

Analyzing the Challenges of Recruiting and Selecting Talented Foreign Employees to Organizations in Kurdistan Region, Iraq

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DOI: 10.23918/ICABEP2019p37

Abstract

The research attempts to examine the recruitment and selection process of talented people in Kurdistan region and Iraq in general. Our intention is to find out how organizations within the region during the period of socio-political and economic instability can be able to attract, hire and retain talented employees that will facilitate organizational objective. In a crisis of such tremendous magnitude, it is not easy to attract skillful staff who may want to work in such a region or country. Our observations, therefore, suggest that instability impacted negatively on the recruitment and selection of talented foreign employees to Kurdistan Region and Iraq.

Keywords: crisis, talent, recruitment, selection, Kurdistan Region, and Iraq

Introduction

The Kurdistan Region is capable of attracting diverse and variety of foreign business investment because of its comparative political steadiness and better foundation. Challenges about talent moreover vary meaningfully due to dissimilar realities. Talent progress happens more rapidly if training staff are capable of being on site. This development is possible in Kurdistan Region but hard in the rest of the Iraq because of security problems and availability of background foundation. Infrastructure for the on-site workforce training, whilst present in KR, is less obtainable in other parts of the country. Selecting and Developing Talent is one of the challenges. Throughout the struggle years, entire Iraq experienced “brain drain”. The repeated combats, followed by the international sanctions, meant that people were isolated from the world and all the growth that has happened for about 30 years. Taking into consideration the significant variances that exist between the Kurdish region and Iraq, there are certain mutual talent obstacles that corporations face during the crisis’s periods. The political uncertainty of the country over many decades has caused deficiency in experienced talent. Even competent Iraqis were prevented from access to soft skills-training or technical-training in their relevant fields. Hiring in Iraq is based chiefly on networks and connections; the preference for filling an available position is regularly to secure job-availability for friends or family members even if somebody else is well-qualified for a position is of a secondary concern. Most businesses entering Iraq found that they must invest deeply in training for their employees to prepare them to work in the framework of an international company. Since Iraq was earlier designed as a state economy and retains several elements of the structure, the main market economy skills such as marketing, sales, quality assurance, customer service, performance management and time management are not robust. On a good number of occasions, several relevant individuals did not participate on the trainings, because training programs (particularly international training programs) are counted as important privilege (Caldwell, 2013: 3)

Talent are individuals who own a unique ability or aptitude. In this definition there is the trace of thinking out of the box, of creativity, of a distinctive capability of solving problems. Today’s extremely competitive market tolerates no robotic or automatons time-card-

punchers that obediently perform the similar task day after day with the hope of being retired with a gold watch. Corporations, large or small must be creative, nimble, and ready to leave the old consistent methods when confronted by new models. The performance of a job by routine inevitably causes irrelevance and decline. The aim of this research is to find the relationships between various types of crisis and the process of recruitment and selection using crisis as an independent variable and recruitment and selection as dependent variables. Implications of the theoretical part of this research will be used for the cases of Kurdistan region and Iraq

In order to achieve the strategic opportunities that are offered by the several worldwide talent challenges confronting companies today, exhaustive understanding and knowledge of the main environmental shapers and forces of them is needed. Companies need to systematically choose from the several HR practices and policies in order to: manage the existing environment of financial and economic crises throughout, prepare themselves for the phase of recovery for post-crises and manage more competitively on a daily basis in an extremely competitive globe. The questions this paper seeks to answer include, *inter alia*; a) what are the challenges related to recruitment and selection of talent in Kurdistan Region? b) to what extent do these challenges are affected by the crises; and c) how can these challenges be mitigated or managed?

This paper examines the challenges facing the process of recruitment and selection of talented employees during the crises in Kurdistan Region, and to find some methods of managing those challenges. The paper will also try to close the general gaps and shortages that organizations may face during the process of finding the right talent for the right position at the right time with a fair price.

