

# Talent Management as a Predictor of Career Success and Organisational Commitment

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## Article Info

Volume 82

Page Number: 14468 - 14480

Publication Issue:

January-February 2020

## Abstract:

Basic Higher Education Institutions succeeds mainly by identifying, developing, retaining and creating talented, qualified and experienced people. The purpose of the study is to know the effectiveness of the current level of Talent Management and its influence on Subjective Career Success and Organisational Commitment. Descriptive study was used to know the current state of affairs. A survey was conducted using a structured questionnaire to collect data from 378 Faculty Members from Higher Education Institutions. IBM SPSS and AMOS were used for data analysis. The proposed model showing the relationship between Talent Management, Subjective Career Success and Organisational Commitment was tested. Confirmatory Factor Analysis was performed and the factor structure and related variables were confirmed. Structural Equation Modeling was performed to identify the relationship. It was found that the model was fit well enough to the data. There is a significant positive relationship between Talent Management and Subjective Career Success. Hence it was concluded that Talent Management is a predictor of Career Success and not Organisational Commitment..

**Keywords:** Talent Management, Organisational Commitment, Career Success

## Article History

Article Received: 18 May 2019

Revised: 14 July 2019

Accepted: 22 December 2019

Publication: 28 February 2020

## I. INTRODUCTION

Business organizations are realizing that human resources are the important factors for their success and hence the HR department is playing a prominent role. The responsibility of HR lies in four categories namely: HR Administration, HR Service Delivery, Talent Management and Workforce Management. Many organizations fail in talent management which is a source of pain for its executives [1]. Qualified and Skilled employees ease the process of attaining success. Talent Management as a business strategy brings a positive environment strengthens the morale, continuous learning and achievement of the vision. The ultimate purpose of Talent Management is retaining skilled and efficient workers in the organization. Further it leads to competitive advantage which adds value to the business establishment [2]. According to Yalcin Vural et al., Talent Management in an organisation integrates HR practices which have a positive impact on Organisational Commitment [3]. Talent Management is studied for its impact on

organisational performance and Career Development. This study focuses on identifying the relationship between Talent Management, Organisational Commitment and Career Success. Based on the literature the hypotheses on the relationship among these three factors were framed for testing.

## II. LITERATURE SURVEY

### A. Talent Management

The Talent Management concept was introduced by McKinsey & Company in 1997. Ed Michaels, Helen Handfield Jones and Beth Axelrod have published the first book on Talent Management. Talent involves all elements namely ability, aptitude, capacity, ability to do something well, educational qualification, skill sets, previous experience, strengths and training undertaken. The Talent Management is exercised throughout the company. It is a complex function that has a wide range of programs and hectic procedures. Talent Management is defined as strategic planning and deliberate implementation of how the companies source,

attract, select, train, retain, promote and move employees through the organisation. Ashton and Morton define from the inclusive approach that Talent Management is a strategic and holistic approach to both HR that improves the performance and potentials of people who makes a measurable difference to the organisation. It inspires enhanced performance among all levels in the workforce [4].

The Human Resource Managers are expected to find a way to blend both individual development and their long term association. Talent Management helps the organisation in many ways such as strengthening organisational structure, providing a competitive edge, more employee participation in decision making, positive environment, continuous improvement and achievement of the vision. Talent is a shared and evolutionary term which cannot be independent [5].

One of the challenges faced by organizations is the changing relationship with its employees. In the past, it was oriented towards long term employment and now they demand the challenging nature of work, recognitions rewards and opportunities to grow [6]. Talent Management is studied in association with several factors in organizations. Properly identifying Talent and managing them will lead to an increase in the growth and profitability of an organisation [7]. Talent Analytics helps in creating a talent mindset to give clarity on expectations, tracking of talents and their results. Caterpillar, a leading company engages the leadership index and engagement index in Talent Management. In such companies motivated for functional and leadership capability apart from performance [8]. Studies in Talent Management have got a greater degree of interest but it is not explored well [9]. Employee engagement can be enhanced through effective Talent Management Strategy which in turn improves organisational performance [10].

