

The Impact of Talent Management Strategies on Employees Performance in Cairo Hotels

Hany S. Sadek

Higher Institute of Specific Studies, Heliopolis

Abstract

The main purpose of this study is to examine the relationship between talent management strategies and employee performance at five and four star hotels in Cairo city which is a major tourism destination in Egypt. The field study was done by using questionnaire forms, which were distributed to 294 human resource managers in the investigated hotels in addition to pre-planned interviews with hotel executives. Data were analyzed by using "Statistical Packages for Social Science" - SPSS software version 22. The findings of this study showed that there are significant and positive relationships between talent management variables (i.e., talent planning, developing & attracting, workplace culture, recruitment & retention, and rewarding) and employee performance dimensions (i.e., financial prospective, internal process prospective, & guest prospective). The study shows that the talent management practices are still at the beginning stage, due to the formal interest in human resources and the focus on traditional roles for them without considering the strategic dimension of the talent management in formulating the steps for success and excellence to the hotels. The study suggests that talent management should be included in the organizational chart of the hotel due to its ability to maximize the profitability through playing a vital role in employee engagement, lower recruitment costs and long-term competitiveness of the hotel.

Keywords: Talent Management, Employee Performance, Human Resources Department, Cairo City, Hotel Industry.

Introduction

McKinsey consultants introduced the concept of talent management, by the end of 1990s, when they use the term "*war of talent*" to reinforce the importance role of talented leaders in the success of the establishment (Ingham, 2006; McDonnell, 2011). Talent management is not just a simple human resource key term one will come across. It is committed to hire, manage, develop, and retain the most talented and excellent employees in the industry, talent management plays an important role in the business strategy since it manages one of the important assets of the company - its people. The most reasons that companies invest in talent management include: (1) attract top talent, (2) employee motivation, (3) continuous coverage of critical roles, (4) increase employee performance, (5) engaged employees, (6) improve business performance, and (7) higher client satisfaction (Llamas, 2018).

(Sheehan et al., 2018) provide an academic viewpoint on contemporary factors associated with talent management in the hospitality sector. It is suggested that the practices of talent management need to reflect the uniqueness and complexity of the organizations need and take its dimension more seriously because it will improve employer branding and will directly have an impact upon the quality of applications received by the organizations. Without talent, hospitality and tourism have no dynamism, globally, talented people are at the heart of successful hospitality and tourism organizations and businesses (Mathew, 2015; Hsu, 2015; Nzonzo and Chipfuva, 2013).

The objectives of this study involve: (1) determine the effect of talent management dimensions on employee performance criteria, (2) examine the relationship between talent management strategies and employee performance, (3) understand the hotel's view on implementation of talent management practices.

Literature Review

Talent Management

Concepts of Talent

The concept of talent in business literature differs greatly, so there is no specific accepted definition of talent. Difference derives from different perspectives to the role of talent in the organizations (Silzer *et al.* 2010). The following table shows many definitions of talent:

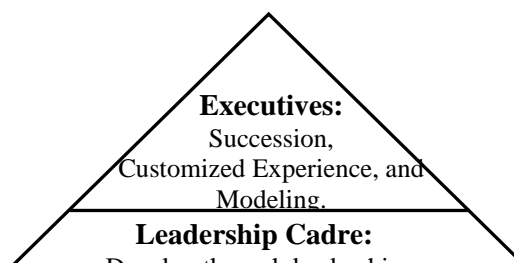
Table 1: Definitions of Talent

Source	Definition of Talent
<i>Cambridge Dictionary, 2020</i>	Something who has a natural ability to be good at something, especially without being taught.
<i>Butter et al., 2015</i>	The ability, intelligence, and capability in some profession that permits performing specific acts.
<i>Fitzgerald, 2014</i>	The skills and contribution of an individual and how they relate to the achievement of the organization's objectives.
<i>Bethke, 2012</i>	Someone who ensures the competitiveness of a firm through his specific qualification and knowledge, his social and methodical competencies, and his characteristic aspects such as ability to learn and achievement oriented.
<i>Moczydlowska, 2010</i>	Talent principally consists of extraordinary intellectual skills, a creative attitude and a commitment to work inside the organization.
<i>Silzer et al., 2010</i>	An individual's skills and abilities and what the person can contribute to the organization.

