

The Impact of Talent Management on Multinational Corporations (MNCs) Entering the Market in Kurdistan Region, Iraq: Insights from Carrefour and Kentucky Fried Chicken (KFC)

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Abstract--- The practice of talent management is critical for company adjustment to dynamism in the contemporary workplace. The process entails constitutes sets of organizational human resource (HR) processes that have been integrated towards employee engagement, retention, motivation, development and attraction of productive groups. The main aim is to establish a sustainable and high-performance institution that exhibits capabilities of meeting operational and strategic goals (or objectives) at the organizational level. The aim of this dissertation was to find out the impact of talent management on multinational corporations (MNCs) entering the market of Kurdistan, Iraq. Specifically, Carrefour and Kentucky Fried Chicken (KFC) were selected as companies from which primary data was collected and analyzed to draw valid inferences. It is also worth highlighting that study adopted a mixed studies approach, incorporating qualitative and quantitative aspects in collecting, analyzing and interpreting data. Findings from the primary data concurred with the existing data regarding the impact of talent management on company performance. The reaffirmations indicated that talent management is on an increasing trend. In addition, talent management was associated with improved organizational performance. Other factors that were found to play a crucial role in effective talent management included external consultation, virtual team formation, collaboration, and interdepartmental cooperation. Challenges included resistance to change and inadequate processes of transitional leadership. Therefore, it is recommended that senior leaders and manager at Carrefour and KFC engage in transitional leadership provision to ensure that future leaders are trained through on-the-job approaches to avoid lapses in future service provisions, as well as likelihoods of turnover consequences.

Keywords--- KFC, Insights from Carrefour, Multinational Corporations (MNCs), Employees in Kurdistan.

I. INTRODUCTION

TALENT management constitutes sets of organizational human resource (HR) processes that have been integrated towards employee engagement, retention, motivation, development and attraction of productive groups. The main aim is to establish a sustainable and high-performance institution that exhibits capabilities of meeting operational and strategic goals (or objectives) at organizational level (Davoudi & Kaur 2012). Complexity characterizes the current, global marketplace, yet the latter forms the environment in which business operations occur. Markets have been exposed to volatility, unpredictability and increasing reactivity to the surrounding economic conditions. As such, even stable businesses experience challenging

environments in which operations occur (Ishak, Eze & Ling 2010). According to Jackson, Schuler and Werner (2009), business firms are in a constant struggle to redefine their practice structures and models towards safeguarding future operations. The need for such redefinitions arises from the fact that global businesses have acknowledged the need for suitability in the surrounding turbulent environment. Indeed, innovation and agility couple with talent management processes to shape business processes in multinational corporations (MNCs). This paper examines the impact of talent management on MNCs entering the market in Kurdistan Region, Iraq.

II. PROBLEM STATEMENT

In Iraq, the fall of the Ba'athist ruling regime and Saddam Hussein's era occurred in 2003. The aftermath saw economic opportunities begin to open with MNCs attracted to the zone. Despite the fact that the region was still turbulent, various firms expressed interest in undertaking new opportunities in Iraq. Primarily, the opportunities attracted the construction and energy firms with particular focus on logistical support, infrastructural connection and oil extraction.

Iraq's Kurdish region has attracted more diverse ranges of foreign corporate investments. The massive attraction is attributed to better infrastructure and relative political stability in the region (Yang 2007). The economic opening implies that Iraq is no longer cut-off from other parts of the world (as initially experienced for over 30 years). Before the political turmoil, Iraq had been considered a significantly-advanced country in the Middle East; with particular emphasis on education and business. Currently, most of the MNCs entering the market experienced a deeply-isolated talent pool. The isolation arises in terms of international business norms and technological advancement. The deviation points to the fact that the isolated talent pool remains wary of the intent of MNCs. Such tensions account for the emergence of issues in talent management while striving to invest in the region and keep abreast with the ever-changing and ever-stiffening global marketplace.