The image of the higher education is represented by the qualified and talented employees they possess who are instrumental in achieving creativity and excellence. In this era of Modern Technology, it is

essential to retain talented people for continuous learning and improvement [11]. In Social Psychology, Social Exchange theory developed by George Homans, explains the relationship between the weightage given to the potential benefits and the risks of social relationship. The benefits they gain is less than the risk, employees tend to break the relationship [12]. Based on the theory it is understood that the employees are rational, and find out the best possible way to achieve rewards.

This research utilizes the Talent management Scale having 4 dimensions namely Talent Identification with 5 items, Talent Development with 3 items, Talent Culture with 3 items and Talent Retention with 3 items developed and validated by Miir Farooq et al. The reliability of the scale in their study was 0.79 [13].

### *B. Organisational Commitment*

The psychological attachment of an employee towards an organisation is named as Organisational Commitment. The committed employees feel that they fit in and add value by more determined and improved productivity by offering proactive support. There are three types of Organisational Commitment namely Affective Commitment represents the emotional bond, Continuous Commitment represents fear of loss of out of leaving the organisation and Normative Commitment out of a sense of obligation from the moral and ethical [14]. According to Porter, Mowday and Boulian Organisational Commitment is an attachment employee to the organisation and having the intention to stay for a long period, associate with the identity of the organisation and willing to contribute more [15]. Meyer and Allen describe the relationship between the employee and organisation psychologically and their intention to continue the service in the organisation [16].

Organisational Commitment is a complex phenomenon that is difficult to conceptualize and measure due to its diversified body on knowledge [17]. A company can offer interesting jobs and varied opportunities that improve organisational commitment. Among several factors, nature of the

job and work community makes an impact on the employees' commitment towards the organisation [18]. Madelyn Geldenhuys, Karolina Łaba and Cornelia M. Venter tested the Organisational Commitment Scale developed by Allen et al., and redesigned the scale with the same three components but with 5 items each [19]. This modified scale is used to measure the commitment of Teaching Faculty members towards their institution. Job satisfaction is the outcome of Organisational Commitment, which acts as a mediator with variables like work and personal characteristics [20]. Noura Bohórquez suggests for future studies to generalize the relationship between the leadership of Heads of the institutions and Faculty member's organisational commitment for academic achievement of Higher education institutions [21]. Organisational Commitment is not related to Gender but with the level of education. Further it is related to factors like lack of incentives, characteristics of the leader, Attitude of the employee, skill sets and relationship with other employees [22]. Porter et al., have developed a model for Organisational Commitment based on their research in 1974 which has three factors namely Affective Commitment, Normative Commitment and Continuance Commitment. This Organisational Commitment Scale is used in this research for the measurement of teaching staff members of Higher Education Institutions.

### *C. Career Success*

Success is a complex term perceived in several ways according to the personality and environment. Career is defined by Super as the combination and sequence of roles played by a person during the course of a lifetime<sup>23</sup>. Career Success reflects the ultimate growth of an individual in turn the organisation. Career Success is perceived in different ways by the organisation where the employee works and employees by themselves. When Career Success is defined based on the psychological outcomes it is termed as Subjective Career Success. Objective career Success is viewed from positive

material outcomes. Objective Career Success is directly measured based on the variables like income, designation and other monetary and non-monetary rewards. Subjective Career is measured by individual perceptions. Career Success today is more subjective because employees do not rely on salaries, position and power [24]. When an individual is happy in his work and doing the activities with interest it is said to be a Successful Career. The reviews of Career Success reveal that there is no major theory applied in research in this field. The choice is made by the researchers [25]. Social Cognition Career Theory developed by Lent Brown and Hackett is referred here; hence it addresses both subjective and Objective attainment of Career Success.

When an employee involves in a continuous service and reached the higher levels in the organisation is named normal career. An employee to be successful in his career can be stimulated through implementing career management programs to perceive success in broader ways [26]. An organisation and its employees are working on different career models and hence they have to cooperate in managing the process [27]. A model for predicting career success will be incomplete if it omits the variables for predicting subjective career success [28]. Subjective Career Success Inventory developed and tested by Shockley et al., is used in this research for the measurement of career success among the Teaching Staff members in Higher Education Institutions. The scale has more than .7 reliability coefficients for all the eight constructs. The constructs in this scale are Recognition, Quality Work, Meaningful Work, Influence, Authenticity, Personal Life, Growth and Development and Satisfaction [29].

