

Technology Driven Talent Management Improving Strategic Marketing Performance Through Organizational Sustainability in IT Organizations

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Abstract

Technology-enabled talent management has been found as a good strategy to enhance the skills of employees in the IT sector. Though the concept has been gaining importance in recent times, not much empirical evidence exists about how it impacts the strategic marketing performance and how organizational sustainability affects this relationship. This paper examines the direct and indirect impact of technology-enabled talent management, organizational sustainability, and strategic marketing performance on each other. A quantitative methodology was adopted for the current study. Data were gathered from 234 individuals employed in IT firms. First, the measurement model was analyzed for reliability and validity. From the results, it is evident that there is a positive and statistically significant effect of technology enabled talent management on strategic marketing performance ($\beta = 0.298$, $t = 4.609$, $p < 0.001$) as well as organizational sustainability ($\beta = 0.460$, $t = 9.382$, $p < 0.001$). Moreover, organizational sustainability positively influences strategic marketing performance ($\beta = 0.381$, $t = 6.005$, $p < 0.001$). The mediation test shows that organizational sustainability partly mediates the impact of technology-enabled talent management on strategic marketing performance ($\beta = 0.175$, $t = 5.000$, $p < 0.001$). The implications of the findings are that organizations can perform well in their marketing endeavors either through technology enabled talent management or through organizational sustainability. The contribution of the study includes providing insights into the RBV and Dynamic Capabilities Theory, where organizations are advised to integrate digital talent management with sustainability of their operations. The results also give some suggestions for managers as well as future studies in the field.

Keywords: Technology-Driven Talent Management, Organizational Sustainability, Strategic Marketing Performance, Information Technology Industry, Dynamic Capabilities, Resource-Based View, PLS-SEM.

Introduction

The rapid digitization of businesses has brought about a great revolution in the way human resources are managed, particularly in the IT firms. Sophisticated technology, which includes artificial intelligence, workforce analytics, cloud HR management system and digital learning, has been extensively used in managing talent as a way of improving recruitment, employee training, performance management and employee retention (Benitez-Amado et al., 2015). Talent management that utilizes technology helps make well-informed decisions, agility of the workforce, and development of skilled workers who can be able to fit into the ever-changing environment. IT firms operate in highly competitive and innovative environment; therefore, talent management that uses technology is a very crucial strategy for these firms (Saad et al., 2026; Henseler et al., 2016).

On the other hand, organizations are increasingly being faced with the need to engage in sustainable business practices due to pressures from consumers, investors, regulatory agencies, and other stakeholders (Kramar, 2014). The idea of organizational sustainability has progressed beyond the realm of environmental sustainability into areas such as economic sustainability, the well-being of employees, good governance, and value creation (Kumari et al., 2025). As far as the IT industry is concerned, those organizations that practice sustainability would be in a better position to hire and retain talented individuals, build stakeholder trust, enhance their reputation, and win loyal customers (Morgan et al., 2018). Consequently, the amalgamation of talent management and sustainable practices is vital to the efficient operation of organizations.

The term strategic marketing performance refers to the ability of an organization to achieve favorable market performance outcomes through customer satisfaction, competitive advantage, branding, and continuous business growth. Strategic marketing performance in knowledge-based industries like information technology depends on the organizational competence related to the areas of expertise, innovativeness, and responsiveness. Competent and digitally equipped employees allow organizations to innovate product and service offerings; react quickly to changing customers' demands; and maintain their competitive advantage over time. Even though many studies have explored the topics related to the concept of digital talent management, organizational sustainability, and marketing performance separately, very little research has been done concerning the connections between these aspects in a holistic conceptual framework, particularly within the context of the IT industry. Much of the existing literature touches upon the individual issues related to HRM or sustainability, but there is limited literature on how talent management driven by technology enhances marketing performance strategically.

In order to close the research gap highlighted above, the study proposes to construct and test an empirical model that is based on two theories: the Resource-Based View (RBV) and Dynamic Capabilities Theory. According to RBV theory, valuable organizational resources, such as human capital, can be used as the base to ensure competitive advantage. Additionally, Dynamic Capabilities Theory highlights the ability of the organization to change and reconfigure its resources as a means to react to changing business environment. Based on these two theories, this study postulates that technology-enabled talent management could be considered as a strategic organizational capability.

