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RELATIONSHIP BETWEEN TALENT MANAGEMENT AND EMPLOYEES' COMMITMENT IN NIGERIA TERTIARY INSTITUTION

Olatunji, Funmilayo Abidemi
Department: Public Administration
Ogun State Institute of Technology, IGBESA

ABSTRACT
This study focused on the relationship between talent management and employee commitment among staff of Ogun State Institute of Technology. The study adopted a survey research design. Primary data was obtained using questionnaire as the research instrument. The study population was one thousand, nine hundred and forty six (1948). A sample size of 332 was determined using the Taro Yamane sample determination formula and the simple random sampling technique adopted. After data cleaning, only data for 320 responses were suitable for data analysis. Pearson Product Moment correlation was used for hypothesis testing. The study findings confirm that talent management significant predicted employee commitment in the sample of college. The study concluded that cost leadership strategy bears a positive and significant influence on organizational performance. The study recommends that management should develop policies that promote talent management which will in turn promote employee commitment.
KEY WORDS: *Talent Management, Employee Commitment, Competency, Affective commitment, Normative Commitment, Continuance Commitment.*

INTRODUCTION

Managing talent is a challenge to all organisations in the context of globalisation irrespective of the country (Lyria, Namusonge, & Karanja, 2014; Gardner, 2012). Organisations around the world are seriously competing to keep already employed talents and also fighting to attract identified pool of talents from the environment. This is because the concern about the scarcity of talent is almost universal (Songo & Oloko, 2016). The competitive global market has therefore made organisations to adapt global best practices of talent management and at the same time adapt the local requirements and local labour market (Mangusho, Murei & Nelim, 2015).

Talent Management is a concept concerned with sourcing, screening, selection, retention, development, deployment, renewal of workforce in organisation thus an effective technique of managing human capital. Many reputed and successful organisations are practicing talent management for their sustainability and competitive advantage (Schuler, 2015).

Accordign to Schuller (2015), talent management has a trend, moves from talent attraction to talent development and talent retention. Talents are usually attracted through the formal recruitment process which translates to selection and placement. The second phase of talent management is talent development which is training attracted talents in areas that they are not familiar with or is needed urgently by the firm. This is usually done by either on-the job training or off-the-job training. Once they have been developed, firms are expected to roll out various compensation packages that will keep them (talent retention). It is at this stage that potential talents plan for their final career paths.

It therefore becomes clear that in order to retain talent organisations irrespective of sector has to develop its human capital. A developed and committed talent pool ensures many attractive business opportunities ((Egerova, 2013). A rigorous talent management system ensures that the right people are available at the right time enhancing profitability and productivity. Managing the employees might be a complex activity but the stakes are much higher as it ensures that the employees have high level of commitment and it ultimately results into sustainable and high level of performance (Lewis & Heckman, 2011)..

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Talent management and employee commitment are complimentary concepts in terms of strategic human resource management. The practices are so much linked to each other that they become integral to each other. When the employees are more engaged with the help of various talent management activities, they start developing positive feelings towards the organization which in turn makes them more committed and loyal to the organization. Focused talent management initiatives ensure an inclusive employee commitment which include affective, normative and continuance level of commitment. These activities not only ensure quantity but also quality of employees available in the organization. And quantity and quality of the workforce is directly proportional to the productivity levels of the organization (Lewis & Heckman, 2011).

Talent management activities are more effective when the employees of the organization are committed and loyal to the organization. According to Sareen and Mishra (2016), proper management and level of employee retention impacts the organizational performance. Effective talent management practices have resulted into better attraction, retention and development of talents (Malkawi, 2017). Scarcity of talented employees has created a situation of "talent wars" and talent development and retention measures have developed into paramount issues of concern for the organizations. It has emerged as a pressing strategic issue for most of the organizations. Increasing mobility of workforce due to availability of better packages globally has also further accelerated the matter (Malkawi, 2017).