Literature review

The phrase talent management has more than a regular definition, and approximately every report written on the subject starts with wringing about the theoretical limits of the phrase. As the following reports by Lewis & Heckman (2006, p. 139) noted, “there is disturbing absence of clearness concerning the definition, overall goals, and the scope of talent management. Comparably, Collings *et al.* (2009, p. 1264) determined that the idea of talent management is missing in regard to theoretical development and definition. There is comparative absence of experiential indications on the talent management topic. In the same regard Gallardo-Gallardo *et al.* (2013, p. 291) asserted that it is obvious that talent will be able to represent suchlike a business manager or planner expects it to represent, while everybody has her or his own thoughts of what the concept does or does not include.

Today’s Organizations are blazing tracks for their complements of the future. It might sound strange, but in the background of most corporations it is a strong slog. As challenging as it is for companies to direct their talent, the reality is that talent cannot be kept and controlled like several other resources and that is more challenging. Talent look like a fluid, it is the sort of resource which can leave when it wishes (Schweyer 2004, p. 16)

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According to Beechler *et al.* (2009, p. 274) the competition for talent was formally started in 1998 when the most prestigious and largest American management-consulting organization, (McKinsey & Company) announced their report (now-famous) declaring that “better talent is worth fighting for”.

Talent management has become a new generated practitioner term representing a long-range of standing performs that aim at positioning the right individual in the right position at the appropriate time. These steps include succession planning, workforce planning, career management, and employee development. The history of the term starts from a report of McKinsey at 1998, which stated that differences in the executives' performance illustrate a great part of the alteration in general performance through businesses. It is becoming the leading human capital subject of the beginning of twenty-first century. Practically all surveys of executives, not only professional human resource, supports the concept of this interest, and chief human resource consulting organizations have either started establishing new practice fields or rebranded the existing practice fields to offer the concept of talent management solutions (Cappelli and Keller 2014, p. 306).

The conceptual framework of Talent Management

Lewis and Heckman (2006, p. 139) found a “disturbing lack of clarity” regarding the conceptual explanation of talent management. They identified three key ideas of the phrase. The first concept is that the talent management is encompassed of a group of distinctive practices of human resource department like selection, recruiting, development and management of career and succession. Within this context, they stated that talent management might be slightly more than an up-to-date term or synonym for HRM. Though, they suggested that talent management might additionally indicate a systematic method to carrying-out these functions; first that includes technology (e.g. software or the internet) and puts in place at level of the entire enterprise. Second notion of talent management further specifically emphasizes the forecasting or showing (in supporting management) the movement of human resources through the corporation, depending on such elements as supply and demand, workforce skills, and the growth and attrition. From this viewpoint, talent management is measured more or less identical with workforce planning or human resource, chiefly if automatically connected to other structural systems and databases. The final and third standpoint on talent management emphasizes on sourcing talent, developing them and rewarding talented employees. Several Human Resource Management specialist publications support the variety treatments of employees recognized as having special talent (for instance high performing or high potential employees). This viewpoint was reflected in definition of talent stating that; talent employees are people who own the ability to build an important difference to the existing and upcoming performance of the business (Hughes and Rog 2008, p. 744)

Global tendencies in talent management:

Kim *et al* (2017, p. 7) argued that in the next decades, one of the rarest resources universally will be talent. Around three quarters of organizations globally recognized that deficiency of skills, knowledge, or experiences were the main reason for the competition to employ proper employees. With aged populations, jointly with the dropping quality of secondary education and higher education programs in numerous industrial countries, rivalry for talent becomes only fiercer.

Elements influencing the competition for talent are global economic and demographic trends; increasing movement of organizations' people; transformational changes to skills, cultures and business environments; and rising levels of staff diversity.

