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The Role of Learning Organization, Digital Literacy, and Talent Management in Achieving Organizational Sustainability: A Systematic Literature Review

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Abstract: Organizational Sustainability has become a critical issue for organizations facing rapid digital transformation, increasingly complex business competition, and evolving human resource competency requirements. Organizations are no longer required solely to achieve economic performance but must also develop adaptive capabilities, innovation capacity, and strategic human resource management practices that support long-term organizational resilience. This study aims to examine the role of Learning Organization, Digital Literacy, and Talent Management in supporting the achievement of Organizational Sustainability based on previous empirical research. This study employs a Systematic Literature Review (SLR) approach by identifying, evaluating, and synthesizing scientific articles published between 2022 and 2025. The literature search was conducted through reputable academic databases, including Scopus, ScienceDirect, SpringerLink, Emerald Insight, Taylor & Francis Online, MDPI, Google Scholar, and Garuda Kemdikbud. From 197 identified articles, 20 studies were selected based on predefined inclusion criteria and analyzed according to variable relevance, research methodology, and empirical findings. The results indicate that Learning Organization enhances organizational adaptability, innovation capability, and continuous learning processes; Digital Literacy facilitates digital transformation, operational efficiency, and effective technology utilization; while Talent Management strengthens organizational capability through competency development, talent retention, and strategic human capital management. This review concludes that Organizational Sustainability can be achieved through the integration of organizational learning capabilities, digital readiness, and strategic talent management practices. Future research is recommended to empirically examine the integrated relationship among these variables, particularly within service industries such as the non-life insurance sector.

Keywords: Organizational Sustainability, Learning Organization, Digital Literacy, Talent Management, Systematic Literature Review.

INTRODUCTION

The increasingly dynamic business environment driven by digital technological advancement, globalization, and growing demands for sustainable business practices has encouraged organizations to undertake strategic adjustments to ensure long-term survival and competitiveness. Contemporary organizations are no longer focused solely on achieving economic performance but are also required to develop adaptive capabilities, innovation capacity, and organizational flexibility in responding to external environmental changes. Organizational Sustainability has emerged as an essential concept that reflects an organization's ability to maintain long-term value creation through effective resource management, internal capability development, and strategic technology utilization. In the digital era, organizations that are capable of developing dynamic capabilities are more likely to adapt to market changes, strengthen resilience, and achieve sustainable competitive advantage. This perspective emphasizes that organizational sustainability is not merely a consequence of financial performance but also the outcome of continuous capability development and strategic adaptation processes (Mollah et al. 2023).

One of the major challenges in achieving Organizational Sustainability is the limited ability of organizations to simultaneously integrate human resources, digital capabilities, and organizational learning mechanisms. Although many organizations have invested significantly in digital technologies, the expected benefits are not always achieved due to insufficient employee digital competencies and inadequate organizational readiness for transformation. Digital transformation is not limited to the adoption of new technologies but requires comprehensive changes involving organizational culture, employee capability development, and appropriate human resource management strategies. An imbalance between technological readiness and human capability may hinder the effectiveness of transformation initiatives and reduce their contribution to organizational sustainability. Therefore, organizations need to develop an integrated approach that aligns technological advancement with human capability development to maximize the strategic value of digital transformation (Meng et al. 2025).

The concept of Learning Organization has become a strategic approach for strengthening organizational adaptability and sustainability. A learning organization represents an organizational condition in which continuous learning, knowledge sharing, innovation development, and individual as well as collective capability enhancement become embedded within organizational practices. Organizations with strong learning capabilities are more capable of responding to environmental uncertainty because they possess internal mechanisms to generate new knowledge, improve operational processes, and continuously adapt to changing circumstances. Furthermore, organizational learning serves as a foundation for innovation development, which subsequently contributes to improved organizational performance and long-term sustainability. This perspective is consistent with organizational learning theory, which emphasizes that organizations can achieve sustainable advantages by continuously acquiring, creating, and applying knowledge to improve their capabilities (Maclean, Appiah, and Addo 2023; Inthavong et al. 2023).

Alongside organizational learning capabilities, the advancement of digital technology has positioned Digital Literacy as a critical determinant of organizational sustainability. Digital Literacy extends beyond the ability to operate technological devices; it encompasses the capability to understand digital information, utilize technology effectively for work processes, and adapt to continuous technological changes. In modern business environments, employee digital competency has become a crucial factor because successful digital transformation largely depends on organizational readiness to accept, implement, and utilize technological solutions. Organizations with higher levels of digital literacy are more capable of improving operational efficiency, developing innovative services, and enhancing data-driven decision-making processes. Thus, digital literacy represents an essential organizational capability that

enables firms to strengthen competitiveness, accelerate transformation, and support sustainable business development (Fu, Zha, and Zhou 2023; Surjadi, Hakki, and Zulkifli 2024).

