The Impact of Talent Management Strategies on the Employees' Performance in the Ministry of Social Affairs and Labor MOSAL in the State of Kuwait

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Abstract

Talent management is of great importance to organizations in the public and private sectors, and this study aims to test the impact of talent management strategies on the employees' performance in the Ministry of Social Affairs and Labor MOSAL in the State of Kuwait. The researchers conducted a study of a practical nature (Empirical) based on the discovery of cause and effect relationships (Causal & effect) between variables. The study population included employees of the Ministry of Social Affairs and Labor in Kuwait. The researchers decided to choose a convenience sample of 150 employees to distribute the questionnaire of the study.

It is found that there is an impact of Talent Management Strategies on the employees' performance in the Ministry of Social Affairs and Labor MOSAL in the State of Kuwait. The researchers recommended that employees in the Ministry of Social Affairs and Labor in Kuwait should be involved in the process of developing plans related to their work.

Keywords: talent management, talent management strategies, employees' performance

1. Introduction

Human Resources Management is one of the most important departments in the organization where it is concerned with the affairs of employees and follows their affairs in terms of disciplines, competencies and skills and experiences, apart from employee relationships, wages, payroll and their relationships with other organizations, one of the duties of human resources management related to the level of skill and competence of employees through talent management, which is key to maintaining the competent staff within the organization and benefiting from their expertise and skills for as long as possible (Attri, 2009).

There is agreement that talent management is implementing integrated strategies designed to improve recruitment, development, high retention of skilled people and a desire to meet current and future organizational needs. Talent Management is the organization's commitment to recruiting, retaining and developing the most talented and best employees in the job market. Talent management is a useful term when the organization is committed to recruiting, managing, developing and retaining talented employees. They include all organization processes and regulations on maintaining and developing a superior workforce. Talent management is a business strategy that organizations rely on to retain their talented and skilled employees, just like employee participation or employee appreciation, it is the stated business strategy that will ensure that top talent is attracted to compete with other employers. (Finkle, 2013).

The performance of the organizations reflects the efforts of the workers in order to achieve the objectives of the organization, so the level of job performance depends on the experience, abilities and skills of the employees, which fall within certain requirements and factors including scientific qualifications, inclinations, interests, degree of administrative delegation and other factors that fall under the so-called job description necessary for job design and the requirement to have the necessary qualifications and experience to fill those positions.

Good performance is based on a scientific background and practical and practical qualification within the policies and procedures of the work, and previous experiences, skills and individual abilities of employees

contribute to supporting innovation. The aim of developing the performance of employees is to address administrative problems, facilitate procedures and increase the organizational effectiveness and efficiency of the organization. (Khatibi, et al, 2012)

The importance of the current study is reflected in the following aspects:

1. Contribute to understanding talent management strategies

2. This topic is an important addition to the scientific library as it is one of the latest studies that have studied The Impact of Talent Management Strategies on the employees' performance

3. This topic contributes to a greater understanding and insights about Talent Management Strategies in the Ministry of Social Affairs and Labor in Kuwait.

2. Literature Review

Talent Management

Talent is the seed of scientists, experts and explorers, who will become the pride of the nation. For this reason, countries have taken care of gifted children from the beginning of their lives by diagnosing them and identifying the capabilities they excel at investing alongside their education, and experts and researchers have developed proposals on how to take care of them, and the means, strategies and programs that can be used to meet their needs and meet their aspirations.

Armstrong (2009) defined talent management as representing those individuals who have a difference in the organization's performance, whether contributing directly to performance or by achieving high levels of performance in the long run. Winkler (2006) also defined Clake & As an organizational property greatly influenced by the type of industry and the nature of the business, a dynamic concept that can change over time according to regulatory priorities.

Talent Management is also known as "a collection of enterprise activities that are interested in owning, developing, motivating and sustaining talented employees to achieve the current and future goals of organizations." (Horváthová, 2011).

Anupam and Upasna (2012) defined talent management as a process of attracting, integrating, developing and retaining highly skilled workers to work in the organization. Talent management includes several elements: talent discovery, development, motivation and retention

Sheokand and Verma (2015) found that the concept of talent management is slowly growing in today's business organizations. Human resources also act on behalf of the human capital of organizations as the most important element in achieving competitive advantage and now, organizations working globally are beginning to recognize their value and importance.

Scullion and Collings (2011: 156) defined talent management as an ongoing process involving attracting and retaining high-quality staff, developing their skills and constantly motivating them to improve their performance.