From the observations, political turmoil accounted for the initial cut-off experienced by Iraq in relation to regional and global economies. The extended time of isolation implied that the Kurdish region exhibited significant infrastructural and energy potentiality but the tapping process remained dire. Furthermore, the workforce group in the destination would face the limitation of embracing new technologies to an effective level, attributed to the cut-off. It is also worth noting that the entry of MNCs in the market of Kurdistan region necessitates talent management practices to curb socio-cultural and technology-related barriers. However, various issues remain unaddressed. For instance, the extent to which talent management in Kurdistan affects consumer behavior is yet to be explored. In addition, the relationship between talent management and aspects such as employee motivation and engagement is yet to be examined to a significant level. Additionally, the manner in which talent management correlates with the integration of existing workforces and new workforces entering Kurdistan is yet to be established. Lastly, some of the challenges faced and probable solutions to issues emerging from talent management in Kurdistan have not been analyzed to an in-depth extent. It is also worth highlighting that trends in talent management and related implications are yet to be examined in the Kurdistan region of Iraq, with the entry of MNCs on focus. Such dilemmas necessitate a study that seeks to unearth the manner in which talent management affects employee engagement and motivation, socio-cultural and technological integration, challenges and perceived solutions, and, trends in relation to the integration between

Kurdistan's workforces and the entry group within respective MNCs.

III. AIMS AND OBJECTIVES

In the current study, the main aim is to find out the impact of talent management on organizational operations among the MNCs entering the Kurdistan region of Iraq. Other related objectives are stated as follows:

- To determine the relationship between talent management and employee engagement, as well as motivation
- To establish the role played by talent management in enhancing socio-cultural and technological integration
- To determine the challenges and perceived solutions arising from talent management among MNCs in the Kurdistan region of Iraq
- To establish trends in talent management while seeking to integrate Kurdistan's workforces with the entry group in respective MNCs

IV. RESEARCH QUESTIONS

The main research question is what is the impact of talent management on multinational corporations (MNCs) entering the market in Kurdistan region, Iraq?

Other related research questions

- What is the relationship between talent management and employee engagement, as well as motivation?
- What is the role played by talent management in enhancing socio-cultural and technological integration?
- What are some of the challenges and perceived solutions arising from talent management among MNCs in the Kurdistan region of Iraq?
- What is the trend in talent management while seeking to integrate Kurdistan's workforces with the entry group in respective MNCs?

V. FINDINGS AND ANALYSIS

Background Information

Table 1: Demographic Information

	Frequency	Percentage	Measures of central tendency	Measures of dispersion
Sex of the respondent			Mode	Standard deviation
Female	104	69.33	1	0.441
Male	46	30.67		
Total	150	100.0		
Age of the respondents			Mode	Standard deviation
25-29 years	17	11.33	3	1.134
30-34 years	29	19.33		
35-39 years	48	32.00		
40-44 years	30	20.00		
Over 45 years	26	17.33		
Total	150	100.0		
Working experience in this position			Mode	Standard deviation
Less than a year	14	9.33	3	0.905