### III. SIGNIFICANCE OF THE RESEARCH

There is significant relationship between Talent Management and Affective, Continuance and normative Commitment [30]. A research conducted among the workers of Oil and Gas firms in Nigeria reveals that Talent attraction; Talent Development and Talent Retention positively make impact on

Organisational Commitment [31].

A study was conducted to find out the mediating role of Subjective Career Success between Career Management Behaviour and Organisational Commitment and found significant positive relationship [32]. Dyke L. and Duxbury, L. indicated in their research based on the findings that measuring Subjective Career Success is more important than measuring Objective Success. He added that the work attitude of the employees is influenced by subjective career success which is measured on the constructs namely personal accomplishment, people around them, developing new skills, doing enjoyable work and contributing to society [33]. Eman Malkawi has found that Talent Retention plays major role in Talent management. He suggests that an organisation should place efforts to attract talented people and improve their talents to maximize the organisational commitment which in turn enhances the performance and reduces employee turnover [34]. Through Talent Management practices an organisation can assure that the employees are placed in the right job, and gives clarity about career path which acts as the base for improving Organisational commitment [35]. Saffa Maqsood and Quaisar Ijaz Khan states that qualitative aspect of measurement of Career Success must be considered in research and its relationship with Organisational Commitment [36].

Research in motor manufacturing companies reveals that the companies are facing challenges in attracting Talented employees and retain them because there is huge loss if a talented employee who is well-trained by one organisation moves to another. This demand audit of Organisational Commitment and to promote Talent Management activities [37]. The educational institutes are facing shortage of competent and qualified teaching faculties. Talent management needs to be studied and implement strategies to retain them [38]. The Higher education in India is still in developing stage where there are more challenges in managing qualified teaching staff members [39]. Talent management Strategies are in not developed

properly and implemented. Higher Education Institutions are found lacking in this arena [40]. Hence this study on finding out the relationship between Talent Management, Subjective Career Success and Organisational Commitment is carried out.

#### IV. CONCEPTUAL MODEL OF THE RESESEARCH

The purpose of this research is to identify the relationship among Talent management, Organisational Commitment and Subjective Career Success. In order to attain this objective the key dimensions of the above concepts adopted are given below. This framework was chosen to make a comprehensive analysis among these three concepts and try to find out the impact of Talent Management and Career Success on Organisational Commitment

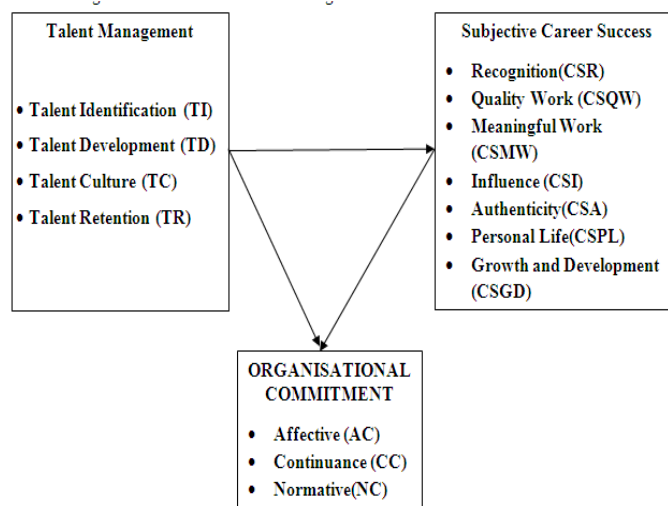


Fig. 1. Relationship among Talent Management, Career Success and Organisational Commitment

#### V. RESEARCH METHODOLOGY

Descriptive research was conducted to describe the current state of affairs. A structured questionnaire consists of 3 sections of questions to be rated in 5 point Likert Scale, ranging from Strongly Disagree to Strongly Agree. First section consists question related to demographic features, Second section is related to Talent Management, Third section consists of Subjective Career Success Scale questions, and fourth section is about Organisational Commitment. A Sample of 378 Faculty Members from Higher Education Institutions in South Tamilnadu. Software packages namely SPSS 20 and AMOS 20 were used

for performing Reliability Test, Confirmative Factor analysis, Correlation, Regression and Structural Equation Modeling.