Global talent challenges:

Nowadays events are quickly moving, enormously uncertain, and extremely competitive worldwide environment, companies worldwide are facing many global talent challenges. Universal talent challenges are important (high impact and strategic) HR-entrenched business problems that concentrate on managing a company to make sure that the right number of the right talented and motivated employees are at the right position, with the appropriate price, throughout all financial and economic changes in a very competitive globe for the reason of balancing the staff with the desires of the company in the short-term, and putting the company to have the manpower needed in the long-term (Schuler *et al.*, 2011 p. 507). Global talent challenges include the following:

Globalization: wage differentials/world trade, competition, markets/customers, and individuals

Demographics changes.

Demand for employees with motivation and competencies.

Supply of employees with motivation and competencies.

The mission of finding and handling talent is becoming more difficult, contradictory, and turbulent than ever before. Some familiar talent pools are heading towards drying as new pools are quickly opening but often full of hidden rocks and cross-currents. This is making countless challenges for leaders and managers of companies large and small. Talent managers need to cope with a world of contrast and change:

Global abundant talent with scarcity of talent in local pool.

Less young individuals and more old individuals, some of them are heading quickly toward retirement.

Increasing demand for fresh skills heightened by educational shortcomings and demographic pressures.

New techniques of working and fresh relationships among suppliers and users of talent.

More remote and diverse or even virtual employees, with different mindsets to work crossways the generations.

Stable change in the kind of effort, with more people working in the uncertain world of information. Cheese et. al. (2008 p. 8)

Demographic trends and global economic: Every business should be ready to deal with the international economy. Global industry growth has become easier with the use of technology. The Internet ensures information and data to be promptly accessible and shared around the planet. The e-mail, Internet, and video conferencing allow business interaction to be finished between businesses thousands of kilometers apart. Globalization is not restricted to any specific product market, sector of the economy, or company size. organizations without global operations might use or buy properties that have been made overseas, compete with foreign owned organizations, hire employees with diverse backgrounds. Several organizations are entering global marketplaces by exporting their goods overseas, constructing industrial facilities or service axes in different countries, joining into associations with foreign organizations, and involving in e-commerce. international organizations are challenging with finding and retaining talented personnel, particularly in developing markets. Organizations are moving into different countries in the world, but the request for talent exceeds supply. To manage these issues, organizations take actions to better organize their directors and their people for international assignments and to make sure that training and development chances are obtainable for international staff. Cross-cultural type of training formulates personnel and their relatives to realize the norms and culture of the region to which they are being transferred and helps in their return to home country after the mission. (Noe 2010, p. 11). Kurdistan Region is very open for receiving international companies to increase the chances of foreign investment. However, those organizations and local ones are facing the problem of finding, recruiting, selecting and retaining talented employees because of lack of proper types of training, regional uncertainty, economic problems to mention but few.

Increasing movement: sometimes migration flows can be labeled as brain drain, meanwhile high-skilled labors have greater emigration rates, and it may accelerate far quicker for the talented group than other types of employees. Local talent people in different circumstances intend to find more secure jobs and they make decision to work in different organizations and sometimes they decide to work for international organizations overseas. However, expatriates (talent) do not apply for jobs easily in the region because of the crisis, and sometimes while Kurdistan region is a part of Iraq,

people apply same Iraqi measurements of features on the region itself and do not distinguish between situation in both of them.

Transformational changes to skills, cultures and business environments: choosing knowledge-based instead of product-based economies is an important production transformation impacting the universal struggle for talent (Beechler et. al. 2009, p. 275)