In addition to learning capability and digital readiness, organizational sustainability is strongly influenced by the ability to strategically manage human resources through Talent Management practices. Talent Management refers to organizational strategies designed to attract, develop, retain, and optimize individuals who possess critical competencies required for organizational success. In rapidly changing business environments, organizations require employees who are capable of adapting, innovating, and contributing to long-term strategic objectives. Effective talent management practices enable organizations to strengthen employee engagement, improve competency development, enhance leadership capability, and prepare human resources for future challenges. Therefore, talent management is not merely an administrative human resource practice but a strategic mechanism for developing sustainable organizational capabilities and maintaining competitive advantage (Attar, Alanazi, and Alhazmi 2025; Priyanto et al. 2025).

Although research on Learning Organization, Digital Literacy, and Talent Management has expanded significantly in recent years, previous studies have predominantly examined these variables independently. Research related to learning organization has mainly focused on organizational performance improvement and innovation development, while studies on digital capability have emphasized technology adoption, digital transformation, and operational effectiveness. Meanwhile, talent management research has primarily concentrated on human resource development and sustainable competitive advantage. Limited studies have integrated these three dimensions as interconnected determinants of Organizational Sustainability, particularly within service-based industries characterized by high uncertainty, risk management requirements, and intensive customer interaction, such as the non-life insurance industry. This research gap indicates the need for a comprehensive framework that explains how organizational learning capability, digital readiness, and strategic talent management collectively contribute to sustainable organizational development (Annisa and Sutjipto 2025).

Based on the identified research problems and gaps, this study aims to analyze and synthesize previous research findings regarding the factors that support the achievement of Organizational Sustainability through a Systematic Literature Review (SLR) approach. This study seeks to answer several fundamental research questions: how Learning Organization contributes to developing organizational adaptability, innovation, and continuous learning capability; how Digital Literacy enhances organizational capability in utilizing digital technologies to respond to changing business environments; and how Talent Management functions as a strategic approach for acquiring, developing, and retaining competent human resources. Furthermore, this study aims to identify the conceptual relationship among Learning Organization, Digital Literacy, and Talent Management in shaping Organizational Sustainability and provide a comprehensive synthesis that can serve as a foundation for future empirical research, particularly in service industries and the non-life insurance sector facing increasing demands for digital transformation and sustainable organizational performance.

METHODS

This study employs a Systematic Literature Review (SLR) approach to identify, evaluate, and synthesize previous research findings related to Organizational Sustainability, Learning Organization, Digital Literacy, and Talent Management. The SLR method was selected because it provides a structured, transparent, and replicable framework for conducting literature analysis through systematic processes of literature identification, selection, quality assessment, and synthesis of relevant studies. Unlike conventional literature reviews, SLR enables researchers to examine research trends, identify relationships among variables, evaluate theoretical developments, and reveal existing research gaps that require further investigation.

The review process was conducted based on predefined inclusion and exclusion criteria to ensure that the selected studies were highly relevant to the research objectives and provided strong empirical foundations for analysis (Page et al. 2021; Snyder 2019).

The literature search strategy was conducted systematically using several reputable academic databases that provide high-quality scholarly publications, including Scopus, ScienceDirect, SpringerLink, Emerald Insight, Taylor & Francis Online, MDPI, Google Scholar, and Garuda Kemdikbud. The search process was performed using a combination of keywords aligned with the research focus, including "Organizational Sustainability," "Sustainable Organizational Performance," "Learning Organization," "Organizational Learning Capability," "Digital Literacy," "Digital Capability," and "Talent Management". In addition, Indonesian keywords such as "Keberlanjutan Organisasi," "Organisasi Pembelajar," "Literasi Digital," and "Manajemen Talenta" were applied to identify relevant national publications. Boolean operators, including AND and OR, were utilized to optimize the search strategy, improve keyword accuracy, and ensure that retrieved articles aligned with the research scope (Donthu et al. 2021).