Employee commitment results in higher levels of job satisfaction and improved job performance among employees, increased return to shareholders as the sales increase and operational costs reduce. Employee commitment also leads to reduced employee turnover, lower levels of intention to leave, reduced intention to look for alternative and reduced absenteeism (Kambui, 2014).Workers commitment to an organization is a sign that the workers are satisfied with their employer with regards to their expectations. When organizations meet the expectations of their employees', this will spur them to develop commitment to the organization. This means that commitment is the outcome of the organization providing an enabling environment for the workers to maximize their full potential; this enables the organization to derive value for its investment on the workers. One veritable instrument for achieving employee commitment is through deliberate and efficient talent management practices. (Kambui, 2014)

Research indicates that companies doing best of managing their talent deliver better results (Mathis & Jackson, 2014). The identification and development of internal high-potential employees is referred to as 'talent management within the human resource function (Kambrui, 2014).Talent management is actions taken by organizations for the purpose of attracting, selecting, developing and retaining the best employees in most strategic roles (Mathis & Jackson, 2014).. It aims at developing the right people in the right jobs at the right time, ensuring the right environment for individuals to deliver their best and remain committed to the organization (Mathis & Jackson, 2014).. According to Chartered Institute of Professional Development (CIPD, 2013) talent consists of those individuals who can make a difference to organizational performance either through their immediate contribution or, in the longer-term, by demonstrating the highest levels of potential. The growth potential of organizations worldwide depends on the ability of companies to have the right people, in the right place at the right time (Venkatraman & Ramanujam, 2016). This study therefore, aims at examining the relationship between talent management and employee commitment in a learning institution

STATEMENT OF THE PROBLEM

In the past few years it has been reported that there has been severe failure of organizations in Nigeria and particularly on organizational performance (Omoniyi, Paul, Salau & Olumuyiwa, 2014). Therefore, a reference base is needed so that organizations may have policies on how to manage talent so that it can retain talented employees for better performance and induce commitment.

Many studies (Lewis & Heckman, 2011; Mathis & Jackson, 2014; Malkawi, 2017;) have been conducted on talent management and different organisational outcomes but not much has been done in the area of investigating the influence on individual employees behaviour such as commitment, on this interest the study would be building its construct to examine the relationship between talent management and commitment in the organisation.

Though many studies on talent management are available both in foreign and local contents such as Oladapo, (2014): Onwuka, Ugwu, and Kekeocha, (2015): Eketu, (2015): Ahmadi, Ahmadi, & Abbaspalangi, (2012); Akpan, (2013) but not little or no study is found on examining the relationship between talent management and employee commitment. Also, the available studies have all focus on multinational firms and public sectors organisations with little or no study on investigating the concepts in a college of technology though there are a few studies on university but the college

of education has not been examined to see if talent management exist in such college and if it has any influence on their workers commitment in the college. It is on this premises that this studies is considered necessary to study the relationship between talent management and employee commitment in Ogun State Institute of Technology

OBJECTIVES OF THE STUDY

The main objective of this study is to investigate the relationship between talent management and employees' commitment. Specifically, the study sought to:

i. Examine the relationship between talent attraction and affective commitment of workers in Ogun State Institute of Technology
ii. Ascertain the relationship between talent development and continuance commitment of workers Ogun State Institute of Technology
iii. Investigate the relationship between talent retention and Normative commitment of workers Ogun State Institute of Technology

RESEARCH QUESTIONS

The study shall provide answers to the following questions

i. What is the relationship between talent attraction and affective commitment of workers in Ogun State Institute of Technology?
ii. To what extent does talent development influence continuance commitment of workers in Ogun State Institute of Technology?
iii. Is there any relationship between talent retention and Normative commitment of workers in Ogun State Institute of Technology?

Research Hypotheses

Based on the specific objectives the following null hypotheses were formulated.

Hypothesis One

There is no significant relationship between talent attraction and affective commitment of workers in Ogun State Institute of Technology

Hypothesis Two

There is no significant relationship between talent development and continuance commitment of workers in Ogun State Institute of Technology

Hypothesis Three

There is no significant relationship between talent retention and normative commitment of workers in Ogun State Institute of Technology

LITERATURE REVIEW

Conceptual Review

The Concept of Talent and Talent Management

Talent is some combination of a sharp strategic mind, leadership ability, emotional maturity, communication skills, ability to attract and inspire other talented people, entrepreneurial instincts, functional skills and the ability to deliver results. (Glenn, 2012). A clarified definition is provided by Schuler (2015) that outlines the talented employees precisely who says that talent or talented employees seem to be based on individuals who are special, have competencies. valued by the company, behaviours aligned with the company's values, are hard to find, are hard to replace, can add a great deal of value to the company, have options to leave at any time and can help shape the future strategic directions of the company.