Diversity: Developing cultural competency consequences ensures better understanding, communicating with people, and successfully cooperate with people among different cultures, also deal with different cultural philosophies and agendas. However, there are numerous cultural differences in the workplace such as; communication, forming teams -team work-, and time. People from different cultures may view the respect to time differently. Some people because of their culture are interested in individual work, but others believe in cooperation and teamwork. Also, the way of communication and delivering messages are not the same among people from different cultures. Even sometimes this variety results in misunderstanding and conflict. People in Kurdistan Region are more open to diversity but still it requires time and training to be able to deal properly with this important factor. The unpleasant reality is that several companies are lacking outstanding performance as they are not successful in managing diversity (Tasie 2017, p. 2). However, the workplace is a diverse place like any association while the individuals working inside business are from the society. There are many challenges facing management of diverse work individuals. Handling diversity in an organization is more than merely acknowledging differences between individuals. It contains diagnosing the value of variances, promoting all-inclusiveness, and fighting discrimination. Bosses may be facing with challenges about losses in employees and productivity of work because of discrimination and prejudice, as well as legal actions and complaints against the company. Negative behaviors and attitudes can be obstacles to organizational diversity as they can damage working relationships and harm work productivity and morale. Negative behaviors and attitudes in the work area can be stereotyping, prejudice, and discrimination, which must never be used by organization for employment, retaining, and termination performs (Aligun 2017, p. 123)

Attracting and retaining talented employees:

In order to retain and attract talented employees, a number of techniques and principles have been suggested by HILTROP (1999: p. 424) as follows:

1. ensuring that there is a change in the psychological contract.
2. setting up priorities and putting the capability of retain and attract of talented employees at the top priorities of the management.
3. Create practices and policies which enable the firm to enhance its attractiveness in the labor market.
4. Making sure that line managers are accountable for the individuals they need and lead.
5. Generating a winning individual value proposition.
6. Providing opportunities for self- development and learning, Integrated with mentoring, and career planning.
7. Providing support and information for the employee's own efforts and development.
8. Providing genuine job previews.
9. Creating career enhancing and challenging work experiences.
10. Redefining the Position of Human Resource Managers.
11. Building their own talent group from within at the possible level.

Importance of talent management:

Separately from the advantages that are understood from the topic, talent management is significant for at least two initial reasons. First reason is that actual talent management guarantees that companies can successfully obtain and recall essential talent. And the second reason is to continue with the degree to which to make sure talent employees are involved in the business. A new survey by Deloitte (2005) stated that out of 1,396 human resource specialists from about 60 different states, the capability to retain and attract new talent were seeming to be the two very difficult people management matters facing their companies today. About 74% of respondents stated either moderate or high-level shortage (or expected shortage) in fulltime staff and 53% answered either moderate or high-level shortage (or estimated shortage) in part time staff. Comparably, a survey graded the accessibility of talented managers or executives as number sixth between their highest ten challenges that can be counted as chief concerns (Hughes *et. al.* 2008, p. 744).

Converging societal, technological, and economic elements have all raised the significance of talent for current century establishments. Talent-powered companies foresee and take advantage of the quickly changing talent background, formed by constant worldwide progress, the increase of fresh economic parts, and the growing role of human capital in generating value for companies. In a progressively talent-related globe, talent-powered companies recognize the strategic significance of talent and see talent management like a critical structural capability (Cheese *et. al.* 2008 p. 12)

Possibly, the most noticeable criticism from scholars could be the use of the phrase talent management which is frequently and slightly more than a re-branding of a variety of normal human resource activities (Lewis & Heckman 2006, p. 139). While this is a reasonable criticism of majority of the specialist literature, it could be less accurate in the field of academic literature, that has been more cautious in its efforts to differentiate talent management from the analysis of certain human resource performances and strategic human resource management (SHRM) in general (Cappelli and Keller 2014, p. 306).

Recruitment and selection:

Many definitions of recruitment highlight the collective efforts of organization to categorize, attract, and influence on the job choices varieties of experienced applicants. Organization managers are uncomfortably aware that recruiting talent is facing them as one of their main persistent problems. Close-fitting labor markets give applicants substantial choice among employers, chiefly for those in information/knowledge-based, professional, technical, and service professions. Some statements designate that nearly 50% of all employees are at minimum passively seeking jobs, and a substantial minority are actively looking after the job (Towers Perrin, 2006). Furthermore, recruitment is a procedure that attains and pursues possible job candidates in essential and sufficient quality and quantities to achieve the existing position and to accomplish organizational objectives and needs. Recruitment policy is a vital component to business; while, recruitment policy replicates a general strategy of a business. It is well-defined as a procedure of seeking and attracting a pool of persons to select experienced candidates for accessible position inside an organization. Anwar *et. al.*, 2015, p. 5)