The article selection process was conducted based on predetermined inclusion and exclusion criteria to ensure the quality, relevance, and reliability of the reviewed literature. The inclusion criteria consisted of peer-reviewed journal articles published between 2022 and 2025, written in English or Indonesian, available in full-text format, and directly related to the main research variables, namely Organizational Sustainability, Learning Organization, Digital Literacy/Digital Capability, and Talent Management. The selected studies included quantitative, qualitative, and mixed-method research approaches. Meanwhile, articles that were unrelated to the research variables, duplicate publications, non-peer-reviewed conference proceedings, and studies lacking clear methodological descriptions were excluded from the review process. The establishment of these selection criteria aimed to ensure that the synthesized findings were based on scientifically rigorous evidence and represented recent developments in the research field (Xiao and Watson 2019).

The article screening procedure followed the PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) framework, which consists of four main stages: identification, screening, eligibility assessment, and final inclusion. During the identification stage, relevant articles were collected from selected databases based on predetermined keywords. Duplicate records were subsequently removed to prevent data redundancy. In the screening stage, titles and abstracts were examined to evaluate the relevance of each article to the research focus. Articles that passed the initial screening were further assessed through full-text evaluation based on variable alignment, methodological appropriateness, and contribution to the discussion of Organizational Sustainability. Finally, the selected articles were analyzed comprehensively to identify key findings, theoretical relationships among variables, emerging research patterns, and potential research gaps for future development (Aromataris and Pearson 2014).

Table 1. Literature Selection Process

Selection stage	Records	Decision rule
Identification	197	Records were identified from Scopus, ScienceDirect, SpringerLink, Emerald Insight, Taylor & Francis Online, MDPI, Google Scholar, and Garuda Kemdikbud using keywords related to organizational sustainability, learning organization, digital literacy, digital capability, and talent management.
Initial screening	150	Duplicate records (n=28), records identified as ineligible by automated screening (n=15), and records removed for other reasons (n=4) were excluded. The remaining articles were screened based

		on title, abstract, publication year, and relevance to the research topic.
Subject screening	62	Records were screened based on research variables, subject relevance, methodological suitability, and availability of full-text articles related to Organizational Sustainability, Learning Organization, Digital Literacy, and Talent Management.
Eligibility assessment	48	Full-text articles were assessed based on conceptual relevance, research methodology, variable alignment, quality of findings, and contribution to answering the research questions.
Excluded after eligibility assessment	28	Articles were excluded because they did not focus on the main research variables (n=12), had irrelevant research outcomes (n=9), or used inadequate research methodologies (n=7).
Included in synthesis	20	Studies were included in the final synthesis because they fulfilled all inclusion criteria and provided relevant findings regarding the relationship between Learning Organization, Digital Literacy, Talent Management, and Organizational Sustainability.