## VI. HYPOTHESIS TESTING

The Hypothesized Factor Structure for Talent Management, Subjective Career Success and Organisational Commitment provides the data well enough.

Hypothesis Testing –  $H_{01}$  - Talent Management positively influences Subjective Career Success.

Hypothesis Testing –  $H_{02}$  - Talent Management positively influences Organisational Commitment.

Hypothesis Testing –  $H_{03}$  - Subjective Career Success positively influences Organisational Commitment.

## VII. DATA ANALYSIS AND FINDINGS

### A. Reliability Analysis - Cronbach Alpha

TABLE I  
Scale Reliability

| Name of the Scale         | Alpha Value | Reliability                        |
|---------------------------|-------------|------------------------------------|
| Talent Management         | 0.849       | High Level of Internal Consistency |
| Subjective Career Success | 0.764       | High Level of Internal Consistency |
| Organisational Commitment | 0.933       | High Level of Internal Consistency |

Cronbach Alpha value is higher than 0.8 for all the scales. So the research instrument used in this research has high internal consistency and hence it is reliable.

### B. Confirmatory Factor Analysis (CFA)

TABLE II  
CFA Fit Indices

| Name of the Models/ Fit Indices | CMIN/DF | GFI   | AGFI  | CFI   | RMSEA |
|---------------------------------|---------|-------|-------|-------|-------|
| Talent Management               | 4.189   | 0.914 | 0.858 | 0.871 | 0.092 |
| Subjective Career Success       | 1.875   | 0.954 | 0.928 | 0.936 | 0.048 |
| Organisational Commitment       | 3.779   | 0.907 | 0.862 | 0.929 | 0.086 |

Based on Confirmatory Factor Analysis, the factor structure given is conformed after eliminating TI5 that the college is always support for talent people to occupy important positions from Talent Management. Moreover the factors namely Quality Work, Growth and Development and Satisfaction were removed from Subjective Career Success Scale since their factor loadings were less than 0.5. The

Goodness of Fit Index shows the proportion of variance to the estimated population. Values greater than 0.9 is considered as good fit. GFI for Talent Management, Subjective Career Success and Organisational Commitment shows higher values than 0.9 and hence there is a good fit. Adjusted Fit Index is higher than the standard value 0.9 for all the factors and hence accepted. Root Means Square Error of Approximation (RMSEA) value derived shows mediocre fit for Talent Management and Organisational Commitment [41].

Subjective Career Success shows a good fit since the value is less than 0.5. Comparative Fit Index of all the components of the model has the values more than 0.09 and interpreted as good fit [42]. Marsh and Hocevar suggest that the CMIN/Df below 5 is a reasonable fit. It is found that CMIN/DF for all the factors is less than 5 and hence there is reasonable fit [43].

From the above fit indices we can confirm the hypothesis that the hypothesized factor structure for Talent Management, Subjective Career Success and Organisational Commitment the data well enough.

### C. Descriptive Statistics

From the below shown value of Table.III, The means of Agreeableness with all the factors of Organisational Commitment revealed in Table 3 as Affective Commitment and Continuance Commitment are agreed, where as Normative Commitment is neutral. The means of Satisfaction for the factors of Subjective Career Success namely Recognition (CSR), Meaningful Work (CSMW) and Authenticity (CSA) are above scale midpoint 3: whereas factors like CSI and CSPL are neutral. All the factors of Talent Management are higher than the midpoint value 3 and hence it is interpreted that the faculty members of Higher Education agree that the Talent Management is agreeable.

TABLE III  
Descriptive Statistics

| Factors | N   | Mean | Std. Deviation | Factors | N   | Mean | Std. Deviation |
|---------|-----|------|----------------|---------|-----|------|----------------|
| OCAC    | 378 | 3.66 | 0.854          | CSA     | 378 | 3.62 | 0.815          |
| CC      | 378 | 3.67 | 0.862          | CSPL    | 378 | 3.28 | 0.970          |
| NC      | 378 | 3.36 | 0.786          | TI      | 378 | 3.50 | 0.706          |
| CSR     | 378 | 3.72 | 0.772          | TD      | 378 | 3.58 | 0.839          |
| CSMW    | 378 | 3.56 | 0.901          | TC      | 378 | 3.70 | 0.849          |
| CSI     | 378 | 3.31 | 0.880          | TR      | 378 | 3.64 | 0.814          |

The results in Table.III. reveals that Affective Commitment, Continuance Commitment and Normative Commitment are negatively related to factors of Talent Management.