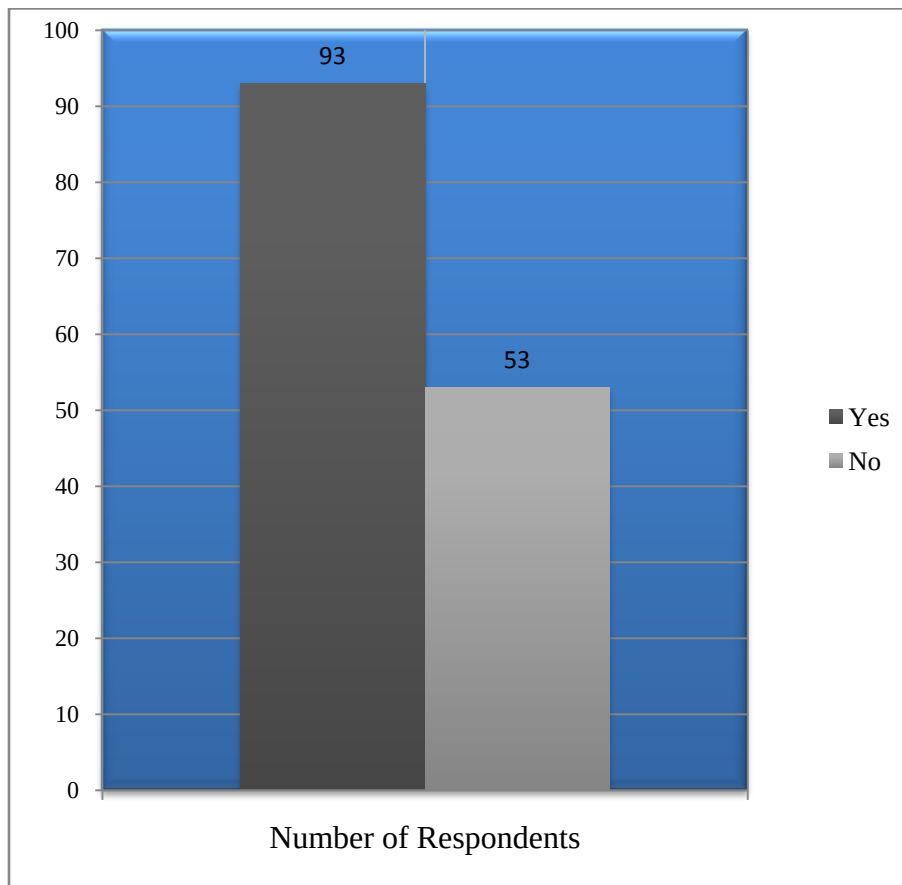


Figure 1 - Talent Management In Relation To the Performance of Carrefour and KFC

Trend in the Provision of Talent Management Processes among Carrefour and KFC Employees in Kurdistan