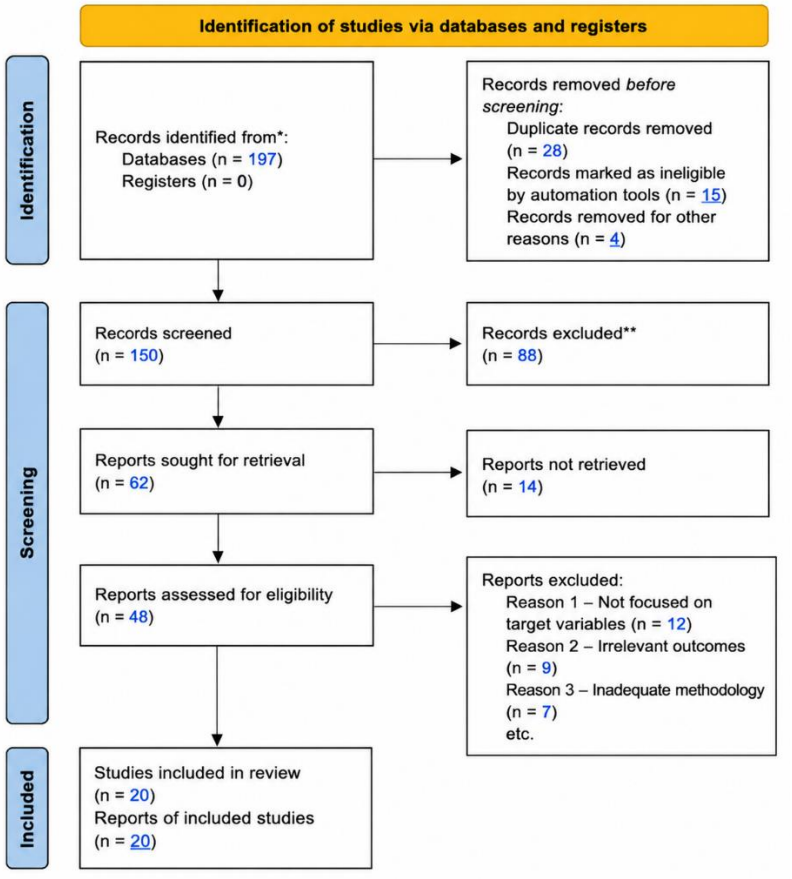


Figure 1. PRISMA Diagram

Table 2. Thematic Synthesis Coding Scheme

Cluster	Description	Coding Categories	Purpose in Analysis
Research Type	Identification of the research methodologies and types of empirical evidence employed in the reviewed articles.	**Quantitative methods** (PLS-SEM, SEM, Regression Analysis, Survey); **Qualitative methods** (Case Study, Conceptual Review); **Mixed Methods** (Combination of	To explain the methodological foundations of previous studies and identify research approach patterns applied in investigating Organizational Sustainability.

Cluster	Description	Coding Categories	Purpose in Analysis
		quantitative and qualitative approaches).	
Research Context	Identification of the organizational contexts, industry sectors, and research environments examined across the selected studies.	**Industry sectors:** Insurance Industry, Financial Services, Banking, Manufacturing, Hospitality, Public Organizations, Service Industry. **Organizational settings:** Private Companies, State-Owned Enterprises, SMEs.	To illustrate the characteristics of research contexts and evaluate the extent to which previous findings can be applied across various sectors, particularly service industries and the non-life insurance sector.
Theoretical Lens	Identification of the primary theoretical perspectives used as conceptual foundations for explaining the relationships among research variables.	**Resource-Based View (RBV); Dynamic Capability Theory; Organizational Learning Theory; Knowledge-Based View (KBV); Technology Acceptance Model (TAM).**	To explain the theoretical foundations regarding how human resources, digital capabilities, and organizational capabilities function as strategic factors in achieving Organizational Sustainability.
Mechanism	Identification of the underlying mechanisms or processes through which independent variables influence Organizational Sustainability.	**Organizational Learning Capability; Digital Transformation; Digital Literacy; Talent Development; Knowledge Sharing; Innovation Capability; Organizational Resilience.**	To explain the mechanisms underlying the relationships among variables, particularly how Learning Organization, Digital Literacy, and Talent Management contribute to enhanced organizational adaptability and sustainability.
Outcome	Identification of the outcomes or impacts reported in previous studies at both individual and organizational levels.	**Organizational Sustainability; Sustainable Organizational Performance; Sustainable Competitive Advantage; Innovation Performance; Organizational Resilience; Business Continuity.**	To connect previous research findings with the objectives of the review by understanding the factors that support organizational sustainability through the integration of human capabilities, technological capabilities, and organizational learning processes.
Key Variables	Identification of the key variables and constructs that represent the primary focus of the reviewed research.	**Independent Variables:** Learning Organization, Digital Literacy, Digital Capability, Talent Management. **Dependent Variable:** Organizational Sustainability / Sustainable Organizational Performance.	To classify reviewed articles based on the alignment of research variables and strengthen the synthesis of relationships among constructs within the proposed conceptual framework.

Based on the results of the thematic synthesis coding, the reviewed articles were categorized into several key themes to obtain a more comprehensive understanding of the factors influencing Organizational Sustainability. The first categorization was conducted based on research type to identify methodological patterns and research approaches applied in previous studies, including quantitative, qualitative, and mixed-method approaches. Furthermore, the research context was analyzed to understand the characteristics of industries, organizational settings, and research environments examined in the literature, allowing the assessment of the applicability of findings to specific sectors, including the non-life insurance industry. Regarding the theoretical lens, previous studies predominantly employed the Resource-Based View (RBV) and Dynamic Capability Theory to explain that internal organizational capabilities, human resources, and technological competencies represent strategic assets in achieving long-term sustainability. The mechanism dimension highlights that the relationship between the investigated variables occurs through several organizational processes, including organizational learning, digital transformation, knowledge sharing,

innovation development, and talent management practices. Meanwhile, the outcome dimension indicates that organizational sustainability is reflected through improved sustainable performance, competitive advantage, innovation capability, organizational resilience, and long-term value creation. The thematic synthesis demonstrates that Organizational Sustainability is not determined by a single organizational factor but emerges from the integration of human capability, technological readiness, and organizational learning processes. This integrated perspective provides a stronger conceptual foundation for understanding how organizations develop adaptive and sustainable capabilities in an increasingly dynamic business environment.