The importance of this research work is that it considers the broad view of technology-enabled talent management from a point of view that goes beyond the traditional use in human resource management and looks at the strategic role played by such a talent management in the performance of marketing. This research work is an empirical proof of the role played by the sustainability of the organization as a mediating factor for the positive effect of technology-enabled talent management on strategic marketing performance in the IT industry. By using Resource Based View and Dynamic Capability Theory, this research work enhances theoretical knowledge about how digital talent management can lead to sustainable competitive advantage.

Key Contributions

There are four major contributions that this study adds to the existing literature on this issue. The first contribution is that it presents a new theoretical framework integrating technology-enabled talent management, organizational sustainability and strategic marketing performance within the context of the IT industry. Secondly, the theoretical framework is empirically tested and validated, proving not only direct but also indirect relationships between constructs with organizational sustainability acting as an intermediary between technology-enabled talent management and strategic marketing performance. Thirdly, the research adds value to the theoretical literature on the subject by integrating the RBV and Dynamic Capabilities theory with technology-enabled talent management being recognized as a strategic capability rather than a simple human resource practice.

The rest of the paper is structured as follows. Section II provides an overview of the literature review and the formulation of research hypotheses. Section III offers a description of the proposed conceptual framework and

research methodology, such as sample selection, questionnaire design, measurement scales, and data analysis methods. Section IV describes the empirical results of the measurement model, structural model, and mediation analysis. Section V describes the main results, implications of the research, limitations, and suggestions for future research. Finally, Section VI provides conclusions to the study.

Literature Review and Hypotheses

The recent evolution of digital transformation has greatly impacted talent management practices, making it possible for organizations to effectively utilize technology in hiring, developing, and retaining employees. With the implementation of digital HRM, decision making in human resources management has become more efficient and precise through integration of technologies based on data in workforce management (Strohmeier, 2020). In addition, smart HRM stresses the importance of using digital technologies and automation in order to engage employees and increase organizational effectiveness (Kambur & Yildirim, 2023). Talent analytics is one of the major technological capabilities that has emerged within such innovations and allows organizations to make data-driven workforce decisions and identify high potential employees (Sivathanu & Pillai, 2020; Strohmeier, 2020; Kontoghiorghes, 2016).

Talent management in sustainability is becoming an increasingly significant notion in terms of the relationship between workforce activities and sustainability objectives (Van De Voorde et al., 2012). There have been some studies suggesting that talent management activities play a positive role in achieving sustainability objectives for organizations through improved skills and motivation of employees and organizational resilience (Al Aina & Atan, 2020). Sustainable HRM puts great importance on the need to integrate social, environmental, and economic aspects of workforce activities to achieve sustainability objectives (Chams & García-Blandón, 2019; Mujtaba & Mubarik, 2022).

Talent management has widened because of the integration of artificial intelligence and technological developments (Thakurta, 2026; Mansur, 2024). It is clear from recent research that talent management through artificial intelligence enhances strategic workforce planning, employee development, and decision making sustainably in technology-enabled organizations (Arias Montoya et al., 2026). The changes in HRM facilitated by technology have influenced not only the organizational structure but also made it flexible and innovative (Khatoon et al., 2025). Moreover, the technological HRM helps the organization to cope with any problem related to talent management and retain employees (Salvadorinho et al., 2024).

In addition to this, the relationship between talent management and organizational performance can be examined from strategic and marketing perspectives as well. Talent management has been seen to enhance organizational capabilities, which assist in gaining competitive advantage and lead to improved market outcomes (Morgan et al., 2018). Marketing capabilities and resource orchestration have highlighted the significance of internal resources in improving organizational performance (Duah et al., 2024). Nonetheless, the majority of studies undertaken on this topic have focused on either HR outcomes or organizational performance separately.

The gap is resolved in this study through the introduction of a conceptual framework that seeks to explore the direct effect of technology-enabled talent management on strategic marketing performance as well as the mediating effect of organizational sustainability. Based on the literature review, technology-enabled talent management is conceptualized as a strategic organizational capability in the IT industry that creates sustainable competitive advantage. The integration of talent management, sustainability, and marketing performance in one conceptual framework allows for a more holistic examination of digital talent management and its impact on organizational performance.