Talent Management

Talent management appeared in business and academic arenas after publication of McKinsey's research in 1998. In this research, it is that the corporate America was about to be engaged in a war for senior executive talent that will remain a defining characteristic of their competitive landscape for decades to come (Glenn, 2012). Talent management is the systematic attraction, identification, development, engagement, retention and deployment of those individuals

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with high potential, who are of particular value to an organization (Davies & Davies, 2010). Global talent management includes all organizational activities for the purpose of attracting, selecting, engaging, developing, and retaining the best employees in the most strategic roles (those roles necessary to achieve organizational strategic priorities) on a global scale (Scullion & Collings, 2011).

In the present highly competitive world, where change is the only constant factor, it is important for the organization to develop the most important resource of all, i.e., the human resource. Talent management helps organizations to make the most of the strengths and talents of their employees. Talent management has a number of benefits to offer such as employee engagement, retention, aligning to strategic goals in order to identify the future leadership of the organization, increased productivity, culture of excellence and much more (Schuler, 2015). Many companies today do not have a "talent strategy" in place, despite organizations acknowledging the fact that talent is an important issue. In many organizations there is a lack of workforce planning, while the approach to accessing talent is poorly coordinated across the business. It is crucial that talent management system be put in place for building organizations. Boudreau and Ramstad (2007) posits that the 73% of the executives in United States of America agree on the positive relationship between talent management process and business strategy to obtain the success of the organizations. It means that companies recognize the importance of talent management integration with business strategy to get the organizational excellence.

The success in any organization through talent management anchored in three factors to create and to sustain the success in the firm. These factors are creation of a set of career paths, and development and reward plan for the most talented people which will ensure the high-quality in the company, it means that the organization will achieve and maintain its superiority. The second factor is the identification and development of key positions, which are the jobs critical to organizational current and future success as we have seen before, and then the replacements if there, will be future voids for a small number of these key or pivotal positions. This step maintains the continuity in the organization (Coleman, 2008). The last factor is the "segmentation of the talented pool into each investment category and managing the investment in each category appropriately". It means that the organization should do a "classification of the investment in each employee based on his/her actual and/or potential for adding value to the company" (Marachi & Wuyo, 2013).

The starting point for any talent management system should be the systematic identification of the key positions which differentially contribute to an organization's sustainable competitive advantage (Collings & Mellahi, 2009). This is consistent with an increasing recognition that there should be a greater degree of differentiation of roles within organizations, with a greater focus on strategic over non -strategic jobs (Huselid & Becker, 2009) or between those organizational roles which promise only marginal impact vis-ã-vis those which can provide above - average impact (Boudreau & Ramstad 2007). This is in contrast to the extant situation in many organizations where over-investment in non -strategic roles is common (Boudreau & Ramstad, 2007).

According to Collings and Mellahi (2009), the development of a talent pooi of high potential and high performing incumbents fills the roles that differentially contribute to an organization's sustainable competitive advantage. Organizations should differentiate between employees who are strategic performers and those who are not. In order for strategic or pivotal jobs to have a differential impact on organizational performance, it is important that such jobs are filled with high performing or highly committed employees.

Employee Commitment

In recent time, several scholarly research works have been conducted in the area of employee and organization commitment. Commitment is a difficult concept to define (Meyer & Allen 1996; Meyer & Hercovitch, 2001). They defined commitment is a force that binds an individual to a course of action that is of relevance to a particular target. Meyer & Maltin (2010) are of the opinion that the binding force can be experienced in different ways (i.e. can be accompanied by different mind-sets), including an affective attachment and involvement with the target and an awareness of the cost associated with discontinuing involvement with the target and that in its pure form, these mind-set are referred to as affective commitment (AC), normative commitment (NC) and continuance commitment (CC) respectively.

