global social value.

The HR Practice Effectiveness Score (HPES) target was 85 percent and the actual score was 83 percent indicating a little difference between the expected and actual HR Practice effectiveness. The most notable HR achievement in employee wellbeing initiatives was under the Impact on Wellbeing (IWB) metric that recorded 18% and a target of 15%, indicative of the HR initiatives positive influence on employee wellbeing. This comparative analysis enables the assessment of the efforts employed in Human Resource modules and the determination of the alignment of such efforts with the organizational objectives and the requirements of the employees for enhancements.

Employee Engagement (EE) Index

$$EE \text{ Index} = \frac{\text{Observed EE Value}}{\text{Target EE Value}} \times 100 \quad (4)$$

This equation (4) evaluates the Employee Engagement Index. This index compares the observed employee engagement level to the target engagement level. A value above 100% means the actual employee engagement surpasses the target.

Employee Retention Rate (ERR)

$$ERR = \frac{\text{Number of Employees Retained}}{\text{Total Employees at Start of Period}} \times 100 \quad (5)$$

The percentage of employees retained over a given period is calculated in equation (5). A high retention rate is indicative of effective retention strategies whereas a lower value suggests there are potential improvements that could be made.

Impact on Global Development Goals (GDI) Index

$$GDI = \frac{\text{Observed GDI Value}}{\text{Target GDI Value}} \times 100 \quad (6)$$

This is equation (6) accounts for the percentage of globally development goals achieved. It analyzes the observed GDI in relation to the target value to evaluate the extent to which the organizational goals are aligned with global sustainability goals.

HR Practice Effectiveness Score (HPES)

$$HPES = \frac{\text{Observed HPES Value}}{\text{Target HPES Value}} \times 100 \quad (7)$$

Equations (7) assesses efficiency of HR practices by analyzing the actual HPES value in relation to the target. Any value above 100% indicates that the performance of the HR practices is exceeding expectation.

Impact on Wellbeing (IWB) Index

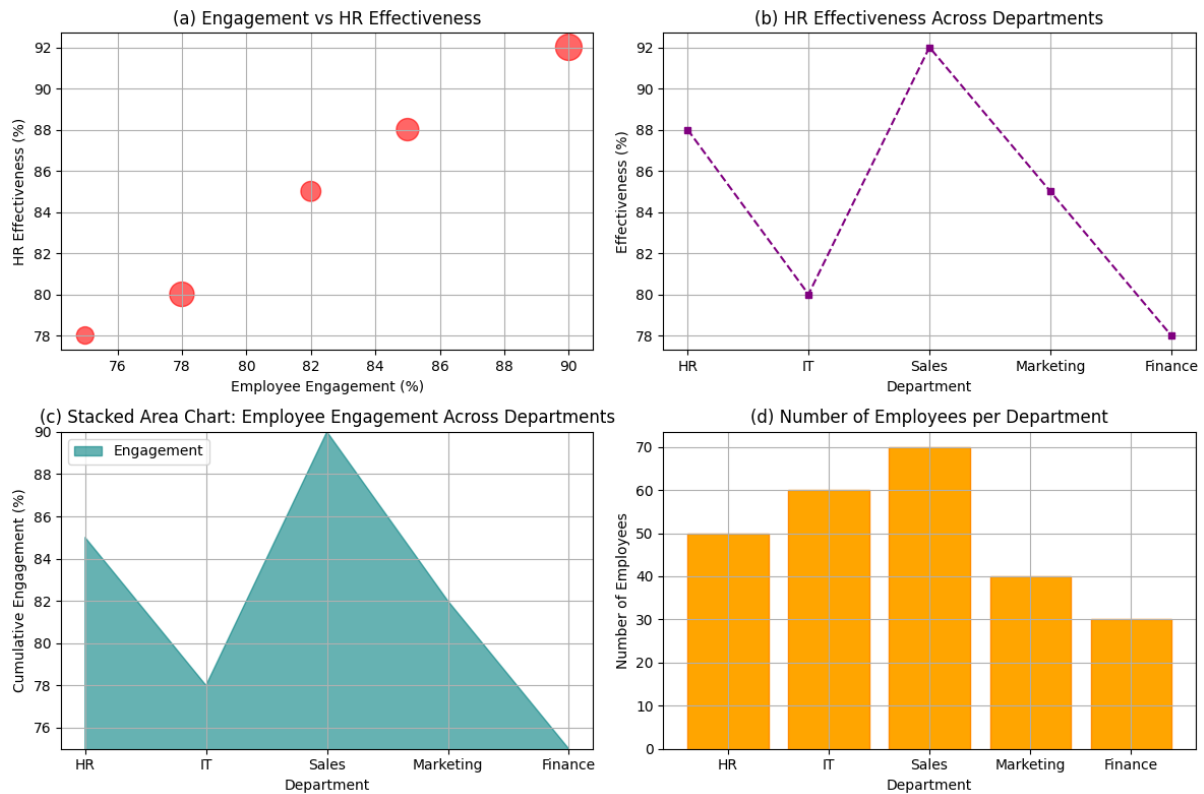
$$IWB = \frac{\text{Observed IWB Value}}{\text{Target IWB Value}} \times 100 \quad (8)$$

The equation in (8) assesses the actual employee wellbeing compared to the predetermined target. Values in excess of one indicates employee wellbeing is in a better position than was anticipated. Values less than one signifies employee wellbeing has room for enhancement.