Theoretical Justification of the Conceptual Model

This research's conceptual framework relies on two theories: Resource-Based View (RBV) and the Dynamic Capabilities approach. Such an approach provides the necessary theoretical basis for the research of the influence of technology-based talent management on the performance of strategic marketing through organizational sustainability. The main postulates of the Resource-Based Approach imply that organizations gain sustainable competitive advantages through proper usage of valuable, unique, rare, and inimitable resources. For industries with high dependence on knowledge such as information technology industry, human capital becomes one of the most important resources. Using digital technologies in talent management including artificial intelligence, workforce analytics, digital recruiting systems and learning management systems increases the importance of human capital development and use.

Further development of the theory of Dynamic Capabilities makes an additional focus on the capability of the organization to coordinate, develop, and recombine its own resources under the rapidly changing business environment conditions. As for the IT sector, changes in technology, in the expectations of the customers, and in sustainability issues make continuous adaptations necessary. The talent management technology enables organizations to form their human resources capable of adaptation to changes through continuous learning, exchanging information, digital communication, and decision-making based on the analysis of the information.

According to the proposed framework, the use of technology in talent management can have a positive effect on organizational sustainability. The use of technologies in talent management enables organizations to create sustainable operations within the organization because of the use of workforce development, ethical governance, wellness of employees, optimal use of resources, and skill improvement. All these activities promote responsible behavior within the organization and help it achieve its environmental, social, and economic sustainability goals.

In addition to that, organizational sustainability is expected to bring positive impact on strategic marketing performance. It is important to understand that sustainable organizations have higher capacity to build customer trust, company reputation, relations with stakeholders, and differentiation in the competitive environment. All these aspects help in building better marketing performance as they create loyalty and company image among customers.

From this discussion, organizational sustainability is supposed to be the mediator between the technology-based talent management approaches and the strategic marketing performance. The first thing here is the fact that it is the technology-based talent management approaches that enhance the organizational capabilities in terms of sustainability, and then there is a better marketing performance because of that. At the same time, there is also a direct relationship between the technology-based talent management approaches and the marketing performance due to the enhanced competence and innovation capability.

Hypotheses Development

Technology-driven talent management has a positive impact on employee capability, alignment, and response, which positively impact the achievement of enhanced strategic marketing performance.

H1: Technology-Driven Talent Management positively influences Strategic Marketing Performance.

Moreover, technology-driven talent management positively impacts organizational sustainability through the implementation of sustainability competencies in the workforce planning and recruitment processes.

H2: Technology-Driven Talent Management positively influences Organizational Sustainability.

Additionally, organizational sustainability positively impacts the achievement of enhanced strategic marketing performance through the enhancement of customer trust and loyalty.

H3: Organizational Sustainability positively influences Strategic Marketing Performance.

Finally, the positive impact of technology-driven talent management on organizational sustainability implies a mediating effect on the relationship between the two concepts and the dependent variable, which is the achievement of enhanced strategic marketing performance.

H4: Organizational Sustainability mediates the relationship between Technology-Driven Talent Management and Strategic Marketing Performance.

The relationship between research variables has been demonstrated through fig. 1. The impact of TTM will be directly influenced by Strategic Marketing Performance (H1) and Organizational Sustainability (H2). Further, Organizational Sustainability is expected to positively influence Strategic Marketing Performance (H3). Further, Organizational Sustainability is the mediator (H4), and hence it enables the indirect impact of TTM on Strategic Marketing Performance. The framework has been developed using the resource-based view and dynamic capabilities theory that describe the impact of TTM on competitive advantage through direct and indirect impact.

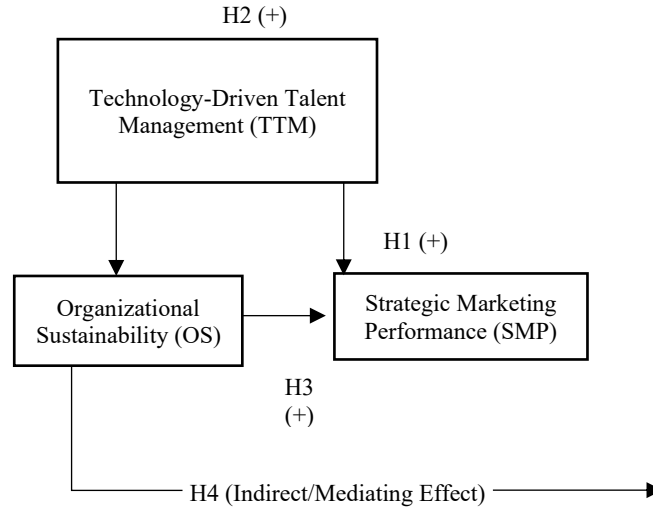


Fig. 1: Proposed Conceptual Framework for Technology-Driven Talent Management, Organizational Sustainability, and Strategic Marketing Performance