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According to Akintayo (2010) employee commitment can be defined as the degree to which the employee feels devoted to their organization. In the view of Ongori (2007), employee commitment is described as an effective response to the whole organization and the degree of attachment or loyalty employee feels towards the organization. In the same vein, Zheng (2010) saw employee commitment as simply employee attitude to organization. Therefore, employee loyalty to management is shown in how committed they are to their job in the organization. It shows identification with involvement in the day to day activities of the organization and management of organization should be concern with determining the level of commitment displayed by managers and would-be managers at alltimes.

Shahid and Azhar (2013) argued that employee commitment has been an important factor to determine the success of an organization and that employee commitment to an organization has acquired increasing demand as it aids the organization to retain more staff thereby increase in achievement, productivity and effectiveness. In addition, that the three top drivers to employee commitment are fulfilment, fairness and care and concern for employees. According to Beheshtifar & Herat (2013), employee commitment is also seen as the degree to which an employee identifies with the organization and wants to continue actively participating in it. Bratton & Gold (2007) and Lee & Chen (2013) said employee commitment is relative to the worker's attachment to participation in the activities of the organizations in which they are employed.

Theoretical Framework

This study is anchored on the social cognitive career theory. The social cognitive career theory was conceptualized as a derivative of Bandura's general social cognitive theory in which the intersection of intrinsic and extrinsic factors influences psychosocial learning. This theory has been termed as the most promising career theory that may prove satisfactory in retention and career development. Lent and Brown (2006) expanded the scope of social cognitive career theory, offering a new and related social – cognitive model designed to explain the ways in which previously identified inputs such as self-efficacy and outcome expectations, along with person and contextual variables are related to job satisfaction. The authors cited recent research (Heller, Watson & Llies, 2004), that linked job satisfaction to overall subjective well-being, thus providing a rationale for the use of the theory in the current research. The primary focus is on the central elements of social cognitive namely: self-efficacy and outcome expectations. Self-efficacy can be defined as an individual's sense of control and responsibility for his/her personal environment. It is also defined as the beliefs in ones capability to organize and execute the courses of action required to produce given attainments. Self-efficacy is concerned with the belief in the ability to exercise control over ones actions and events that affect their lives.

Lent et al., (2006) expanded upon Bandura's work to focus exclusively on the development of the individual within the context of career. Managers who wish to retain talent can borrow heavily from this theory. Career behavior is driven by self-efficacy or the belief in the ability to accomplish something worthwhile. The degree of achievement depends on two factors: outcome expectations or the idea that initiating a particular behavior will yield the desired results and goals. If a person feels confident of his/her abilities, he/she is more likely to take specific actions to reach them. This is especially so for the young generation of employees popularly known as the millennials. They have grown up with an abundance of role models from parents and other mentors and still expect the same at work.

This theory associated individual failure to insufficient skill and knowledge which are deemed as acquirable. It is therefore imperative to provide customized training and development opportunities to the employees. This theory is relevant to the current study in that career behavior is driven by self-efficacy or belief in the ability to accomplish something worthwhile. The degree of achievement depends on two factors; outcome expectations or the idea that initiating a particular behavior will yield to desired results. Goals are keys because if a person feels confident of his/her abilities, he's more likely to take specific actions to reach them. If employees feel supported and their goals and career advancement looked into, their commitment to the firm will be higher.

Talent Management and Employee Commitment

Every organization today is interestingly concerned with selecting and retaining competent, committed people who are exclusively known as knowledge workers (Iles et al., 2010). Gupta(2006), indicate that in the era where global business is key, every employer has to be ready for meeting the future business demands, which can be efficiently handled through talent management. Retention of staff is a major component of talent management and an organization's retention strategy needs to have information why people leave the organization.

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As organizations continue to pursue high performance and improved results through talent management, they are taking a holistic approach to talent management. Some of the factors in this approach are reviewed below.

