

IMPACT OF TALENT MANAGEMENT ON THE CORE CAPABILITIES IN THE KUWAITI TELECOM SECTOR

Dr. Mohammad Soud Abdullah Zamanan
PHD of Business Administration

ABSTRACT

This study aims to test the impact of talent management on the core capabilities of the Kuwaiti telecom sector. This study is considered a descriptive and analytical study. The study population consisted of administrators working in the Kuwaiti telecommunications sector. The researcher selected a convenience sample of 300 managers in the Kuwaiti telecommunications sector, and 197 questionnaires were retrieved for analysis

It is found that there is an impact of talent management dimensions (talent attraction, talent development, talent retention) on the core capabilities of the Kuwaiti telecom sector. Also, it is found that talent retention has the highest impact on the core capabilities

This study recommends the necessity of following up the changes taking place in the local and global environment surrounding the company and working on analyzing them, as market studies are conducted periodically to identify the opportunities in the target markets.

Keywords: Talent Management, core capabilities, Talent, Kuwaiti Telecom Sector

Article Received: 10 August 2020, Revised: 25 October 2020, Accepted: 18 November 2020

INTRODUCTION

Interest in the topic of talent began in 1997 when the McKinsey Group of Consultants coined the phrase "War of Talents" which opened the way for interest in managing these talents by practitioners and academics. Companies are adopting the application of this concept because they are aware of the importance of employees' talents and skills, which are the engine of the success of their business, and the process of attracting and retaining talent has become increasingly of strategic importance among companies as a major source of sustainable competitive advantage for organizations and as sources of strength difficult to imitate and contribute to the continuation of growth and stability processes And the development of these companies (Whelan & Carcary, 2011).

Hence the important role that the core capabilities play in achieving all of this through organizational learning that results in a significant and clear improvement in the performance of institutions and which has the effect of enhancing the capabilities and skills of specialists in business organizations, and then

comes the strengthening of the core capabilities of organizations as well as the ability to develop products With high quality and low costs for the various target markets and sectors, in addition to the human capital, which has an important and significant role in institutions and work to encourage and motivate workers in them in order to obtain the best products to be presented to customers. The success of organizations in achieving their goals requires the availability of a number of organizational variables in a sound manner, the most important of which is choosing the core capabilities because they reflect in the organization its personality, as perceived by its employees (Heizer, Render & Munson, 2017).

Problem Of The Study

International companies have realized the importance of the talents of their employees and have assigned special departments for them to create more core capabilities for them, which requires answering the following questions:

1- What is the impact of talent management on the core capabilities of the Kuwaiti telecom sector?

2- What is the effect of attracting talent on the core capabilities of the Kuwaiti telecom sector?

3- What is the impact of talent development on the core capabilities of the Kuwaiti telecom sector?

4- What is the effect of retaining talent on the core capabilities of the Kuwaiti telecom sector?

Importance Of The Study

The importance of the study stems from the fact that it deals with the relationship between two important variables in business organizations, namely the management of talent and core capabilities, as talent management contributes to achieving the goals required in the organization, and the importance of the study highlights its application to the Kuwaiti telecommunications sector, which is one of the most prominent economic sectors in the Kuwait, where the recommendations of the study will be used to enhance the talent management process in this sector and develop the core capabilities therein.

Study Hypotheses

The following hypotheses will be tested:

Main hypothesis:

H0: There is no statistically significant effect of talent management on the core capabilities of the Kuwaiti telecom sector.

It stems from the following sub-hypotheses:

H01: There is no statistically significant effect of talent attraction on the core capabilities of the Kuwaiti telecom sector.

H02: There is no statistically significant effect of talent development on the core capabilities of the Kuwaiti telecom sector.

H03: There is no statistically significant effect of talent retention on the core capabilities of the Kuwaiti telecom sector.

LITERATURE REVIEW

Talent Management

The concept of talent management has become one of the most important current topics in human resource management. Current trends tend towards rethinking the measures taken by organizations to attract employees, with special

emphasis on attracting and retaining talented creative people and creative thinkers.

Pruis (2011) sees talent management as a set of human resource practices, activities, and functions in organizations, which include selection, development and career planning. Ingram (2013), in addition, defines talent management as the process of attracting and retaining talented people. From the above, it is clear that There is agreement that talent management is one that implements integrated strategies designed to optimize recruitment, development and retention of highly skilled people and the desire to meet current and future organizational needs.

Some view talent management as a policy for selecting people for the right positions (Whelan & Carcary, 2011). Snell (2007) sees it as a wide range of complex human resource processes that provide benefits to organizations.

Others see it as a series of carefully considered steps that include identifying, attracting, developing, and retaining talent (Uren & Samuel, 2007).

