



Exploring the Integrated Talent Management Processes on Competitive Advantage of Mobile Phone Operators (Comparative Study on Safaricom and Airtel, Kenya)

Charles Kireru & Dr Phelista Njeru, PhD
ckireru@mku.ac.ke
Mount Kenya University, Kenya

Abstract

The success of business strategy execution in a competitive world relies on integrated talent management processes in the organization and its people, who choose to analyze the competition and craft a well-aligned business model. Recent studies indicate that pressures driving integration of talent management process is due to the increasing competitive landscape forcing faster adaptation and for others is the ever-changing landscape forcing organizations to adopt a long-term view of talent needs. Integrated talent management focuses on linking talent resourcing, retention, development and compensation processes in order to create the required synergy in harnessing people capabilities. This capability is at the heart of organizations' performance in competitive markets. In this regard, the purpose of this study is to explore the influence of integrated talent management processes on competitive advantage of the telecommunication industry in Kenya. The study adopted a descriptive research design since it helps to understand the characteristics of a group in a given situation and helps to make certain simple decisions. The target population involved the top management of Safaricom and Airtel service providers. A stratified random sampling approach was used to collect primary data through structured questionnaires. Cronbach's alpha coefficient was used in the reliability test and descriptive and inferential statistics were used to analyze the gathered data using a Statistical Package for Social Scientists (SPSS) version 21.

Keywords: *Talent Management, Changing landscape, Management process*