Fairness and full transparency in the process of recruitment is not the only essential step to implement truthfulness standards through the process of selection, but also to guarantee the best balance between skills and experience of candidates and the objective desires of the position. Considering that the request for employment (in the civil service) surpasses the limit of supply of occupations and access to this kind of professions is extremely wanted, transparent and fair processes are all necessary supplementary. Accountability and neutrality in the process of recruitment require several measures to fit in place, such as the growth of organizational graphs for public organizations, standard work profiles with related desires and experiences, terms and conditions related to the service, open and transparent processes for selection, and formal techniques for the evaluation of applicants. UNODC (2013, p. 55) Hence, selection is a procedure of selecting a person from a pool of applicants. This person is accepted to become the best choice to meet the selection standards for the position available. The most collective method used in the selection procedure is checks of background, and references with interviews. Additionally, several businesses use a test especially after recruitment procedure is

effectively taken place. A technique of selection must be relevant to the vacancy itself, offering an actual utility to the elected applicant and method must be legally suitable (Anwar *et. al.* 2015, p. 6)

Finally, this is such a difficulty that numerous firms really face a larger challenge of recruiting than a selection challenge. Selection will barely be financially defensible and effective if an adequate number of applicants apply for certain job in the organization. Generally, this challenge means that many firms struggle in order to find a way to attract a talented diverse staff. Therefore, there is growing acknowledgment that recruiting alone and regardless of selection is critical not alone for constant competitive advantage, but fundamental organizational survival (Ployhart, 2006 p. 869)

Global recruiting:

Global talent management activities and strategies (including recruiting) are impacted by a complex set of challenges subsequent from the interface of organizational factors and industry with cultural and institutional forces. Evolving universal talent management methods have accepted more innovative, cooperative, and strategic methods of finding talent, recruiting talent and developing them. As it impacts on the number and kinds of candidates ultimately accessible to hire, international recruiting is serious to universal talent management, and strategic human resource management (Phillips *et. al.* 2017, p. 29).

Implementing the Recruitment Process:

Elements of recruitment process could be classified into four steps which are pre-recruitment, identifying the most appropriate candidates, assessment and selection, and post recruitment. Each one of these classes contains some other steps. The recruitment procedure (and chiefly that applied by large organizations) includes a quantity of significant elements or phases. These might be summarized as follows:

Job description: The progress of comprehensive written job descriptions contained in the recruitment procedure of large companies in both the private and public sectors.

Eligibility Criteria: Among the formal recruitment procedures applied chiefly by large businesses and public sector organizations, eligibility principles for evaluating applications were planned and communicated to possible applicants. Some of most shared criteria for shaping eligibility are qualifications, proficiency in languages, previous experience.

Advertising Jobs and Attracting Candidates: A series of advertising ways might be used by organizations and in some occasions the type of the job determines the method used.

Application, Initial Screening with Shortlisting: The most shared method is to require the candidate to complete an application form, sometimes accompanied by a CV. In large volume recruitment campaigns, requests are subject to an initial screening procedure. The purpose of this is to eliminate applicants who are unqualified based on the sorts of principles. Typically, this is the phase of testing but in many cases may contain direct development to interview. The additional option is that the recruiting organizations select for interview from among the most capable applicants.

Testing and evaluations: generally, if the occupations involved are technical by its nature, technical kind of tests need to be conducted.

Interviewing and Selecting: interviews are a vital portion of the recruitment procedure.