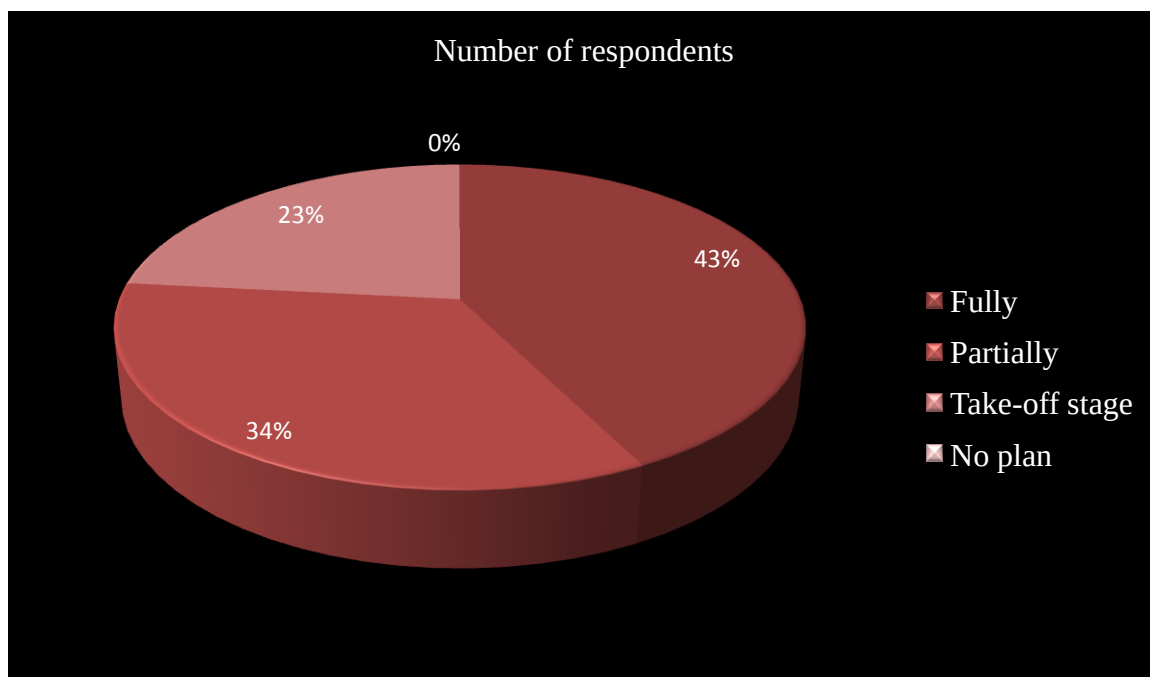


Figure 2 - Trend in the Adoption of Talent Management and Development Programs

Perceived Challenges in Talent Management

Table - 2: Success Factors Considered Towards the Implementation of Talent Management Operations

	Frequency	Percentage	Measures of central tendency	Measures of dispersion
There is an increasing trend in talent management			Mean	Standard deviation
In strong agreement	90.00	60.000	1.1300	0.4180
In agreement	31.00	20.670		
Neutral position	29.00	19.330		
Total	150.00	100.00		
Departments face significant challenges during talent management				
In strong agreement	63.00	42.00	2.2000	0.4260
In agreement	78.00	52.00		
Neutral position	9.00	6.00		
Total	150.00	100.00		
Talent management leads to improved performance				
In strong agreement	82.00	54.6700	2.2000	0.4710
In agreement	14.00	9.3300		
Neutral position	54.00	36.0000		
Total	150.00	100.0000		
Significant efforts are realized towards the realization of talent management				
In strong agreement	62.00	41.33	2.12	0.356
In agreement	86.00	57.33		
Neutral position	2.00	1.33		
Total	150.00	100.0		
Proper information security management enhances talent management at the company level				
In strong agreement	59.00	39.3300	2.8500	0.4790
In agreement	61.00	40.6700		
Neutral position	30.00	20.0000		
Total	150.00	100.0000		

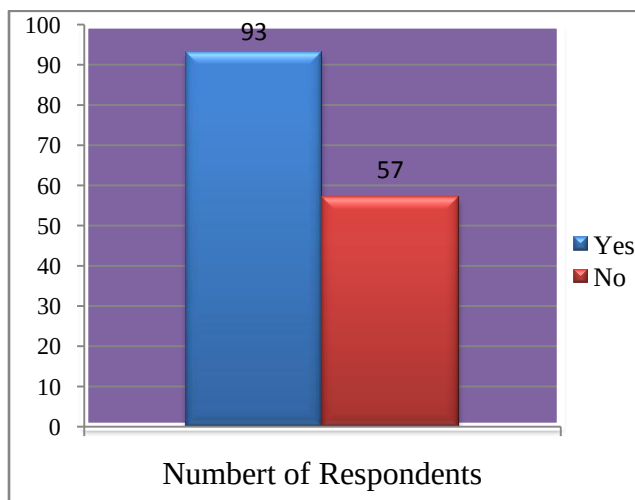


Figure 3 - External Consultation In Relation To Talent Management at Carrefour and KFC

Table 3 - Participant Opinions Towards Future Excellence in Talent Management at Carrefour and KFC

	Frequency	Percent	Measures of central tendency	Measures of dispersion
Training provisions for staff members			Mean	Standard deviation
In strong agreement	94.00	62.6700	1.3000	0.5410
In agreement	50.00	33.3300		
Neutral position	6.00	4.0000		
Total	150.00	100.00		

00				
Hiring consultants				
In strong agreement	72.00	48.00	1.9300	1.1300
In agreement	28.00	18.670		
Neutral position	21.00	14.00		
In disagreement	29.00	19.33		
Total	150.00	100.00		
Virtual team formation				
In strong agreement	87.00	58.00	1.7500	0.6570
In agreement	21.00	14.00		
Neutral position	42.00	28.00		
Total	150.00	100.00		
Collaboration and interdepartmental Communication (Supporting tools that comply with employee training and functional path provision)				
In strong agreement	75.00	50.00	1.6500	0.65700
In agreement	15.00	10.00		
Neutral position	60.00	40.00		