The talent management process goes through the following stages:

1. The strategy of Talent Attraction: Undoubtedly, there is a big difference between the employees present in the organization and those who were newly recruited, so that the manager takes care of the newcomer employee, especially on the first day of work, in order to introduce him to the work team, as well as the culture and organization of the institution. (Cadieux, 2013) The process of attracting talented individuals is practiced by the organization in two types, the first is from within the organization and the second is from outside the organization. Attracting talent from the inside lies in selecting talented workers and employing them in new jobs, as they are able to assume their responsibilities and carry out their duties. Among the positives of internal attraction is the employees' knowledge of the prevailing culture in the organization and the methods of work followed in it, in addition to that this type of attraction would lead to raising the morale of workers in the organization, and encouraging

them to exert more effort in order to rise to higher levels of employment. Attraction from external sources is another strategy for pumping new blood and motivating workers in the organization to innovate and create through mixing all ideas, and contributes to the development of work performed by workers (Rabbi et. al, 2015). The process of attracting individuals from outside into the organization develops the culture and values of the organization and its strategic directions, and the management must determine the quality of individuals required to achieve the desired goals and objectives. Here, the management of the organization should provide incentives of all kinds and training and development programs to enhance the brand and reputation of the organization in attracting human talent easily to the organization (Pruis, 2011).

2. Talent development strategy: Once the process of attracting individuals with distinctive competencies and abilities is completed from inside and outside the organization, the human talent management moves to the development process, which is accompanied by the processes of merging, assigning and engaging talents in the organization. The administration works to enhance the strengths of those who have been hired and refine their skills through development programs, to develop their capabilities and maintain their outstanding level of performance in order to provide them with opportunities to advance and develop at work (Areyiqat et. Al. 2010). Shikha (2010) defined the development process as a structured activity aimed at introducing improvement in the individual skills and experiences of workers, developing their capabilities, raising their level of performance, and increasing their knowledge of work conditions and variables. Organizations generally seek to develop a strategy for developing individuals, to qualify them and lead them in the direction desired by the administration, because most of the talented individuals have not been discovered and some of them are still unknown within the organization, and their capabilities and skills have not been invested as required. Consequently, management needs to implement an effective development strategy that can

identify important opportunities as an important component of talent management to achieve goals and objectives (Williamson, 2011).

3. Retention strategy: There are many factors that would contribute to retaining human talent, such as incentives, incentives, privileges, promotion, and the provision of a suitable internal environment for work. Career success is based on a system of direct and indirect compensation that contributes to raising employee satisfaction levels, and thus this will lead to reduced work turnover. Or the loss and evasion of human talent (Cannon and McGee, 2011. and Iles et al., 2010).

Core Capabilities

Macmillan & Tampoe (2000, 120) believes that core capabilities are a technical or administrative subsystem. It integrates technology, processes, resources, and diverse knowledge to provide products and services that give the organization a lasting and unique competitive advantage.

As for Hitt et al (2003, 36): The core capabilities are the resources and capabilities that the organization possesses, which act as a source of competitive advantage for the organization and make it superior to its competitors.

Deist & Winterton (2005, 33) believes that it is an important organizational resource that is no less important than other resources, through its correct use of resources, it is possible for an organization to achieve excellence through learning and knowledge flow within the organization, as it contributes to coordinating production skills towards achieving basic efforts. The external environment contributes to adding unique values to the organization.

Lin, Lee & Tai (2012) indicate that the core capabilities are the integration of capabilities and accumulative knowledge such as techniques, management, etc., which is important for companies to gain a competitive advantage.

Krajewski, Ritzman & Malhotra (2013) defined core capabilities as the unique resources and forces that an organization takes into account when formulating its strategy.

Heizer, Render & Munson (2017) defined it as the combination of unique skills and talents that enable an organization to operate at the highest levels and gain a competitive advantage.

Research Methodology

The researcher followed the descriptive and analytical approach by examining the effect of talent management on the core capabilities of the Kuwaiti telecommunications sector.

Population And Sample

The study population consisted of administrators working in the Kuwaiti telecommunications sector.

The researcher selected a convenience sample of 300 managers in the Kuwaiti telecommunications sector, and 197 questionnaires were retrieved for analysis

Study Sources

• **Primary data:** This was collected through the questionnaire of the study that was prepared to achieve the objectives of the study and test its hypotheses.

• **Secondary data:** The secondary data sources will be referred to from books, references, periodicals, magazines and relevant previous studies.

SAMPLE CHARACTERISTICS

Frequency and percent are used to describe the sample characteristics, it is found that the highest percent of the sample is males (67%), whereas the highest percent of the sample is between 30-35 years old (42.1%). as well as, 79.2% of the sample has got bachelor degree.

Analysis:

Mean and standard deviation were found to define attitudes toward following variables:

Table (1) Descriptive analysis

	N	Minimum	Maximum	Mean	Std. Deviation
attraction	197	1.00	5.00	3.4376	1.08176
development	197	1.00	5.00	3.2701	.84477
retention	197	1.00	5.00	3.2548	.91754
core capabilities	197	1.00	5.00	3.4487	.93201
Valid N (listwise)	197				

It is found that there are positive attitudes toward above variables because their means are above the critical value (3).