RESULTS AND DISCUSSION

The synthesis of 20 reviewed articles indicates that Learning Organization represents a critical internal capability in fostering Organizational Sustainability. Organizations that cultivate a continuous learning culture are better positioned to enhance adaptive capacity, generate innovation, and develop knowledge as a strategic resource for responding to dynamic business environments. From the perspective of organizational learning theory, organizational sustainability is not solely determined by the availability of resources but also by the organization's ability to continuously acquire, share, and apply new knowledge to improve its capabilities and processes. This perspective highlights that learning capability serves as a foundation for organizational resilience and long-term value creation. This finding is consistent with Mollah et al. (2023), who demonstrated that organizational learning contributes to sustainable organizational performance by strengthening an organization's ability to respond effectively to digital transformation and environmental changes. Furthermore, Maclean et al. (2023) confirmed that organizational learning dimensions enhance competitive strategy and organizational performance through improved adaptive capabilities and knowledge development. Therefore, Learning Organization can be considered a fundamental strategic capability that enables organizations to continuously innovate, remain resilient, and achieve sustainable performance in an increasingly uncertain business environment.

No	Author (Year)	Country	Title	Background	Method	Key Findings
1	(Mollah et al. 2023)	Arab Saudi	Digital Leadership, IT Capability, Organizational Learning, dan Sustainable Organizational Performance	Sustainability (MDPI)	Quantitative; survey; SEM-PLS.	Digital capability and organizational learning positively influence sustainable organizational performance.
2	(Maclean et al. 2023)	Ghana	Organizational Learning, Competitive Strategy, dan Sustainable Firm Performance	Cogent Business & Management	Quantitative; SEM.	Organizational learning enhances competitive strategies and improves overall organizational performance.
3	(Ferdianto and Anindita 2023)	Indonesia	Learning Organization melalui Self-Directed Learning dan Digital Learning Environment	Cogent Business & Management	Study Concept.	Self-directed learning strengthens the learning organization culture in responding to

No	Author (Year)	Country	Title	Background	Method	Key Findings
						organizational changes.
4	(Chan et al. 2024)	China	Organizational Learning, Organizational Innovation, dan Organizational Performance	International Journal of Construction Management	Quantitative; SEM.	Organizational learning improves organizational performance through the development of organizational innovation.
5	(Meher et al. 2025)	India	Learning Culture, Knowledge Management, Organizational Intelligence, dan Performance	Journal of Knowledge Management	Quantitative; SEM; 363 respondent.	Learning culture enhances organizational performance through effective knowledge management practices.
6	(Meng et al. 2025)	China	Digital Transformation dan Sustainable Organizational Performance	International Journal of Logistics Research and Applications	Quantitative; SEM.	Digital transformation improves sustainable organizational performance by strengthening organizational agility and process integration.
7	(Siddique, Mohd Zin, and Ismail 2025)	Saudi Arabia	HRIS Effectiveness, Staff IT Capability, dan Sustainable Digital Transformation	Sustainability (MDPI)	Quantitative; SEM.	Employee IT capabilities and HRIS effectiveness strengthen sustainable digital transformation initiatives.
8	(Attar et al. 2025)	Saudi Arabia	Talent Management Practices dan Sustainable Competitive Advantage	Sustainability (MDPI)	Quantitative; survey.	Talent management practices enhance sustainable competitive advantage through strategic human capital development.
9	(Seraj et al. 2025)	United Arab Emirates	Talent Management, Knowledge Sharing, Employee Voice, dan Organizational Sustainability	Tourism and Hospitality	Quantitative; SEM.	Talent management contributes to organizational sustainability through knowledge sharing mechanisms.
10	(Gul, Karaatmaca, and Raza 2025)	Pakistan	Green HRM, Organizational Resilience,	Sustainability (MDPI)	PLS-SEM.	Organizational learning strengthens the

