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The Role of Organizational Culture in Strategic Talent Management

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Abstract

Organizational culture has emerged as a crucial factor in advancing strategic talent management outcomes. As the global competition for skilled workers intensifies, organizations must go beyond traditional HR methods and leverage cultural strengths to attract, develop, and retain high-performing employees. This study explores how organizational culture influences strategic talent management practices within modern companies. It investigates the impact of cultural values, leadership behaviors, and internal norms on essential processes such as recruitment, employee development, succession planning, and retention. Drawing from Organizational Culture Theory, this research views culture as a strategic asset that offers sustained competitive advantages when appropriately aligned with talent management objectives. The study employed a mixed-methods approach by integrating quantitative surveys with qualitative interviews across five multinational companies operating in Cameroon. The findings indicate a significant connection between positive cultural qualities, like trust, inclusivity, learning orientation, and purpose-driven leadership, and the success of strategic talent management efforts. Organizations that deliberately integrate these cultural values into their talent management experience higher employee engagement levels, reduced turnover rates, and stronger leadership pipelines. On the other hand, companies with poorly aligned or toxic cultures face challenges such as low retention rates and underdeveloped internal talent pools. The study recommends regular cultural audits to align declared values with actual practices. It also calls on leadership teams to model desired behaviors and embed culture into every stage of the employee lifecycle for sustainable talent success.

Keywords: Values; Management; Leadership; Strategic; Development