All the factors of Talent Management if significantly positively related to the all the factors of Subjective Career Success. Affective Commitment is significantly positively related to

CSR, CSA, and CSPL. Continuance Commitment is significantly positively related to CSA and CSPL. Normative Commitment is significantly positively related to CSR, CSA, and CSPL. All the factors of Talent Management are significantly positively related to all the factors of Subjective Career Success.

TABLE IV  
Correlation Analysis

| Factors | AC | CC   | NC   | CSR   | CSMW  | CSI   | CSA  | CSPL  | TI   | TD    | TC    | TR    |
|---------|----|------|------|-------|-------|-------|------|-------|------|-------|-------|-------|
| AC      | -  | .843 | .785 | .074  | -.078 | -.039 | .047 | .150  | .031 | -.004 | -.009 | .003  |
| CC      | -  | -    | .824 | -.020 | -.121 | -.076 | .052 | .111  | .008 | -.031 | -.031 | -.016 |
| NC      | -  | -    | -    | .014  | -.123 | -.059 | .087 | .193  | .045 | -.023 | -.009 | .001  |
| CSR     | -  | -    | -    | -     | .159  | .076  | .225 | .025  | .177 | .208  | .176  | .169  |
| CSMW    | -  | -    | -    | -     | -     | .485  | .190 | -.061 | .136 | .100  | .141  | .191  |
| CSI     | -  | -    | -    | -     | -     | -     | .300 | .064  | .123 | .116  | .113  | .118  |
| CSA     | -  | -    | -    | -     | -     | -     | -    | .270  | .085 | .097  | .089  | .088  |
| CSPL    | -  | -    | -    | -     | -     | -     | -    | -     | .042 | .087  | .052  | .021  |
| TI      | -  | -    | -    | -     | -     | -     | -    | -     | --   | .618  | .599  | .562  |
| TD      | -  | -    | -    | -     | -     | -     | -    | -     | -    | -     | .649  | .618  |
| TC      | -  | -    | -    | -     | -     | -     | -    | -     | -    | -     | -     | .615  |
| TR      | -  | -    | -    | -     | -     | -     | -    | -     | -    | -     | -     | -     |

TABLE V  
Relationship between Talent Management and Subjective Career Success - Model Summary

| Model | R                 | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1     | .234 <sup>a</sup> | .055     | 0.045             | 0.492                      |

a. Predictors: (Constant), TR, TI, TC,TD

b. Dependent Variable: Subjective Career Success

Table.V shows that  $R=.234$  and  $R^2 = .055$  which is interpreted that 55% of variation in Subjective Career Success by the factors of Talent Management.

TABLE V.A:  
Analysis of Variance (ANOVA)

|   | Model      | Sum of Squares | df  | Mean Square | F     | Sig.               |
|---|------------|----------------|-----|-------------|-------|--------------------|
| 1 | Regression | 5.229          | 4   | 1.307       | 5.395 | 0.000 <sup>a</sup> |
|   | Residual   | 90.391         | 373 | 0.242       |       |                    |
|   | Total      | 95.620         | 377 |             |       |                    |

Table V.A. shows the Significance value p is .000 which is lesser than the standard vale .05. We can infer that Subjective Career Success is predicted by the factors of Talent Management.

TABLE V.B:  
Regression Co-efficient

| Model |            | Unstandardized Coefficients |            | Standardized Coefficients | t      | Sig.  |
|-------|------------|-----------------------------|------------|---------------------------|--------|-------|
|       |            | B                           | Std. Error | Beta                      |        |       |
| 1     | (Constant) | 2.871                       | 0.141      |                           | 20.369 | 0.000 |
|       | TI         | 0.044                       | 0.049      | 0.062                     | 0.891  | 0.374 |
|       | TD         | 0.051                       | 0.045      | 0.084                     | 1.131  | 0.259 |
|       | TC         | 0.031                       | 0.043      | 0.052                     | 0.715  | 0.475 |
|       | TR         | 0.049                       | 0.043      | 0.079                     | 1.131  | 0.259 |

a. Dependent Variable: Subjective Career Success

|                                                                                                                                |
|--------------------------------------------------------------------------------------------------------------------------------|
| <p align="center"><b>The Regression Equation</b><br/> <math>\hat{Y} = 2.871 + 0.044TI + 0.051TD + 0.031TC + 0.049TR</math></p> |
|--------------------------------------------------------------------------------------------------------------------------------|