Vetting: The vetting of applicants takes place in case an occupation offer is impending or immediately earlier to the last decisions being practiced. Vetting contains checking of references, validating of qualifications, medical (occasionally physical) tests, and for many jobs, police clearance. WRC Social and Economic Consultants (2009 p. 46)

In searching for talent, identifying a skilled candidate is not enough. Rather, the company also has to consider factors such as what type of talent is needed for a position or which organizational capabilities it would like the position to enhance. However, to attract the best people for the company,

a firm should do more than simply analyze its organizational competencies and determine what types of talent are required. It is important that the company has an employee value proposition (EVP) (Hatun 2010, p. 37)

The challenges of selection and recruitment of workforces:

There are several challenges identified for the process of recruitment and selection such as; cost and effectiveness of advertising and tools used for the purpose, misrepresentation of qualifications (or fake qualifications occurs when an individual appears as a right person for the position but in reality it is not correct) , favoritism and nepotism (practice of unethically providing the best occupations to members of his/her family when he/she is in a position of power), geographical position of an enterprise, change in the model of business, political interferences, lack of experienced and qualified people and brain drain in the local pool, over qualification condition (especially with high level of unemployment), outdated /insufficient job descriptions (Technological changes might impact on the method of performing a job and the qualifications required for the job may similarly change and will reflect on the process of recruitment and selection), challenges of external versus internal recruitment and selection, size of recruiting organization (Zinyemba, 2014 p. 30)

Sources of Recruitment:

There are principally two kinds of sources of recruitment specifically, external sources and internal sources. Both types of sources could be found represented in a full-cycle of recruiting system. Essentially, there are five recruitment internal sources such as; Promotion, Demotion, Transfer, Job Posting, and Job Bidding. The human resource leader focuses on internal recruitment while the company realizes that some of their current employees deserve to be demoted, promoted, posted, or transferred. Similarly, the company may plan for number of its current personnel to get into competition with other candidates for certain positions. Also, there are some external sources of recruitment which means the corporation attracts candidates from outside of the organization. External sources of recruitment include; advertisement, labor offices, employee referrals, education and training establishment, employment agencies, and e-recruitment (Mohammed, 2018, p. 20397).

Crisis in Iraq and Kurdistan Region:

Bulgu *et. al.* (2007: 13) found crisis definition as a conclusive or extremely important phase in the sequence of anything; a critical time or incident; a turning point; a business crisis; or a political crisis. Numerous scholars have endeavored to find a definition for crisis with the purpose of discovering and handling crises earlier before occurrence, or during crises time, or post-crisis. Moreover, a good number of scholars agree that a crisis is an unexpected event which interrupts an administration's routine design of day-to-day cycle, whereas the terms disaster and crisis might be used interchangeably. However, disasters are usually seen as large-scale public events (floods, tornadoes, earthquakes, ... etc.) managed by government, community, or social groups. A crisis manages to be triggered by managerial errors, deficiencies, or oversights. Ray (1999, p. 14) explains that a crisis is an abrupt and unforeseen event that are pressured to disturb a firm's operations' and postures' reputational and financial threat. Crises can damage stakeholders emotionally, physically, and/or financially. A widespread range of stakeholders are harmfully affected by a crisis comprising employees, community members, suppliers, stockholders, and customers. Crises threaten to harm reputations while a crisis provides different reasons to people to think about the firm (Coomb's 2007 p. 164)

Types of crisis: There are three main types of the crisis, Shaluf (2003 p. 28) as long as there are not enough resources in Iraq and Kurdistan Region. First is *Community crisis* which consists of:

natural crisis: this type of crisis are outcomes of natural disasters.

industrial crisis: this is an outcome of socio-technical disasters.

non-industrial crisis: this type consists of two other types which are the conflict type (political crisis) or non-conflict kind of crisis.