Ntonga (2007:45) asserts that the primary purpose of talent management is to create an enthusiastic workforce capable of continuing the organization in the long term. Managing talent naturally includes many human resources responsibilities, however, having human resources divided into the organization does not mean that there is a resource management role in it but must have a talent management strategy designed solely to meet the organization's needs in order to get the best results.

Oladapo (2014) stated that when an organization succeeds in maintaining its core talent it will certainly have an impact on the organization's profitability, and also noted that if the organization is able to effectively manage its talent by acquiring the best talent related to management practices, it will certainly be beneficial in the long run for the company. He also stated that retention depends on having best talent management practices, so organizations need a basic understanding of the concept of talent management.

Talent management works to acquire, maintain and develop the workforce in organizations. For talent management to be effective, what is important is to hire competent staff in the organization. Organizations are taking steps to manage talent more effectively and also to develop an employer's brand, and these brands simplify the decision-making process and deliver the value that their customers prefer. Organizations that formally decide to "manage their talents" conduct a strategic analysis of current human resources processes to ensure a coordinated and performance-oriented approach. Therefore, it is important for organizations to develop appropriate plans and make efforts to attract the best available pool of candidates, as well as to sponsor and retain existing staff. (Berger & Berger,2010)

Talent Management Strategies

Talent Planning Strategy

Recruiting qualified personnel in the right careers at the right time in order to reach the expected results is called strategic workforce planning. This approach helps organizations understand their current status, predict gaps in talent, and take steps to reduce these gaps. Organizations are currently considering this approach as a core business process that is often handled by human resources management, but in order to achieve a successful outcome from the strategic workforce plan. (Najm & Manasrah, 2017).

Talent Recruitment Strategy

Talent management has become built on its ability to attract the most talented human resources, which possess the capabilities, competencies and skills that are unique and appropriate to the organization's culture and direction to achieve its strategic direction. The attraction was defined as "the process of searching for the best human resources from inside and outside the organization to fill jobs and trying to get them into them." This research process is not limited to the extent to which individuals are suitable for jobs in terms of the scientific qualification and skills required to fill the job, and the development extends to include their ambitions, motivations and orientations to advance and contribute to the achievement of management orientations. (Pruis, 2011).

Training and Development Strategy

The idea of talent development or development is one of the human resources management practices in which human resources management adopts four areas for the development and development of talent, namely identifying talent, designing the mechanism for talent development, evaluating the results of development processes and then organizational support (Stahl et al., 2012).

Talent Performance Evaluation Strategy.

The evaluation is done here after the individual working within the organization has spent enough time to make a difference, and it is natural for the organization to reassess the employee's skills, abilities, development and competence by focusing on behavior, attitude and skill. The evaluation is done by comparing the current performance with the employee's earlier performance and then measuring it with actual performance, work efficiency, problem-solving and additional responsibilities (Davis, 2016)

Talent Retention Strategy.

The process of attracting and developing talented individuals is a very expensive process for the organization, as finding and discovering talent that is in line with the organization's trends and culture is not easy, so organizations seek to retain talent, as leaving the organization will be very damaging to the organization and incurring significant losses. If the organization provides them with opportunities to learn, develop, promote, compensate and create communication with them, their chances of remaining in the organization will increase. That's why talent retention is one of the most important human talent management strategies that an organization can pursue to keep its human capital within the organization's boundaries. (Noe et al., 2017).

3. Hypothesis

The Researchers Suggested the Following Hypothesis

H1: There is an impact of Talent Management Strategies on the employees' performance in the Ministry of Social Affairs and Labor MOSAL in the State of Kuwait.

H2: There is an impact of Talent planning strategy on the employees' performance in the Ministry of Social Affairs and Labor MOSAL in the State of Kuwait.

H3: There is an impact of Talent recruitment strategy on the employees' performance in the Ministry of Social Affairs and Labor MOSAL in the State of Kuwait.

H4: There is an impact of Training and development strategy on the employees' performance in the Ministry of Social Affairs and Labor MOSAL in the State of Kuwait.

H5: There is an impact of Talent performance evaluation strategy on the employees' performance in the Ministry of Social Affairs and Labor MOSAL in the State of Kuwait.

H6: There is an impact of Talent retention strategy on the employees' performance in the Ministry of Social Affairs and Labor MOSAL in the State of Kuwait.

4. Methodology

The researchers conduct a study of a practical nature (Empirical) based on the discovery of cause and effect relationships (Causal & effect) between variables.

5. Study Population and Sample

The population includes employees of the Ministry of Social Affairs and Labor in Kuwait. The researchers decided to choose a convenience sample of 150 employees to distribute the questionnaire of the study, which was designed for distribution to the sample for the purpose of collecting the data and information needed to test the study hypotheses.