TABLE VI

Relationship between Talent Management and Organisational Commitment- Model Summary

| Model | R                  | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|--------------------|----------|-------------------|----------------------------|
| 1     | 0.062 <sup>a</sup> | 0.004    | -0.007            | 0.785                      |

a. Predictors: (Constant), TR, TI, TC, TD

b. Dependent Variable: Commitment

TABLE VI.A:  
Analysis of Variance (ANOVA)

|   | Model      | Sum of Squares | df  | Mean Square | F     | Sig.               |
|---|------------|----------------|-----|-------------|-------|--------------------|
| 1 | Regression | 0.891          | 4   | 0.223       | 0.362 | 0.836 <sup>a</sup> |
|   | Residual   | 229.688        | 373 | 0.616       |       |                    |
|   | Total      | 230.579        | 377 |             |       |                    |

a. Predictors: (Constant), TR, TI, TC, TD

b. Dependent Variable: Commitment

From the above Table.VI. We can infer that R Value and  $R^2$  value are very minimum. Also, Table.VI.A, it reveals that the significant value is 0.836 which is higher than the standard value .5.

Hence it is inferred that Talent management factor do not adequately predict Organisational Commitment

#### D. Structural Equation Model

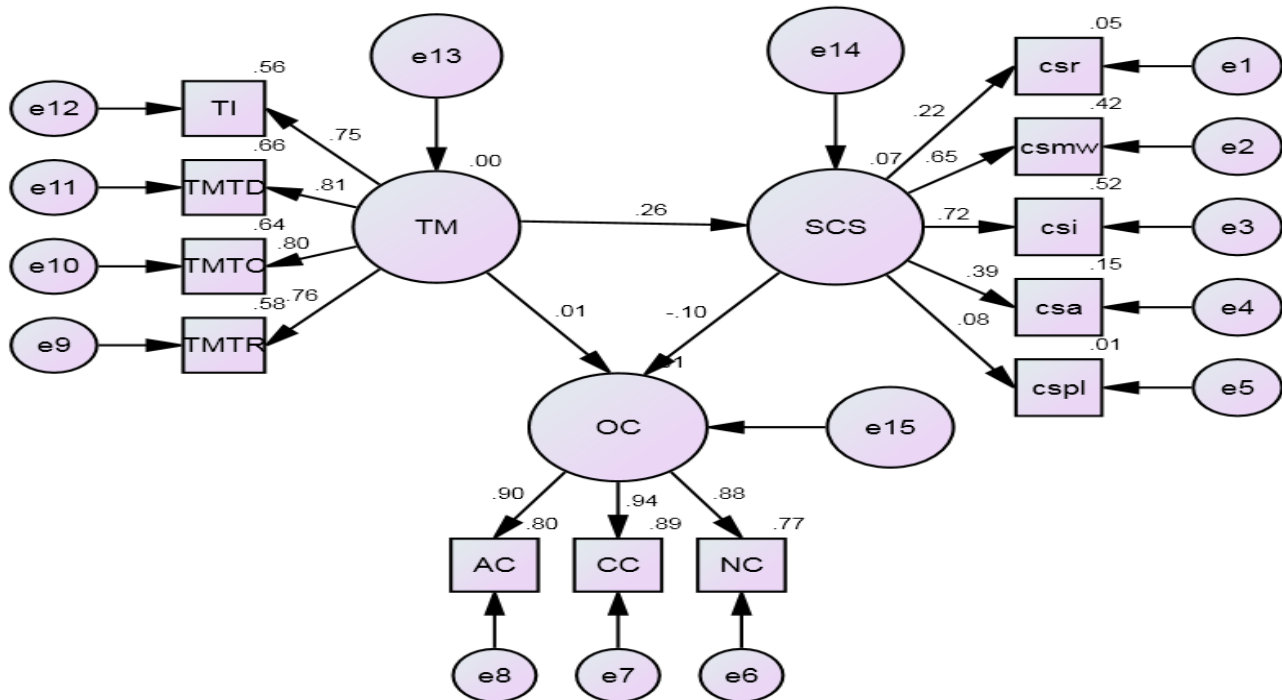


Fig. 2. Structural Equation Modeling for the proposed Research Model

TABLE VII  
Structural Equation Model – Model Fit Indices

| Fit Indices                                     | Values | Threshold Limit                         |
|-------------------------------------------------|--------|-----------------------------------------|
| CMIN/Df                                         | 2.320  | Less than 3                             |
| Goodness of fit Index(GFI)                      | 0.949  | $GFI \geq 0.90$                         |
| Adjusted Goodness of Fit Index(AGFI)            | 0.923  | $AGFI \geq 0.90$                        |
| Comparative Fit Index(CFI)                      | 0.963  | $CFI \geq .90$                          |
| Tucker Lewis Index(TLI)                         | 0.952  | TLI of $>0.90$ is considered acceptable |
| Root Mean Square Error of Approximation (RMSEA) | 0.059  | $RMSEA < 0.08$                          |
| Root Mean Square Residual(RMR)                  | 0.047  | $RMR < 0.08$                            |

Structural Equation Model - From Table.VII, we can infer that there is reasonable fit for this proposed model. Goodness of Fit Index, Adjusted Goodness of Fit Index, Relative Fit Index, Comparative Fit Index, and Tucker Lewis Index are higher than the threshold limit 0.9. A CMIN/Df value is 2.320 which is less than the

threshold limit 0.3 and hence it is accepted [44]. Since RMSEA value is .059 which is lesser than the threshold limit .07, it is acceptable for Good fit. Based on the model fit indices we can conclude that there is a reasonable fit between data and the proposed model.

TABLE VII  
Hypothesis Testing of Relationship between Variables