These indices along with their respective formulations create a pathway for evaluating a variety of different organizational parameters. The Employee Engagement Index (EEI) evaluates employee engagement levels which is critical for analyzing productivity and satisfaction levels. The Employee Retention Rate (ERR) assesses the long-term sustainability of the workforce and also points to areas in the employee retention continuum that requires improvement. The Global Development Goals Impact (GDI) and HR Practice Effectiveness Score (HPES) assess the organization's strategic human resources development goals and assesses the human resources strategy effectiveness. The Wellbeing Index (IWB) completes the set of instruments by quantifying and highlighting the importance of wellbeing in the workforce. Together all of these instruments provide an understanding of the growth of the organization, the performance of the employees, and the state of the work environment.

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Figure 3: Employee Engagement and HR Effectiveness Analysis Across Departments



The engagement of employees as well as the efficacy of Human Resources in each organizational function are illustrated in the noted Figure 3. In the Figure 3(a), titled "Engagement vs HR Effectiveness," a relationship is formed based on the positivity of employee engagement and the HR effectiveness correlated by the different bubble sizes which indicates the number of employees per department. In the Figure 3(b), "HR Effectiveness Across Departments," the HR effectiveness scores are illustrated by different departments and depicts the value of HR per different departments. The figure 3(c), which is a stacked area chart, is directed towards employee engagement in various departments in the organization. It mapped the HR department with the highest engagement to depict the fluctuating levels of engagement toward organizational functions. The "Number of Employees per Department" figure 3(d) in visualizing the comparison of employee distribution across departments where the Sales department is the largest. This text helps in understanding and describing the comparison of employee engagement functionalities and HR effectiveness.

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Figure 4: Performance Comparison of Proposed Method vs. Existing Methods in Various Optimization Categories