No	Author (Year)	Country	Title	Background	Method	Key Findings
			Organizational Learning, dan Sustainability			relationship between human resource management practices and sustainability outcomes.
11	(Annisa and Sutjipto 2025)	Indonesia	Technology, Organization, Environment, Digital Transformation, dan Sustainability pada Industri Asuransi	Jurnal Ilmiah Manajemen Kesatuan	Quantitative; SEM-PLS; 227 respondent.	Technology, organizational readiness, and environmental factors support digital transformation, which contributes to sustainable competitive advantage.
12	(Priyanto et al. 2025)	Indonesia	Talent Management, Learning Organization, dan Digital Leadership Competency	Cogent Business & Management	Quantitative; PLS-SEM.	Talent management enhances learning organization capability and strengthens digital leadership competencies.
13	(Marin and Marin 2024)	Romania	Talent Management, Employee Wellbeing, dan Organizational Sustainability	Journal of Organizational Management Studies	Study Concept.	Talent management plays a significant role in developing sustainable organizations through strategic workforce management.
14	(Martínez-Morán et al. 2024)	Spain	Digitalisasi Talent Management dan Efektivitas Pengelolaan SDM	Systems (MDPI)	Quantitative.	Digitalization of talent management improves the effectiveness of human resource management processes.
15	(Fu et al. 2023)	China	Enterprise Digital Capability, Employee Learning, dan Sustainable Performance	Sustainability (MDPI)	Quantitative.	Digital capability enhances sustainable performance through employee learning and capability development.
16	(Inthavong et al. 2023)	Thailand	Organizational Learning, Innovation, dan Sustainable Firm Performance	Heliyon	Quantitative; SEM.	Organizational learning improves sustainable performance through innovation capability.

No	Author (Year)	Country	Title	Background	Method	Key Findings
17	(Surjadi et al. 2024)	Indonesia	Digital Literacy dan Sustainability Business Performance	Dinasti International Journal of Management Science	Quantitative.	Digital literacy strengthens business sustainability by improving technology utilization and organizational adaptability.
18	(Erbey, Gündüz, and Fidan 2025)	Turkey	Digitalization, Radical Innovation, dan Organizational Sustainability	Sustainability (MDPI)	Quantitative.	Digitalization enhances organizational innovation capability and supports long-term sustainability.
19	(Almuqrin et al. 2023)	Saudi Arabia	Information System Success dan Organizational Sustainability	Sustainability (MDPI)	Quantitative.	Information system success contributes to organizational sustainability by improving operational effectiveness and organizational capability.
20	(Gupta and Agarwal 2023)	International	Knowledge Sharing, Learning Organization, dan Organizational Sustainability	International Journal of Information and Communication Technology	Literature review.	Knowledge sharing represents a critical mechanism for strengthening learning organization practices and achieving organizational sustainability.

Table 4. Thematic Analysis Results

Theme	Main Supporting Studies	Synthesis Result	Engagement Optimization
Learning Organization as a Strategic Capability	Mollah et al. (2023); Maclean et al. (2023); Inthavong et al. (2023); Chan et al. (2023)	Learning Organization represents a strategic organizational capability that enables firms to enhance adaptability, innovation, and knowledge creation in response to changing business environments. A continuous learning culture supports sustainable organizational performance by strengthening internal capabilities and fostering organizational innovation.	Organizations should establish a strong learning culture through competency development programs, knowledge-sharing initiatives, continuous learning practices, and innovation-supportive work environments to strengthen long-term organizational sustainability.
Digital Literacy and Organizational Sustainability	Fu et al. (2023); Meng et al. (2023); Surjadi et al. (2025);	Digital Literacy and digital capability serve as critical drivers of organizational transformation. Strong digital capabilities enable	Organizations should enhance employee digital literacy through technology training, digital competency

	Erbey et al. (2025)	organizations to optimize technology utilization, improve operational efficiency, accelerate innovation processes, and enhance their ability to adapt to rapid technological changes.	development, and the integration of digital systems to ensure that technological transformation generates meaningful sustainability outcomes.
Talent Management as Human Capital Strategy	Attar et al. (2025); Marin & Marin (2024); Priyanto et al. (2025); Martínez-Morán et al. (2024)	Talent Management functions as a strategic human resource management approach for developing sustainable organizations. Effective talent development, retention, and optimization practices enable organizations to maintain strategic competencies and strengthen workforce readiness in responding to evolving business challenges.	Organizations should implement an integrated talent management system through strategic talent planning, career development programs, competency enhancement initiatives, and retention strategies for high-potential employees.
Digital Transformation as a Driver of Sustainable Performance	Annisa & Sutjipto (2025); Meng et al. (2023); Alzahrani et al. (2025)	Digital transformation represents a key mechanism that connects technological capabilities with organizational sustainability. The effective utilization of digital technologies enhances business process flexibility, service quality, operational effectiveness, and organizational responsiveness toward external environmental changes.	Organizations should develop digital transformation strategies that extend beyond technological adoption by incorporating human readiness, organizational culture, and internal adaptive capabilities to ensure successful transformation outcomes.
Knowledge Sharing and Organizational Innovation	Knowledge Sharing Study (2023); Chan et al. (2023); Inthavong et al. (2023)	Knowledge sharing serves as an essential mechanism for developing learning organizations and strengthening innovation capability. Organizations that establish effective knowledge-sharing systems are better positioned to generate new ideas, improve problem-solving capabilities, and facilitate continuous organizational improvement.	Organizations should establish effective knowledge management systems through communities of practice, cross-functional collaboration, and digital platforms to accelerate knowledge exchange and support continuous innovation.
Integrated Capability for Organizational Sustainability	Mollah et al. (2023); Priyanto et al. (2025); Annisa & Sutjipto (2025); Khan et al. (2025)	Organizational Sustainability emerges from the integration of organizational learning capability, digital readiness, and strategic human resource management. These three dimensions reinforce one another in developing organizational resilience, innovation capability, and long-term sustainability.	Organizations should develop an integrated management framework that connects human capital development, digital transformation, and learning culture as strategic pillars for achieving organizational sustainability.