Conflict type of crisis may contain:

external crisis such as threats: all types of wars; embargoes; blockades; relation breakdown; and terrorism. In Iraq and more specifically in Kurdistan region most of these types of crisis are experienced. Different types of threats are facing the region, from the drying water sources, military threats, economic sanctions, etc. Despite the fighting against terrorist groups, the war between different groups from Iraq and Peshmarga force of Kurdistan region happened. Therefore, the government in Baghdad put embargoes on the border gates of Kurdistan Region (Iraq) with Iran and Turkey. Iran closed its borders with Kurdistan region, but the border gate between Turkey and Kurdistan region remained open. Consequently, both international airports of Erbil and Suleimaniyah were closed in November 2017 for several months. The relationship between Baghdad and Erbil broke down. Also, Kurdistan region was suffering from embargo and international companies were not able to enter Kurdistan, expatriates were not aiming to apply for jobs and those who agreed on working in organizations in KR, withdrew their applications. Therefore, these factors and many others that will be covered in different parts of this paper, form challenges to the process of recruitment and selection of talent.

Internal crisis such as: internal conflicts (religious, ethnics, ... etc); political systems; terrorist attacks; strikes; demonstrations; riots; hostile takeovers; executive kidnapping, and sabotage. By looking after implications of these factors on Kurdistan region and Iraq and making a comparison, conflicts in the rest of Iraq is more distinctive than Kurdistan region, since in the latter there are some political disagreements, but the middle and south parts of Iraq suffer from religious, ethnic, and sectarian struggles which results in instability. Therefore, riots, turmoil and other types of conflict are increasing. Part of that is because of misleading in Baghdad, and the political system that is run by a certain ethnic group for the benefit of specific ethnic group. Hence, these factors lead the country towards security problems, political instability, socio-cultural misunderstanding, failing to adopt the culture of diversity and coexistence, and at the end to open the space for expansion of criminal activities and terrorism.

Non-conflict kinds of crisis such as:

Economic crisis includes financial and non-financial crisis. Kurdistan Region is facing financial problems, counter terrorism war, disputes between the federal and the region, withdrawal of many international companies resulted in financial shortages followed by financial problems for employees and peoples' income. Since February 2014 the federal government of Iraq has cut the budget of the regional government in Erbil. Therefore, Kurdistan government found it difficult, if not impossible to pay monthly salaries of its employees, provide appropriate budget for the development, and provide good opportunities for the movement of investment. Consequently, employment opportunities decreased, attracting talent became extremely difficult which, in turn impacted private sector hugely.

Social crisis focusing on: counterfeiting; on-site product/sabotage tempering; off-site product/sabotage tempering; malicious slander, false rumors; price fixing, bribery; sexual harassment; poor or wrong training; boycotts; miscommunication; blackmail; racism; cheating; corruption; and discrimination. Iraq is located at the area where most of these types of crisis can be easily observed. Therefore, as a part of this type of administration culture several of them reflect on Iraqi administration. Kurdistan Region is not totally exceptional from this measurement but mainly the administration in the region is more transparent, but in the matter of training still the proper type of training is not being provided to the right people, even if it happens, then the reflection of training on the job is not followed. Regarding discrimination, the culture of Kurdistan region is one of the most progressive cultures in the region, given that the people of the region respect each other differences in language, religion, color, and race. Gender is not measured to gauge the activities or qualifications of individuals and this is one of the positive signals to attract talent more than neighboring regions.

Non-community crisis: Is the transportation accidents, which do not impact the functioning of the community.

Recommendations and conclusion:

In this paper we have examined the challenges faced by organizations in Kurdistan Region of Iraq in recruiting and selecting people with the relevant skills, knowledge and ability during and after the crises. From the analysis emanating from the literature review, we can conveniently state that crisis situation in Kurdistan is an impediment in attracting talented employees to the region. A peaceful environment is a panacea for attracting, hiring and retaining the workforce particularly those from other countries. The development and progress of any nation will depend largely upon sustainability in terms of peace and stability. In addition, organizations/companies within Kurdistan Region and Iraq should exhibit, to a large extent, the best and internationally acknowledged Human Resource Management practices to strengthen the possibility of galvanizing talented people.

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