Ulrich and Smallwood (2011) suggested a model for segmenting the workforce to promote the development of a talent strategy in the organization. They worked on the assumption that should consider to be a talent, the model classified the workforce into the following segments:

- *Executives*: they need designed learning experiences involving participation in external groups, executive coaching, and succession planning.
- *Leadership Cadre*: this is the next generation of executives who would have development activity focused on subject areas such as engaging today’s talent, shaping the future, and building the next generation of talent.
- *High Potentials*: are those ‘in key positions throughout all levels of the organization. They may be technically proficient, or they may be in key front line managerial roles. They have a large capacity for future growth.’ For this group of talent task forces or special projects; mentoring by executives and specific targeted skills training are features of talent development.
- *All Employees*: it is essential to spread the culture of talent in this segment and the opportunity to develop further is available to all staff in the organization.

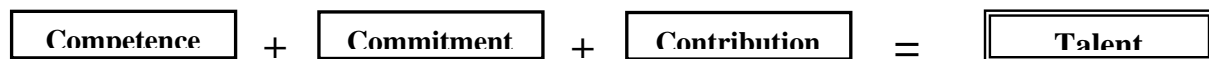
Figure (1) What is Talent?



Source: Ulrich and Smallwood, 2011

Talent is correlated with a set of features, knowledge, techniques and abilities that describe individuals in the organization, and the main component parts of talent in an individual can be seen in figure 2:

Figure (2): The Talent Formula



Source: Ulrich et al., 2011

Differences between Talent and Skill

Talent differs from skills in a sense that the former is inherited while the latter is acquired, Table 2 shows the main difference between them (Surbhi, 2016):

Table (2): Differences between Talent and Skill

Basis for Comparison	Talent	Skill
<i>Meaning:</i>	Talent refers to the natural ability to do something.	Skill is the expertise to do a particular task efficiently.
<i>What is it?</i>	It is something God gifted.	It is something can develop.
<i>Possessed by:</i>	Limited numbers of people are grant with talent.	Anyone with right potential is eligible for learning the skill.
<i>Requires:</i>	Recognition.	Development.
<i>Guidance:</i>	Coaching.	Training.
<i>Practices in Hospitality Industry:</i>	Creating internal talent pools, eliminating information silos, meaningful customer service values and aligning corporate strategy with individual roles.	Teamwork, multi-tasking, flexibility, attention to detail, cultural awareness, hazard awareness, interpersonal skills and compliance training.

Source: Surbhi, 2016.

Talent Management Strategies in Hotels

The talent management refers to the overall process of attracting, developing, managing and retaining staff in hospitality field. This concept includes a wide variety of functions including

recruiting, learning and training, compensation, employee performance management and succession planning (Cobb, 2015). Burbach and Royle (2010), contend that the talent management should be considered from three viewpoints:

- First, talent management involved a combination of standard human resource management practices such as planning, recruitment, employee selection and career development to select the best people for the required roles in an organization.
- The second perspective focuses on the creation of a large talent pool that has the required skills and basic knowledge for the organization.
- The third perspective regards talent as a resource to be managed according to the levels of performance and the organizational needs.

Talent management plays an important role in the hospitality industry because it is characterized by being highly labor intensive, which requires high qualification and talent. Employees should have both of them, but they do not always have, this is why companies operating in the hospitality industry are concerned with the enhancement of their talent management to prevent the personnel turnover and the loss of talented employees, who transfer to rivals or even change the industry (Grobler & Diedericks, 2009).

Kichuk (2017) argues that hotels need to respond quickly to the several changes in the business environment with its unique ways of working, recruiting, monitoring performance, rewarding and managing in order to attract and retain vital talent. At this point, the fast progress of technologies has had an especially significant impact because employees have to be able to use advanced technologies, including information technologies, digital devices and new hospitality applications. Hatum (2010) argues that engagement in hospitality organizations can be subdivided into two categories:

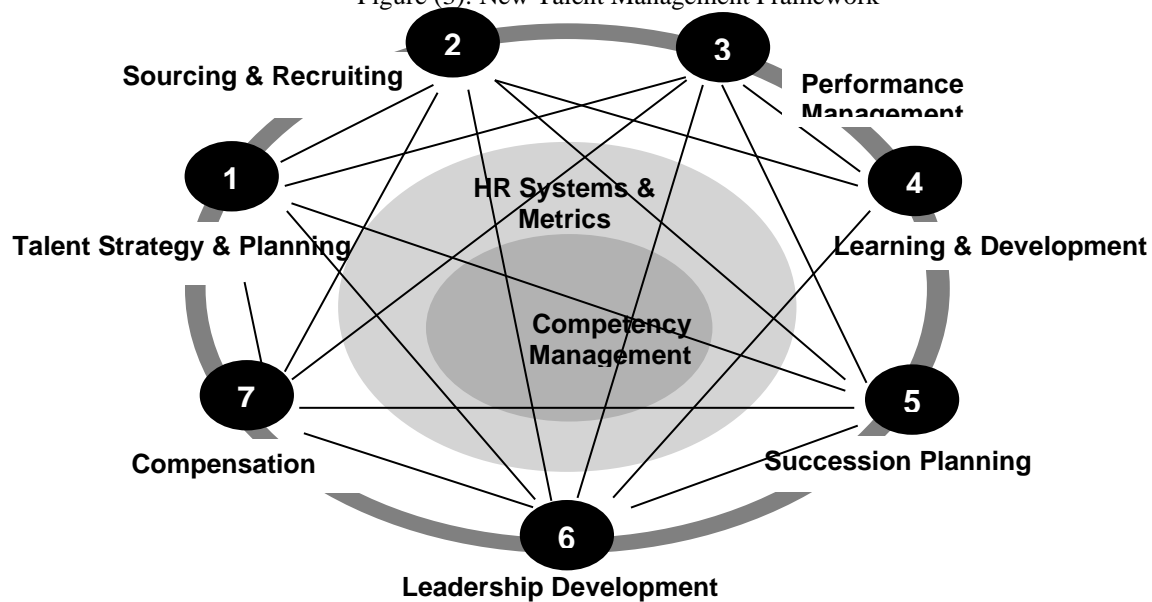
1. Rational commitment, which reflects whether a job meets talented staff and development their interests.
2. Emotional commitment, which reflects values and convictions of the talented staff and their performance in the organization.

Anderson (2020) maintains that the five- talent management trends in 2020 include the following:

- Employee experience remains a top focus.
- Companies become more cost-conscious.
- Data and analytics will drive innovation.
- More programs will be tailored for millennial.
- Talent managers will need a more integrated and energetic approach.

The concept of “Integrated Talent Management” became more popular and the organizations have used this concept to describe an integrated approach to recruiting, development, performance management, compensation, planning, and learning. The main goal is not only to make the human resources function operates more efficiently, but to create an integrated system for managing people which lets the organization rapidly and effectively respond to business needs (Besrsin, 2010).

Figure (3): New Talent Management Framework



Source: Bersin, 2010

Talent Management Dimensions

According to (Yener et al., 2017) the talent management dimensions can be categorized into five areas:

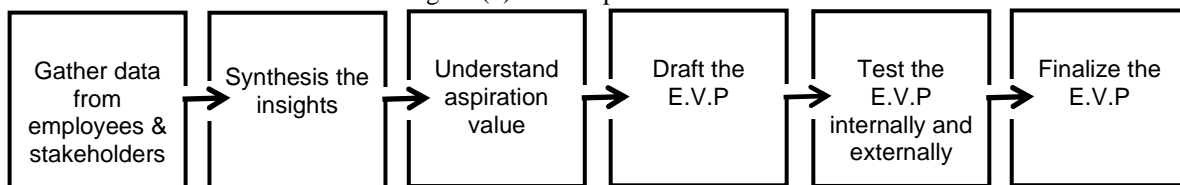
– *Talent Planning:*

It is an ongoing process, and its life cycle includes planning, selecting, developing, promoting, and replacing. The main purpose of all the activities is to retain valuable employees (Chow, 2014).

– *Talent Developing & Attracting:*

It involves employee value proposition, marketing plan, talent acquisition, and consultants view.

Figure (4): Development of an E.V.P



Source: Momtazian, 2016

– *Workplace Culture:*

Positive workplace culture encourages staff to work constructively together, to care for each other's wellbeing, to achieve the organization's goals, to maintain the organization's ethical standards in addition to attract talents (Smith, 2019).

– *Recruitment and Retention:*

Recruitment and retention are two human resources functions that require strategic thought and planning, recruitment is a process of finding and attracting the potential resources to fill the vacant positions in an organization. The recruitment strategy involves: setting up a board team, analyzing HR strategy, collection of available data, analyzing the collected data, and setting the recruitment strategy. Developing a retention strategy requires special skills in determining

which employees are likely to seek opportunities elsewhere and which of them are most valuable to the organization (Mayhew, 2019).