Based on the thematic analysis of the 20 reviewed articles, six major themes were identified as key determinants shaping Organizational Sustainability, namely Learning Organization, Digital Literacy, Talent Management, Digital Transformation, Knowledge Sharing, and Integrated Capability. The first theme highlights that Learning Organization serves as a fundamental foundation for developing organizational adaptability and innovation capability. This finding aligns with organizational learning theory, which emphasizes that organizations capable of creating, disseminating, and applying knowledge continuously are

better equipped to respond to environmental changes and maintain long-term competitiveness. The second theme demonstrates that digital capability and Digital Literacy represent strategic factors in achieving sustainability, as technological transformation requires not only advanced infrastructure but also individual and organizational readiness to effectively adopt and utilize digital solutions. Furthermore, Talent Management plays a critical role in ensuring the availability of strategically competent human resources who can support organizational transformation and sustainability initiatives. Overall, the synthesis reveals that Organizational Sustainability is not generated by a single organizational factor but emerges through the integration of human capabilities, technological readiness, and continuous organizational learning processes. This integrated perspective highlights the importance of developing multidimensional organizational capabilities to achieve resilience, innovation, and sustainable performance in an increasingly dynamic business environment.

Digital Literacy and Organizational Sustainability

Digital Literacy has become a critical factor in supporting the achievement of Organizational Sustainability, particularly in response to rapid technological advancement and ongoing digital transformation. Digital Literacy extends beyond an individual's ability to operate technological tools; it also reflects an organization’s capability to integrate digital technologies into business processes, innovation activities, and strategic decision-making. From the perspective of Dynamic Capability Theory, organizations that successfully develop digital capabilities are more capable of sensing, adapting to, and responding effectively to external environmental changes while maintaining sustainable competitive advantages. This perspective is supported by Meng et al. (2023), who found that digital transformation positively influences sustainable organizational performance through enhanced organizational flexibility and process integration. Furthermore, Fu et al. (2023) demonstrated that digital capability contributes to sustainable performance by strengthening employee learning processes and improving organizational adaptability. These findings indicate that technology alone is insufficient to achieve sustainability; rather, technological implementation must be accompanied by strong digital competencies among employees. Therefore, Digital Literacy represents a strategic organizational capability that enables firms to enhance innovation, operational effectiveness, and long-term sustainability.

Talent Management and Organizational Sustainability

Talent Management plays a significant role in strengthening Organizational Sustainability through the strategic development and management of human resources. From the perspective of the Resource-Based View (RBV), employees possessing valuable competencies, knowledge, and adaptive capabilities represent strategic organizational assets that are difficult for competitors to replicate and can therefore become sources of sustainable competitive advantage. Effective talent management practices, including talent acquisition, development, retention, and optimization, enable organizations to maintain a workforce capable of responding to dynamic business challenges.

This argument is consistent with Attar et al. (2025), who found that talent management practices enhance sustainable competitive advantage through competency development and employee retention strategies. Similarly, Priyanto et al. (2025) revealed that talent management positively influences learning organization development and digital leadership capability, indicating that strategic talent management strengthens organizational readiness in the digital era. Therefore, organizational sustainability is not determined solely by technological infrastructure or operational systems but also by the organization’s ability to develop, empower, and retain human capital as the primary driver of organizational transformation and long-term performance.