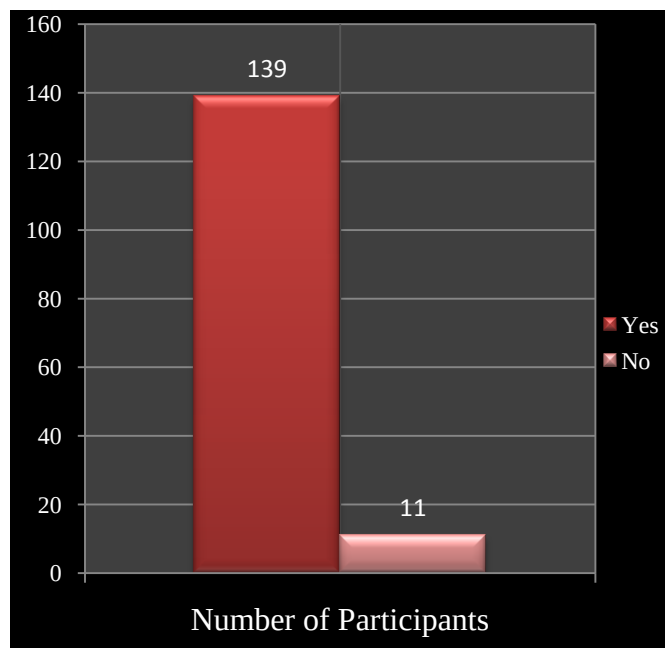


Figure 4 - Workshops and Employee Training in Relation to Talent Management

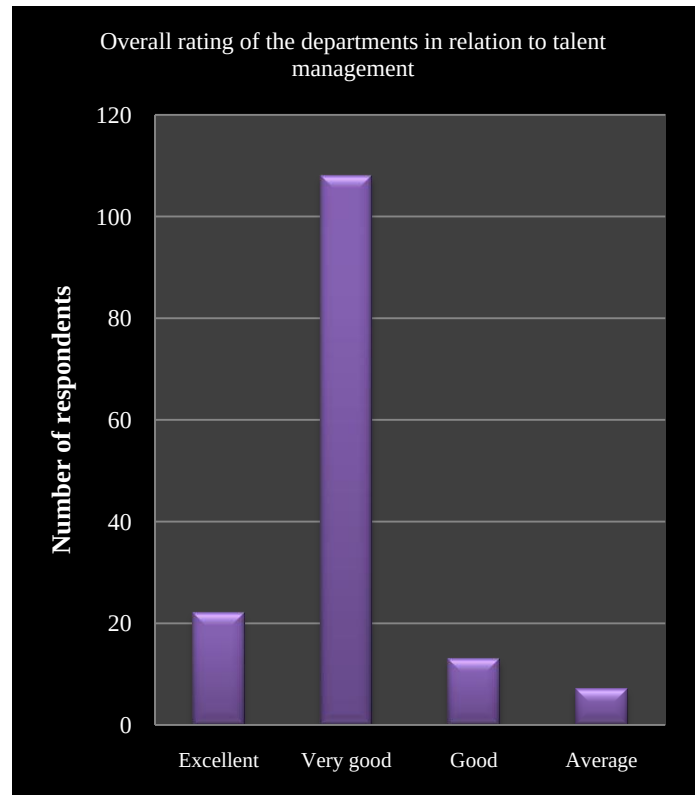


Figure 5 - Overall Rating of Departments Regarding the Implementation of Talent Management Programs at Carrefour and KFC

VI. CONCLUSION

From the research questions formulated, research outcomes indicate that the adoption of talent management programs at Carrefour and KFC is gaining an increasing popularity. In addition, sections of the companies' departments are faced with the challenge of resistance to change among employee groups, as well as stakeholders. Overall, perceived value congruence among employees correlates positively with the quality of talent management. As such, the aspect of talent management has been found to improve organizational performance at Carrefour and KFC.