6. Data Collection Methods

Data collection methods include

6.1 Preliminary Data

The survey questionnaire was used as a key tool for collecting data. Therefore, a well-structured questionnaire based on the previous approved literature was developed to be distributed to the sample of the study.

6.2 Secondary Data Collection

It includes all the topics of the study and its variables such as books, articles, previous studies and websites.

7. Results

Sample characteristics

When going through sample characteristics according to gender, it was found out that 78% of the sample was males compared to females who formed 22% of total sample. Also the analysis indicated that 44% of sample was individuals within age range of 31.36 years old. On the same track, it was found out that majority of sample responded to questionnaire were individuals holding BA degree forming 72.7% of total sample. The final demographic item which indicated that majority of sample had an experience of 5-7 years forming 63.3% of total sample.

Descriptive analysis

Table 1. Descriptive analysis

	N	Minimum	Maximum	Mean	Std. Deviation
Talent planning strategy	150	1.00	5.00	3.4653	.94592
Talent recruitment strategy	150	1.20	5.00	3.2573	.83973
Training and development strategy	150	1.00	5.00	3.4053	.88171
Talent performance evaluation strategy	150	1.00	5.00	3.6427	.85407
Talent retention strategy	150	1.00	5.00	3.6080	.74649
performance	150	1.00	5.00	3.6373	.78180

Table 1 presented mean and standard deviation of questionnaire statements as according to respondents' answers; it was seen through analysis that all respondents had a positive attitude towards statements of questionnaire considering that all statements scored higher than mean of scale 3.00 and was seen to be statistically positive.

Reliability Test

Through Cronbach's alpha; the reliability test resulted in a value of (0.952) for all the items within the study, the alpha however resulted greater than 0.60 which indicated the tool consistency that enhanced its use in the study

Hypothesis Testing

H1: There is an impact of Talent Management Strategies on the employees' performance in the Ministry of Social Affairs and Labor MOSAL in the State of Kuwait.

Table 2. H1 testing

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.939[a]	.881	.877	.27434

a. Predictors: (Constant), retention, recruitment, planning, Training, evaluation

ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	80.233	5	16.047	213.204	.000[b]
	Residual	10.838	144	.075		
	Total	91.071	149			

a. Dependent Variable: performance

b. Predictors: (Constant), retention, recruitment, planning, Training, evaluation

Coefficients[a]						
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	.084	.121		.693	.489
	planning	.066	.031	.080	2.132	.035
	recruitment	.036	.038	.039	.943	.347
	Training	-.038	.036	-.043	-1.051	.295
	evaluation	.531	.046	.580	11.619	.000
	retention	.389	.051	.371	7.677	.000

a. Dependent Variable: performance

Above hypothesis was tested using Multiple regression analysis which scored an R value of 0.939 and an F value of 213.204as the value of t at 0.05 significant at (0.05). This confirmed that independent variable and dependent variables are correlated and that means there is an impact of Talent Management Strategies on the employees' performance in the Ministry of Social Affairs and Labor MOSAL in the State of Kuwait

H2: There is an impact of Talent planning strategy on the employees' performance in the Ministry of Social Affairs and Labor MOSAL in the State of Kuwait.

Table 3. H2 testing

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.530[a]	.281	.276	.66523

a. Predictors: (Constant), planning

ANOVA[a]

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	25.577	1	25.577	57.797	.000[b]
	Residual	65.494	148	.443		
	Total	91.071	149			

a. Dependent Variable: performance

b. Predictors: (Constant), planning

Coefficients[a]

	Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.120	.207		10.244	.000
	planning	.438	.058	.530	7.602	.000

a. Dependent Variable: performance

Above hypothesis was tested using linear regression analysis which scored an R value of 0.53 and an F value of 57.797as the value of t at 0.05 significant at (0.05). This confirmed that independent variable and dependent variables are correlated and that there is an impact of Talent planning strategy on the employees' performance in the Ministry of Social Affairs and Labor MOSAL in the State of Kuwait

H3: There is an impact of Talent recruitment strategy on the employees' performance in the Ministry of Social Affairs and Labor MOSAL in the State of Kuwait.