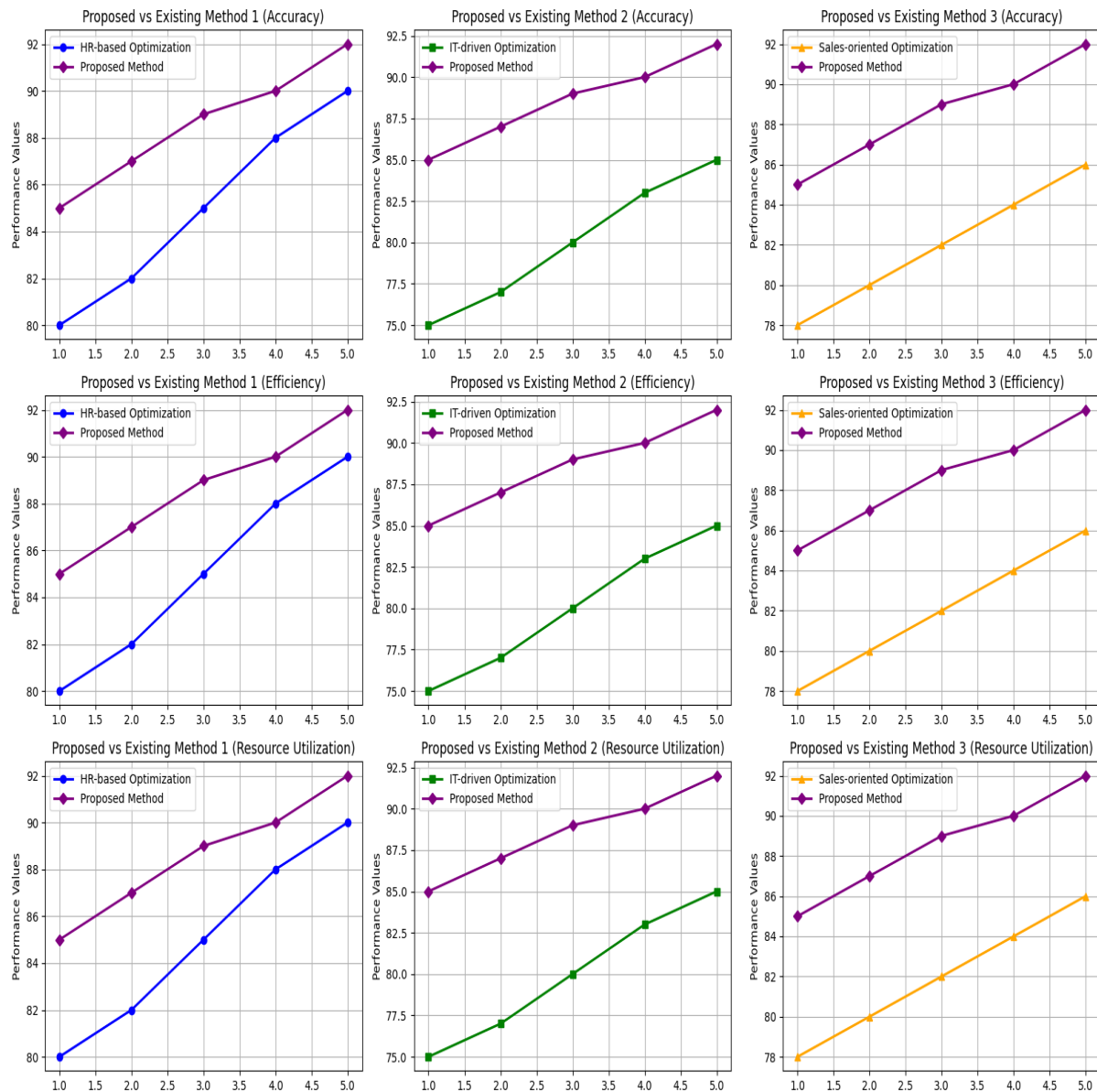


Figure 4 offers a detailed comparative analysis of the proposed optimization method against three other methods: HR-based Optimization, IT-driven Optimization, and Sales-oriented Optimization, focused on four selected performance indicators, namely, Accuracy, Efficiency, and Resource Utilization, which are depicted in the three vertical columns of the figure. There are three rows of graphs, each illustrating one of the metrics. In the Accuracy comparisons on the top row, the proposed method demonstrates a significant and progressive performance improvement while consistently exceeding the performance of the other methods across all the parameters slated between 1 and 5.

Relative to the Efficiency metrics on the middle row, the proposed method captures significantly greater performance, particularly when compared to HR-based Optimization and IT-driven Optimization, where the proposed method's performance values are greater through the entire range. On the Resource Utilization comparisons on the bottom row, the proposed method's capacity to optimize the performance while reducing the resource expenditure is particularly notable in the Sales-oriented Optimization, while in all other parameters, the proposed method captures the highest performance. The graphs employ unique markers and color combinations to distinguish the proposed method and other approaches; the x-axis is assigned the varying parameters while the y-axis is assigned the performance values.

In all, the proposed method is more accurate, more efficient, and more resource efficient, indicating that the proposed method is a more robust optimization method, and more resource efficient, based on the other methods.

Conclusion

This study highlights the importance of sustainable talent management and people-focused human resource management as the key to global development objectives and the improvement of workforce wellbeing. Organizations can become much more satisfied, engaged, and productive by implementing people-oriented HR models that focus on employee wellbeing. This would focus on the traditional profit-driven models but with an additional dimension of a holistic development of employees, which in the end would lead to economic development and the realization of the United Nations SDGs, including gender equality, reduced inequalities, and sustainable economic development. HR policies that are truly human-centric provide a good organizational culture and promote innovation and long-term profitability. When sustained, these models help in sustaining the wellbeing of employees in the long-term and in ensuring a sustainable working environment. With the business environment being ever-changing, people-centered HR strategies and those that are aligned with global development objectives are becoming more and more important. In future studies, it is important that people-oriented models in this paper be streamlined to form resilient and socially responsible organizations in various sectors. The qualitative and quantitative data combination in this study have proved to give information of immense value regarding the effectiveness of these models. Internal biases were kept to a minimum through the use of a varied sample and vigorous thematic analysis of qualitative data. With a combination of both research approaches, the study provides a solid background on sustainable talent management practices and their influence on employee outcome and organizational performance, which can serve as a powerful basis of further HR practice in facilitating wellbeing and accomplishing global development goals.

Ethical Considerations

The research was done in accordance with the ethical principles of research involving human subjects. The Sri Ramakrishna College of Arts and Science Institutional Review Board (IRB) was used to obtain ethical approval. All subjects were informed on the purpose of the study, the nature of their involvement and their rights as participants before they were allowed to participate. All participants signed informed consent, thus making sure that they participated in the study on a voluntary basis. They were informed that they had the right to leave the study whenever they wanted without reprisals. The secrecy of the responses of the participants was kept during the study. All data gathered were anonymized and kept in a secure place so that no personally identifiable information was associated.

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