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APPENDIX A: QUESTIONNAIRE

Participant's ID Code **Date of interview**
...../...../..... (dd/mm/yyyy)

Introduction: The aim of this study is to examine the role of talent management in relation to the achievement of organizational goals and objectives, with specific focus on the MNCs entering the market of Kurdistan, Iraq. Whereas talent management involves processes such as workshops and idea sharing among groups to enhance expertise, business dynamism in the contemporary marketplace operates towards work specialization to achieve optimal utilization of human resource abilities. Therefore, you are requested to participate in the study by supplying information on factors such as challenges, trends, effects, current efforts and the nature, as well as the state of talent management in the MNCs operating in Kurdistan. The following section provides questions (to be filled), including demographic elements, general objective-related and specific objective-related questions.

Direction: Please provide the information requested in the space(s) provided or tick the appropriate option(s).

1. What is your age?
[A] 20 – 24 years
[B] 25 – 29 years
[C] 30 – 34 years
[D] 35 – 39 years
[E] 40 – 44 years
[F] Over 45 years
2. Sex of the respondent
[A] Male
[B] Female
3. What is your highest level of education?
[A] Tertiary college
[B] University
4. What is your position?
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.....
5. What tasks and responsibilities are you mandated with, in the current MNC?
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.....
6. What is the length of your working experience in this position?
[A] Less than a year
[B] Less than 5 years
[C] Over 5 years
[D] Over 10 years
[E] Over 20 years
7. Length of service provision in the current MNC
[A] Less than a year
[B] Less than 5 years
[C] Over 5 years
[D] Over 10 years
[E] Over 20 years
8. What is the number of employees in your department?
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.....
9. Do you think talent management improves the performance of human resource groups?

[A] Yes

[B] No

10. What is the nature and state of talent management in your department?

[A] Fully

[B] Partially

[C] No Plan

11. Do you face challenges while striving towards talent management in the current business operations?

[A] Yes

[B] No

If yes, specify

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12. Rating of study objectives in talent management

Items	In strong agreement	In agreement	Neutral position	In disagreement	In strong disagreement
Effective talent management fosters employee engagement and motivation among the MNCs entering the Kurdistan region of Iraq					
Talent management fosters effective socio-cultural and technological integration among MNCs in Kurdistan					
There is a positive correlation between talent management and improved firm performance among MNCs in the Kurdistan region of Iraq					
Aspects of employee resistance and multiculturalism pose significant challenges to talent management among MNCs in Kurdistan, Iraq					
Talent management portrays an increasing trend in the Kurdistan region of Iraq					

13. In order to realize improvements talent management strategies, do you participate in workshops and training programs?

[A] Yes

[B] No

14. Success factors towards talent management among business departments in Kurdistan's MNCs

Items	In strong agreement	In agreement	Neutral position	In disagreement	In strong disagreement
Organizing workshops and training programs for the employees					
Participation in inter-firm and intra-firm collaboration processes					
Adoption of transitional leadership mechanisms					
Adherence to organizational structures and alignment to hierarchical specifications					
Participation in business inventions and innovations for the talent pool in Kurdistan					

15. Do you think training programs are crucial to the realization of talent management in the MNCs entering the market of Kurdistan?

[A] Yes

[B] No

16. Do you think regular assessment of employee performance correlates with efforts and outcomes of talent management in Kurdistan's MNCs?

[A] Strongly agree

[B] Agree

[C] Neutral

[D] Disagree

[E] Strongly disagree

17. Please rate the overall state of talent management in the Kurdistan's MNC in which you work?

[A] Excellent

[B] Very good

[C] Good

[D] Average

[E] Poor

18. Provide any additional recommendations regarding the manner in which talent management could be incorporated in Kurdistan and other parts of the business world where MNCs gain interest towards opportunity utilization

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Thank you