Material and Methods

In this research, the use of quantitative research methodology is used to investigate the relationship among technology-enabled talent management, organizational sustainability, and marketing performance. The choice of the quantitative research method was based on the fact that the relationship among the theories proposed could be objectively tested using statistical analysis. The study's target population includes professionals working in the information technology industry in Bangalore, specifically people working in software development, IT services, IT consulting, telecommunications, and IT-enabled services. The selection of IT industry is based on the reason that it has adopted the use of digital technology to a large extent, besides depending on human capital.

The data collection process employed the use of a structured questionnaire as the method of collecting information from the respondents. The questionnaire was considered the best tool to be used in the research, since the research needed to collect data from three constructs: technology driven talent management, organisational sustainability and marketing performance. The three constructs were assessed using a five-point Likert scale ranging from 1 "strongly disagree" to "5 strongly agree". Four items were used to measure each of the constructs. "Technology driven talent management" was defined by the use of technology-based tools in the HR function while "organisational sustainability" was defined by the stability of the organisation in economic and operations aspect. "Marketing performance" was defined by the performance of customer satisfaction, competitiveness and effectiveness.

Data Analysis Technique

The analyzed data was done using the Partial Least Square Structural Equation Modeling (PLS-SEM) method in the SmartPLS software. This kind of analytical method was chosen since it is appropriate in the evaluation of complex research models having multiple constructs and especially when analyzing a moderate sample size. The analysis involved two consecutive steps. In the first step, the measurement model was analyzed to evaluate the reliability and validity of the constructs through the use of Cronbach's Alpha, Composite Reliability (CR), factor loadings, and Average Variance Extracted (AVE). Discriminant validity was also evaluated through Fornell-Larcker criterion and the Heterotrait-Monotrait (HTMT) ratio. In the second step, the structural model was analyzed to test the hypothesized relationship among the variables in the study.

Measurement Scale Development and Validation

The scales of measurement for technology-mediated talent management, organizational sustainability, and strategic marketing performance were based on existing studies on digital human resource management, sustainable management, and marketing performance. To establish content validity, the questionnaire was submitted to human resource management, strategic management, and marketing experts who made some modifications to increase the relevance of the questionnaire to the IT industry. After that, a pilot test was done to validate the instrument's clarity and appropriateness.

To test reliability and validity of the constructs, SmartPLS was used. To measure internal consistency, Cronbach's Alpha and Composite Reliability (CR) were used, while average variance extracted (AVE) was used to assess convergent validity. Fornell–Larcker criterion and heterotrait–monotrait (HTMT) ratio was used to assess discriminant validity. All measurement items met the recommended thresholds of these measures.

Results

The research received 234 responses from IT professionals, categorized into five sub-sectors. The respondents were mainly male, comprising 58.8%, followed by female respondents, accounting for 37.8%. The remaining 3.4% chose not to reveal their gender. The age group with the largest number was 35-44 years, comprising 36.5%. The next largest group was 25-34 years, making up 29.6%, followed by 45-54 years, which comprised 25.8%. In terms of their role, the largest group was middle management, comprising 37.3%. The next largest group was senior management, making up 28.8%. The other groups, comprising executive/C-suite and team leads, comprised 18.9% and 15%, respectively. Most respondents had considerable experience, with 40.8% having 8-12 years of experience and 32.6% having more than 12 years of experience. In terms of sectors, software development comprised 28.3% of the total respondents, followed. Table 1 shows the demographic profile of respondents.

Table 1: Demographic Profile of Respondents (N = 234)

Variable	Category	Frequency (n)	Percentage (%)
Gender	Male	138	58.8
	Female	88	37.8
	Prefer not to disclose	8	3.4
Age (Years)	25–34	69	29.6
	35–44	85	36.5
	45–54	60	25.8
	55 and above	20	8.1*
Designation	Team Lead	35	15.0
	Middle Management	87	37.3
	Senior Management	67	28.8
	Executive/C-Suite	45	18.9
Work Experience	1–3 Years	22	9.4*
	4–7 Years	40	17.1*
	8–12 Years	95	40.8
	More than 12 Years	77	32.9*
IT Sector	Software Development	66	28.3
	SaaS	45	19.2*
	IT Consulting	44	18.8*
	Telecommunications	39	16.7*
	IT-enabled Services	40	17.1*