Integration of Learning Organization, Digital Literacy, and Talent Management toward Organizational Sustainability

The achievement of Organizational Sustainability cannot be realized through a single organizational factor but requires the integration of organizational learning capability, digital readiness, and strategic talent management. These three dimensions represent interconnected capabilities that reinforce one another, where Learning Organization provides the culture and mechanisms for continuous learning and knowledge development, Digital Literacy enables organizations to effectively adopt and utilize technological advancements, while Talent Management ensures the availability of competent human resources capable of implementing organizational change. From the perspective of Dynamic Capability Theory, sustainable organizations are those that can continuously develop, integrate, and renew their resources in response to evolving environmental conditions.

This perspective is supported by Annisa and Sutjipto (2025), whose research in the insurance industry demonstrates that organizational readiness and digital transformation capability are critical factors in enhancing business sustainability. Therefore, an integrated framework connecting Learning Organization, Digital Literacy, and Talent Management provides a relevant approach for explaining how organizations, particularly non-life insurance companies, can build sustainable capabilities while addressing digital transformation challenges and evolving workforce competency requirements. This integration highlights that organizational sustainability emerges from the synergy between knowledge development, technological capability, and strategic human capital management.

Table 5. Results of Theoretical Synthesis

Theory	Total	Percentage
Dynamic Capability Theory	8	40,0%
Resource-Based View (RBV) Theory	7	35,0%
Organizational Learning Theory	6	30,0%
Knowledge-Based View (KBV)	4	20,0%
Technology Acceptance Model (TAM)	3	15,0%
Human Capital Theory	3	15,0%
Strategic Human Resource Management (SHRM)	3	15,0%
Organizational Resilience Theory	2	10,0%

Based on the theoretical synthesis of the 20 reviewed articles, Dynamic Capability Theory emerged as the most dominant theoretical perspective used to explain the relationship between organizational capabilities and Organizational Sustainability, appearing in 8 studies (40%). This theory is frequently applied because it provides a comprehensive explanation of how organizations develop, integrate, and renew their internal resources to respond effectively to changing business environments, particularly within the contexts of digital transformation and sustainability. Dynamic Capability Theory emphasizes that organizational success depends on the ability to continuously adapt and reconfigure resources in response to environmental uncertainty.

The Resource-Based View (RBV) represents the second most frequently adopted theoretical perspective, identified in 7 studies (35%). RBV explains that internal resources, including employee competencies, digital capabilities, and talent management systems, represent strategic assets capable of generating sustainable competitive advantage. This perspective aligns strongly with the current study's focus on Talent Management as a strategic mechanism for developing organizational sustainability through human capital optimization.

Furthermore, Organizational Learning Theory was applied in 6 studies (30%) to explain how learning culture, knowledge sharing, and organizational adaptability contribute to

sustainability outcomes. Meanwhile, the Knowledge-Based View (KBV) highlights the strategic importance of knowledge management as a source of organizational innovation and capability development. The Technology Acceptance Model (TAM) was also utilized in several studies examining technology adoption and digital utilization as supporting mechanisms for organizational transformation. Overall, the theoretical synthesis indicates that Organizational Sustainability is best understood through a multi-theoretical perspective integrating organizational capabilities, human capital resources, knowledge development, and technological readiness.

CONCLUSION

Based on the Systematic Literature Review of 20 research articles published between 2022 and 2025, this study concludes that Organizational Sustainability is shaped by the interconnected roles of organizational learning capability, digital readiness, and strategic human resource management. The findings demonstrate that Learning Organization contributes to sustainability by fostering continuous learning cultures, enhancing innovation capability, and strengthening organizational adaptability in response to changing business environments. Furthermore, Digital Literacy represents a critical capability that supports digital transformation by enabling individuals and organizations to effectively utilize technology, improve operational efficiency, and develop sustainable competitive advantages. In addition, Talent Management serves as a strategic approach to ensuring the availability of competent human resources through talent development, retention, and optimization processes.

The synthesis of previous studies indicates that organizational sustainability cannot be achieved solely through technological investment or isolated human resource practices. Instead, it requires the integration of learning capability, digital readiness, and talent development as interconnected strategic capabilities that enable organizations to achieve long-term resilience and sustainable performance. Therefore, future research is recommended to empirically examine an integrated framework incorporating Learning Organization, Digital Literacy, and Talent Management as determinants of Organizational Sustainability, particularly in high-change service industries such as the non-life insurance sector. Future studies may also consider incorporating mediating or moderating variables, including Digital Transformation Capability, Organizational Resilience, Innovation Capability, and Knowledge Management, to provide a more comprehensive understanding of the mechanisms through which organizations achieve sustainable development and competitive advantage.

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