In this age of globalization where talent and brain power are becoming predominant, managing talent has become imperative for business success. The concept of talent management has gained strategic importance in human resource management since talent can make a significant difference to the current and future performance of an organization. Research indicates that the war of talent has become intense due to labour market shortages and glowing global competition .The available literature reveals that organizations have focused on talent management and understand that talent management is aligned to the employees with the mission and vision of the organization which ends up with better results to the organization and enhanced employee retention. This view is shared by Oladapo (2012), who indicated that the war of talent has become intense due to labour market shortages and glowing competition. Any employer's foremost responsibility is retention of the best employees and this can be achieved by managing employee talent well to keep them satisfied and motivated. He recommends that to attract and retain the best talent anywhere in the world, an organization must have strategies for managing those talents for achieving competitive advantage.

This view is also supported by a study by Karemu, et al (2014), on critical analysis of talent management on medical employees' retention in public hospitals in Kenya, which indicated that talent management strategies impact positively on the retention of doctors and nurses at Kenyatta National hospital in Kenya. The studied variables were career development, compensation and benefits attractiveness, nature of work climate and levels of training and development. The data obtained from the study indicated that talent management strategies impacts positively on the retention of doctors and nurses at Kenyatta national hospital in Kenya.Tiwari & Shrivastara, (2013) in their study on strategies and practices of talent management and their impact on employee retention and effectiveness in India concluded that talent management is one of the primary management tools in the 21st century human assets management. The prime focus of this study was to analyze the talent management initiative taken by HR professionals and find out the effectiveness of such initiatives to the satisfaction level of employees leading to employee retention. The study revealed that the age of the employees is independent from the employee satisfaction and retention. However, experience was found to affect the satisfaction level of employees with practices of talent management.

METHODOLOGY

The research design used in the study was survey method and simple random sampling techniques. This is considered suitable as the study involves collection of information from participants.
This study was carried out among teaching and non- teaching staff of Ogun State Institute of Technology. The population comprises of seven hundred and twenty nine (n=729) of Teaching staff and one thousand two hundred and seventeen (n=1217) of Non-teaching staff which is made up of both male and female staff of the institution. Given the population of the study, the Taro Yamani's Statistical Formula was applied.
The sample size was derived from the formula below;

$$N = \frac{N}{1+N(B)^2}$$

Where N = Sample size
N = Population of study
B = Maximum acceptable margin of error or margin of tolerable error
1= A constant value
(Margin of error is assumed to be 5%)

$$N = \frac{1946}{1+1946(0.05)^2}$$

$$N = \frac{1946}{5.865}$$

N =331.79

Approx. 332 both teaching and non-teaching staff in selected institution
The study instrument was an adapted instrument from Vito, Alagala & Naakuu, (2018). The instrument was found usable based on the high reliability result the Cronbach Alpha result was 0.83. The instrument contained a 12 items for talent management and 12 items for employee commitment. The four-point Likert scale was again used for all the research questions in this study.

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The researcher administered questionnaires to three hundred and thirty two (332) staff (Teaching and Non-Teaching) of Ogun State Institute of Technology but only three hundred and twenty (320) were returned which represent 96.3%. The data collected were tested and analyzed using Pearson product moment correlation via statistical package for social science.

Hypotheses Testing and Discussion of Findings

Hypothesis One: There is no significant relationship between talent attraction and affective commitment of workers in Ogun State Institute of Technology

Table 4.1: Summary of Pearson Product Moment Correlation Test Showing relationship between talent attraction and affective commitment

		Talent attraction	Affective commitment
Talent attraction	Pearson Correlation	1	.762**
	Sig. (2-tailed)		.000
	N	320	320
Affective commitment	Pearson Correlation	.762**	1
	Sig. (2-tailed)	.000	
	N	320	320
**. Correlation is significant at the 0.01 level (2-tailed).			

From the result in the table above, the correlation result shows that there is a significant and positive relationship between talent attraction and affective commitment. The correlation value 0.762 confirms the strength and magnitude of this relationship and it is significant at p 0.000<0.01. The correlation coefficient represents a high correlation indicating also a strong relationship. Therefore, based on findings the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between talent attraction and employee affective commitment of employees in Ogun State Institute of Technology.