0.938 is reflects the reliability of the questionnaire since it is greater than 0.60.

Reliability Test:

Cronbach Alpha is used to test the consistency of the questionnaire, it is found that alpha=

Hypotheses Testing:

H0: There is no statistically significant impact of talent management on the core capabilities of the Kuwaiti telecom sector.

Table (2) Hypotheses Testing

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.705	.497	.489	.66605

ANOVA						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	84.634	3	28.211	63.594	.000
	Residual	85.618	193	.444		
	Total	170.252	196			

Coefficients

	Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.711	.212		3.357	.001
	attraction	.183	.052	.196	2.585	.015
	development	.255	.078	.231	3.270	.001
	retention	.497	.065	.490	7.633	.000

Multiple regression test is used to test above hypothesis, it is found that F value = 63.594 is significant at 0.05. that means, there is an impact of talent management on the core capabilities of the Kuwaiti telecom sector. Also, it is found that $r = 0.705$ reflects high correlation between the independent variables and the dependent variable.

Also, the coefficients table shows that:

- There is statistically significant impact of talent attraction on the core capabilities of the Kuwaiti telecom sector. Since its t value = 2.585 is significant at 0.05 level.
- There is statistically significant impact of talent development on the core capabilities of the Kuwaiti telecom sector. Since its t value = 2.585 is significant at 0.05 level.
- There is statistically significant impact of talent retention on the core capabilities of the Kuwaiti telecom sector. Since its t value = 2.585 is significant at 0.05 level.

CONCLUSION AND RECOMMENDATIONS:

The researcher aims to test the impact of talent management on the core capabilities of the Kuwaiti telecom sector. It is found that there is an impact of talent management dimensions (talent attraction, talent development, talent retention) on the core capabilities of the Kuwaiti telecom sector. Also, it is found that talent retention has the highest impact on the core capabilities.

This research concluded the necessity for Kuwaiti telecom companies to provide sufficient knowledge in the use of talent management strategies in order to have the ability to achieve the core capabilities efficiently and effectively to obtain a distinguished position and position among other organizations.

This study recommends the necessity of following up the changes taking place in the local and global environment surrounding the company and working on analyzing them, as market studies are conducted periodically to identify the opportunities in the target markets. In addition to the interest in developing a clear and effective strategy for talent management in the Kuwaiti telecom sector

REFERENCES:

- Cannon, J. A., & Mcgee, R. (2011). Talent Management and Succession Planning. CIPD.
- Deist, F.; Winterton, J. (2005). What is competence? Human Resource Development International, Vol. 8, No 1, p. 17-36.
- HEIZER, J., RENDER, B. & MUNSON, C., (2017): "OPERATIONS MANAGEMENT", Sustainability and Supply Chain Management, 12th Ed., U.S.A.
- Hitt, Michael A. Ireland, R. Duane & Hoskisson, Robert, (2009). Strategic Management: Competitiveness And Globalization Concepts. 8Th Edition: South-Western Publication, America.
- Iles, P., Preece, D. and Chuai, X. (2010) 'Talent management as a management fashion in HRD: towards a research agenda', Human Resource Development International, 13(2), 125-145.
- Ingram, Tomasz, (2013). Talent Management Contingencies: Empirical Research Results ,Management Knowledge & Learning and Knowledge & Innovation. International Conference, 19-21-6/2013,Zadar, Croatia.
- Krajewski, Lee j., Ritzman, Larry P & Malhotra, Manoj K(2013). Operations

- Management Processes and supply Chains, 10 Edition, usa.
- Lin , Hsiu-Chuan ; Lee , Yen-Duen & Tai , Chein(2012). A study on the relationship between human resource management strategies and core competencies , The International Journal of Organizational Innovation , vol4,Num 3,PP153-173 .
 - Macmillan, Hugh & Tampo, Mahen (2000). Strategic Management: Process Content. And Implementation, Oup Oxford.
 - Pruis, E., (2011). The Five Key Principles for Talent Development. Industrial and Commercial Training, 43, 206-216.
 - Snell A., (2007). Strategic Talent Management, Human Resource Management: The relationship of Mentoring and Network Resource with Career Success in the Chinese organizational Environment. International Journal of Human Resource Management, 17(9), 1531–1546.
 - Uren L. & Samuel J., (2007). From Talent Compliance to Talent Commitment. Strategic HR Review, 6(3), 32-35.
 - Whelan, E., Carcary M., (2011). Integrating Talent and Knowledge Management: Where are the Benefits? Journal of Knowledge Management, 15(4), 675-687.
 - Williamson, D., (2011). Talent management in the new business world: How organizations can create the future and not be consumed by it. Human Resource Management International Digest, 19(6): 33-36.