Measurement Model Assessment

The measurement model's reliability and convergent validity were evaluated through standard test evaluation criteria. As illustrated in table 2 below, all indicator loadings were above the required value of 0.70, varying between 0.822 and 0.897, implying that the variables used were good representatives of the constructs they represented. Internal reliability was determined through Cronbach's Alpha (CA) and Composite Reliability (CR), where CA values varied between 0.864 and 0.895 and CR varied between 0.908 and 0.927; both values were above the acceptable value of 0.70. The Average Variance Extracted (AVE) values varied between 0.711 and 0.761, which was higher than the required minimum value of 0.50 for convergent validity.

Table 2: Reliability and Validity

Items	Factor Loadings	CA	CR	AVE
OS1	0.825	0.864	0.908	0.711
OS2	0.871			
OS3	0.854			
OS4	0.822			
SMP1	0.874	0.895	0.927	0.761
SMP2	0.897			
SMP3	0.866			
SMP4	0.852			
TTM1	0.849	0.874	0.913	0.725
TTM2	0.851			
TTM3	0.848			
TTM4	0.859			

Discriminant Validity

For the discriminant validity to be fulfilled, the variance should have been less than the values of AVE for the constructs. From table 3a, it can be clearly seen that all the values for the variance are less than the values of the constructs. Another test of Heterotrait-Monotrait (HTMT) was conducted by using the HTMT method (Table 3b) where the ratio of the constructs should have been less than 0.90.

Table 3a: Fornell-Larcker Discriminant Validity

	OS	SMP	TTM
OS	0.843		
SMP	0.518	0.873	
TTM	0.460	0.473	0.852

Table 3b: HTMT Discriminant Validity

	OS	SMP	TTM
OS			
SMP	0.586		
TTM	0.528	0.533	

Structural Model

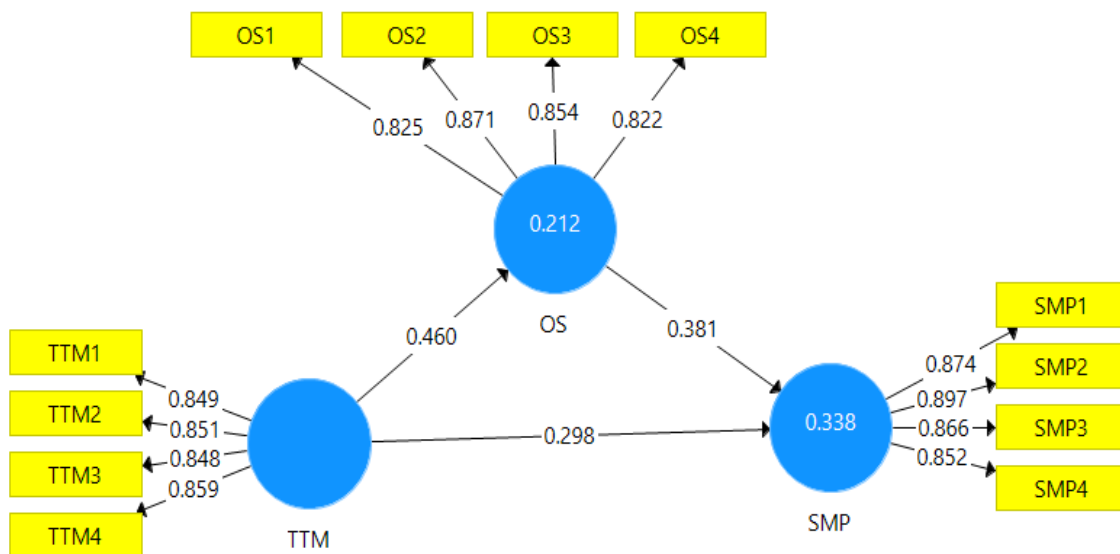


Fig. 2: Measurement Model (PLS Diagram)

The structural model was analyzed further for the purpose of identifying the relationship between the constructs. In order to determine the relationship between the variables, the path coefficients were analyzed. Moreover, in order to assess the model fitness, the "Standardized Root Mean Square Residual (SRMR)" and the "Normed Fit Index (NFI)" were considered. The SRMR value in the present study is 0.051. It is lower than the recommended value of 0.08. It reveals that the model has good fitness. Further, the value of NFI is 0.901. It implies that the model has good fit.