Hypothesis Two

There is no significant relationship between talent development and continuance commitment of workers in Ogun State Institute of Technology

Table 4.2: Summary of Pearson Product Moment Correlation Test Showing relationship between talent development and continuance commitment

		Talent Development	Continuance Commitment
Talent development	Pearson Correlation	1	.815**
	Sig. (2-tailed)		.000
	N	320	320
Continuance commitment	Pearson Correlation	.815**	1
	Sig. (2-tailed)	.000	
	N	320	320
**. Correlation is significant at the 0.01 level (2-tailed).			

From the result in the table above, the correlation result shows that there is a significant and positive relationship between talent development and normative commitment. The correlation value 0.815 confirms the strength and magnitude of this relationship and it is significant at p 0.000<0.01. The correlation coefficient represents a very high correlation indicating also a strong relationship. Therefore, based on findings the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between talent development and continuance commitment of workers in Ogun State Institute of Technology

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Hypothesis Three

There is no significant relationship between talent retention and normative commitment of workers in Ogun State Institute of Technology

Table 4.2: Summary of Pearson Product Moment Correlation Test Showing relationship between talent retention and normative commitment

		Talent Retention	Normative Commitment
Talent retention	Pearson Correlation	1	.898**
	Sig. (2-tailed)		.000
	N	320	320
Normative commitment	Pearson Correlation	.898**	1
	Sig. (2-tailed)	.000	
	N	320	320
**. Correlation is significant at the 0.01 level (2-tailed).			

Source: Research Data 2025, (SPSS output version 21.0)

From the result in the table above, the correlation result shows that there is a significant and positive relationship between talent retention and normative commitment. The correlation value 0.898 confirms the strength and magnitude of this relationship and it is significant at p 0.000<0.01. The correlation coefficient represents a very high correlation indicating also a strong relationship. Therefore, based on findings the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between talent retention and normative commitment of workers in Ogun State Institute of Technology

DISCUSSION OF FINDINGS

The test of hypotheses revealed that there is a strong significant positive relationship between talent management and employee commitment in the sampled employees of the college. This implies that effective talent management practices ensures employee commitment with its attendant effect of retention thus preventing competent employees from leaving the organization as this could have adverse effects on productivity and service delivery.

The current study finding is in agreement with a study conducted by Karemu, *et al* (2014), on the critical analysis of talent management on medical employees retention in public hospitals in Kenya, which indicated that talent management strategies impacts positively on the retention of doctors and nurses at Kenyatta National hospital in Kenya.

The finding also lays credence to the findings of Tiwari & Shrivastara, (2013) in their study on strategies and practices of talent management and their impact on employee retention and effectiveness in India concluded that talent management is one of the primary management tools in the 21st century human assets management. The prime focus of this study was to analyze the talent management initiative taken by HR professionals and find out the effectiveness of such initiatives to the satisfaction level of employees leading to employee retention.

This also study concurs with a study by Chitalu, (2011) who concluded that one of the key factors of the retention of skilled employees is the provision of training and development opportunities (Chitalu, 2011). Today's employees are more career conscious than ever. They are demanding more in terms of personal growth and development. There has been a shift from job security and lifelong employability to lifelong learning and talent management. It is therefore important to give employees opportunities to develop and learn such that employees maintain their capabilities as effective employees, resist redundancy are retained by their organization.

CONCLUSION AND RECOMMENDATIONS

Talent management center on managing people; it is a daily organizational activity that is carried out at every strata of the company's operations at the same time it gives a competitive advantage through the identification, development, retention and compensation of talented employees which is very critical to the success of any organization. It involves corporate planning aimed at attaining quality human resource talents and setting a process which allows the human resource talent to be highly efficient and rewarded in achieving the company's goals as well as the personal and career

satisfaction needs of the employees. This study thus concludes that talent management significantly influences employee affective, normative and continuance of employees.

Based on this conclusion, the following, recommendations were hereby made:

- **i.** The study recommends that management should develop policies that promote talent management which will in turn promote employee commitment.
- **ii.** Management of colleges and other organisations should nurture and maintain high degree of affective, normative and continuance commitments among employees by attracting recruiting and maintaining employees that share similar or have the same values with the organization
- **iii.** The study also recommends that college of learning should embrace talent management as an employee commitment building strategy. Talent management strategy must be well enshrined in the corporate strategy displayed by constantly taking stock of talent and communicating the same talent management strategy to every employee.

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