Table 4. H3 testing

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.524[a]	.275	.270	.66801

a. Predictors: (Constant), recruitment

ANOVA[a]

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	25.027	1	25.027	56.084	.000[b]
	Residual	66.044	148	.446		
	Total	91.071	149			

a. Dependent Variable: performance

b. Predictors: (Constant), recruitment

Coefficients[a]

Model		Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	2.048	.219		9.342	.000
	recruitment	.488	.065	.524	7.489	.000

a. Dependent Variable: performance

Above hypothesis was tested using linear regression analysis which scored an R value of 0.524 and an F value of 56.084 as the value of t at 0.05 significant at (0.05). This confirmed that independent variable and dependent variables are correlated and that there is an impact of Talent recruitment strategy on the employees' performance in the Ministry of Social Affairs and Labor MOSAL in the State of Kuwait

H4: There is an impact of Training and development strategy on the employees' performance in the Ministry of Social Affairs and Labor MOSAL in the State of Kuwait.

Table 5. H4 testing

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.547[a]	.300	.295	.65654

a. Predictors: (Constant), Training

ANOVA[a]

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	27.276	1	27.276	63.280	.000[b]
	Residual	63.795	148	.431		
	Total	91.071	149			

a. Dependent Variable: performance

b. Predictors: (Constant), Training

Coefficients[a]

Model		Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	1.985	.215		9.252	.000
	Training	.485	.061	.547	7.955	.000

a. Dependent Variable: performance

Above hypothesis was tested using linear regression analysis which scored an R value of 0.547 and an F value of 63.28 as the value of t at 0.05 significant at (0.05). This confirmed that independent variable and dependent variables are correlated and that there is an impact of Training and development strategy on the employees' performance in the Ministry of Social Affairs and Labor MOSAL in the State of Kuwait

H5: There is an impact of Talent performance evaluation strategy on the employees' performance in the Ministry of Social Affairs and Labor MOSAL in the State of Kuwait.

Table 6. H5 testing

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.900[a]	.810	.808	.34225

a. Predictors: (Constant), evaluation

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	73.735	1	73.735	629.485	.000[b]
	Residual	17.336	148	.117		
	Total	91.071	149			

a. Dependent Variable: performance

b. Predictors: (Constant), evaluation

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.637	.123		5.187	.000
	evaluation	.824	.033	.900	25.090	.000

a. Dependent Variable: performance

Above hypothesis was tested using linear regression analysis which scored an R value of 0.90 and an F value of 629.485 as the value of t at 0.05 significant at (0.05). This confirmed that independent variable and dependent variables are correlated and that there is an impact of Talent performance evaluation strategy on the employees' performance in the Ministry of Social Affairs and Labor MOSAL in the State of Kuwait

H6: There is an impact of Talent retention strategy on the employees' performance in the Ministry of Social Affairs and Labor MOSAL in the State of Kuwait.

Table 7. H6 testing

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.862[a]	.743	.741	.39768

a. Predictors: (Constant), retention

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	67.665	1	67.665	427.867	.000[b]
	Residual	23.406	148	.158		
	Total	91.071	149			

a. Dependent Variable: performance

b. Predictors: (Constant), retention

Coefficients[a]

Model		B	Std. Error	Beta	t	Sig.
				Standardized		
		Unstandardized Coefficients		Coefficients		
1	(Constant)	.380	.161		2.365	.019
	retention	.903	.044	.862	20.685	.000

a. Dependent Variable: performance

Above hypothesis was tested using linear regression analysis which scored an R value of 0.862 and an F value of 427.867as the value of t at 0.05 significant at (0.05). This confirmed that independent variable and dependent variables are correlated and that there is an impact of Talent retention strategy on the employees' performance in the Ministry of Social Affairs and Labor MOSAL in the State of Kuwait

8. Conclusion

This study aimed to identify the Impact of Talent Management Strategies on the employees' performance in the Ministry of Social Affairs and Labor MOSAL in the State of Kuwait.

Where several findings have been reached regarding the presence of an effect of Talent Management Strategies on the employees' performance in the Ministry of Social Affairs and Labor MOSAL in the State of Kuwait.

This finding is consistent with the study of (Al-Awlaqi, Aamer and Habtoor (2018); Al-Qeed, Khaddam, Al-Azzam & Atieh, (2017); Al-Lozi, Almomani &al-Hawary (2017); Sareen & Mishra (2016); Sadri, Piren, Sharifi & Farhadi (2015).

These studies have emphasized the importance of talent management in organizations and their implications for different aspects of human resources management.

Hence, the researchers recommended:

1.It is important to involve employees in the Ministry of Social Affairs and Labor in Kuwait in the process of developing plans related to their work.

2. It is important to develop plans for the management of talented people in the Ministry of Social Affairs and Labor in Kuwait

3. It is important to follow-up mechanisms should be put in place to achieve implementable talent editing proposals

4. It is important to develop an incentive system for talented people in the ministry to encourage them to develop their abilities.

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