Level of association between the constructs depends on the path coefficient. From the analysis carried out in this research, it is evident that technology-based talent management has a high positive association with organizational sustainability ($\beta = 0.460$). In addition, it is obvious from this study that technology-based talent management has moderate positive association with marketing performance ($\beta = 0.298$). Moreover, it is also apparent that organizational sustainability has a high positive association with marketing performance ($\beta = 0.381$) (Fig. 2).

Mediation Analysis

To measure the strength of relationship between the variables included in the structural model, path coefficients were used. According to the analysis of the results (Table 4), it can be seen that there is a strong positive influence of technology-enabled talent management on organizational sustainability ($\beta = 0.460$). Moreover, there is a significant positive impact on the performance of strategic marketing ($\beta = 0.298$), but the impact is rather weak. At the same time, there is a strong positive correlation between organizational sustainability and strategic marketing performance ($\beta = 0.381$).

Table 4: Structural Model Results and Hypothesis Testing

Hypothesis	Path	Path coefficient	T Statistics	P Values	Decision
H1	TTM -> SMP	0.298	4.609	0.000	Supported
H2	TTM -> OS	0.460	9.382	0.000	Supported
H3	OS -> SMP	0.381	6.005	0.000	Supported
H4	TTM -> OS -> SMP	0.175	5.000	0.000	Supported

Note: TTM - Technology-Driven Talent Management, OS - Organisational Sustainability

SMP - Strategic Marketing Performance

Discussions and Implications

It can be concluded from this study that all of the four stated hypotheses were supported by the results; this means that Technology-Driven Talent Management (TTM) has a great impact on the increase in the Strategic Marketing Performance (SMP), both direct and indirect, due to the Organizational Sustainability (OS). Out of all the tested variables, it was observed that the greatest impact of TTM was on the variable of Organizational Sustainability (OS), implying the need for technology-driven talent management practices in order to develop organizational sustainability capabilities. In addition to this, the significance of the mediating role of Organizational Sustainability implies that organizational sustainability is an important mediator that helps in the improvement of marketing performance due to digital talent management.

From the perspective of practical application, it would be best for IT organizations to implement artificial intelligence, workforce analytics, digital learning platforms, and recruitment data-driven approaches in their talent management practices, along with making sure that the strategies adopted are oriented towards sustainability goals. This will help in building the capabilities of employees and organizations in general, as well as organizational resilience, trust of customers, and competitiveness in the market.

Despite all these strengths of the current study, there are certain limitations associated with it as well. One of them is that the current study has a cross-sectional design, but not a longitudinal design. The other limitation is that the current study is being done on firms from Bangalore engaged in IT. There is a possibility of common method variance owing to the use of survey methodology based on self-reporting. Future research can focus on longitudinal designs, cross-national samples of firms other than IT, objective measures of organizational performance, and other mediator and moderator variables such as organizational agility, innovation, and leadership style.

Conclusion

The current research was carried out to examine the influence of TTM on SMP and investigate the mediating effect of OS in the IT industry. Based on the Resource-Based View (RBV) and Dynamic Capabilities (DC) Theory, the above-stated hypotheses were tested via PLS-SEM on the basis of data received from 234 IT experts from Bangalore.

All of the hypotheses were supported. TTM had a significant positive influence on strategic marketing performance ($\beta = 0.298$, $t = 4.609$, $p < 0.001$) and even more positive influence on organizational sustainability ($\beta = 0.460$, $t = 9.382$, $p < 0.001$). In addition, OS had a significant influence on strategic marketing performance ($\beta = 0.381$, $t = 6.005$, $p < 0.001$). Furthermore, it was established that TTM positively affected strategic marketing performance indirectly via organizational sustainability ($\beta = 0.175$, $t = 5.000$, $p < 0.001$).

Contributions to the literature are made through the framing of technology-enabled talent management not as a regular human resource function but as a strategic organizational competence. In particular, this research shows that information technology organizations may improve employees' competences, organizational resilience, value of services to customers, and competitiveness through sustainable digital talent management programs. However, despite all the strengths of the present research, there is an extensive list of limitations, among which one can name its cross-sectional research approach, narrow industry focus, and reliance on subjective data collected via surveys. Future research in this area can mitigate these drawbacks by conducting longitudinal and cross-country studies, researching organizations of different industries, including objective organizational performance measures, and identifying other mediating and moderating factors, such as organizational agility, digital transformation, innovation competence, and leaders' style.

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