| H.No.           | Hypothesis Statement                                                      | Path Coefficients ( $\beta$ Value) | Supported/ Not Supported |
|-----------------|---------------------------------------------------------------------------|------------------------------------|--------------------------|
| H <sub>01</sub> | Talent Management Positively influences Subjective Career Success         | 0.261                              | Supported                |
| H <sub>02</sub> | Talent Management Positively influences Organisational Commitment         | 0.013                              | Not Supported            |
| H <sub>03</sub> | Subjective Career Success Positively influences Organisational Commitment | -0.097                             | Not Supported            |

From Table.VII on Hypothesis Testing of Relationship between Variables, It is inferred that the 'P' value for the hypothesized path between Talent Management and Subjective Career is significant since the P value is less than .001 and hence accepted. But the hypothesized relationships, H<sub>02</sub> - Talent Management and Organisational Commitment and H<sub>03</sub> - Subjective Career Success and Organisational Commitment are not significant and hence not accepted.

#### VIII. CONCLUSION

Talent Management is slowly practiced in many of the Higher Education Institutions. Based on the guidelines of UGC and MHRD the education institution try to appoint only qualified faculty members. Due to importance of certification from NAAC or NBA for further quality improvements and availing the funding schemes to enrich research activities, they retain the skilled faculty and encourage them to get trained and develop their skills. Talent Management significantly and positively influences the perception towards Subjective Career Success. The research reveals that Organisational Commitment has no significant relationship with Talent Management and Subjective Career Success. The effect of Talent Management on affective commitment can be observed by full filling their expectations which are mediating the relationship between them [45]. Simo et al in their research has identified a negative relationship between Continuance Commitment and Subjective Career Success [46].

#### IX. RECOMMENDATIONS FOR FUTURE RESEARCH

In the current study Talent Management was tested as predictor for Subjective Career Success and Organisational Commitment. Future researches shall focus on identifying the Mediating and Moderating Variables between Talent Management and Subjective Career Success. There are more predictors for both Objective and Subjective Career Success [47]. Talent Management and Career Satisfaction are mediated by intrinsic rewards [48]. Moreover the model tested in this research shall be tested in organizational set ups for its suitability. Further recent and strong Talent Management Practices out of the influence of MHRD and other bodies related to Higher Education have created a sense of quality improvement among the teaching community can be studied to understand their impact.

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