– *Rewarding and Compensation:*

Compensation is considered as one of the most important aspects of running a business, some of the benefits of providing the right compensation package include: attracts top talented employees, increases motivation at the workplace, boosts employee loyalty, increases productivity and profitability, and employee engagement. Employee benefits typically refers to medical insurance, life insurance, retirement plans, disability insurance, vacation plans, employee stock ownership plans (Stalmasekova *et al.*, 2017).

Employees Performance

Concept of Employees Performance

Employee performance refers to how employees behave in the workplace and how well they perform the job duties that obligated to them. The company typically sets performance targets for their employees and hoping to offer good value to customers, minimizes waste and operates efficiently, performance may refer to work effectiveness, quality, and efficiency at the task level (Donohoe, 2019).

Employee Performance Metrics

The specific metrics used to monitor employee performance depends on the type of work, however, there are some metrics that may be used depending on the type of business, as follows: number of product defects, number of sales, number of errors, number of units made, first-call resolution, call handling time, and absenteeism rate. Measuring employee performance against the company's production metrics includes aligning employee performance objectives with operational and strategic goals. By focusing on accomplishments rather than activity that can improve the overall business and help the employees to develop their careers. Determining which metrics that employees can affect also contributes to developing employee morale, loyalty and job satisfaction (Duggan, 2017).

Baharum *et al.* (2006) suggests three various aspects of business performance focused on: technical aspect of quality, image aspects of quality, and service quality which is defined as the extent to which a service meets customers' needs or expectations, Parasuraman *et al.*, (1988) introduced the SERVQUAL model to measure service quality including 22 items in five dimensions: reliability, tangible, responsiveness, assurance, and empathy. These dimensions have specific service characteristic link to the expectation of customers.

According to Zhang (2016), the performance of the hospitality employees plays an essential role in determining the profitability of the hotels as employees are one of the most vital assets of the industry. This is because the hospitality industry is a labor-intensive industry, and hotels need to emphasize the performance of their staff and should take appropriate measures for improving their performance.

Evaluating Employee Performance

The methods of evaluation employee performance include (Milligan, 2016)

– *360- Degree Feedback:*

It provides a comprehensive look at an employee's performance by pulling feedback from outside sources. The employee and his manager will still complete an assessment of the employee's work performance, but this review method includes feedback from peers, direct reports, and non-direct supervisors with whom the employee works regularly.

– *Checklist:*

The performance checklist is a specific tool for ensuring that the employees have provided with the required skills, tools, resources, and directions to do the work. To complete the evaluation, the employer responds to a list of carefully worded yes-or-no questions, each of which may be weighted with a predetermined value.

– *Self Evaluation:*

A self-evaluation requires an employee to judge his or her own performance against predetermined. The self-evaluation is considered during an official performance review. It may be too subjective to truly reflect work performance, as employees may rate themselves too high or too low but the discrepancies between employee and employer evaluations can be insightful.

– *Rating Scale:*

It is the most commonly used performance review method. This tool is based on a set of employer-developed criteria which can include behaviors, traits, competencies, or completed projects, employees may be ranked based on best to worst performance to easily identify those who may be desirable for higher roles as well as those who need more training.

– *Management by Objectives:*

It is a more modern approach to performance reviews, because it ropes the employee into the goal-setting process. With this method, the manager and his or her employee will “agree upon specific, obtainable objectives with a set deadline”.

Employee Performance Dimensions

The dimensions of employee performance involve the following criteria (Humaid, 2018):

– *Financial Prospective:*

The main purpose of this perspective is to show the significance of guest satisfaction, improving products, and other activities on the financial results. Typical indicators in the financial perspective involve profitability, revenue growth, and asset utilization. It represents a company’s capability of generating profits from its operations (Accounting Dictionary, 2020).

– *Internal Process Prospective:*

The goal of this perspective is to discover the key processes that the organization must improve to keep adding value to its guests such as: product development, manufacturing, after-sales service and firms' reputation which includes how past and new guests are viewing the operation. The factors that build the hotel reputation include star ratings, reviews, recommendations, posts on travel sites and social media presence (Patel, 2020).

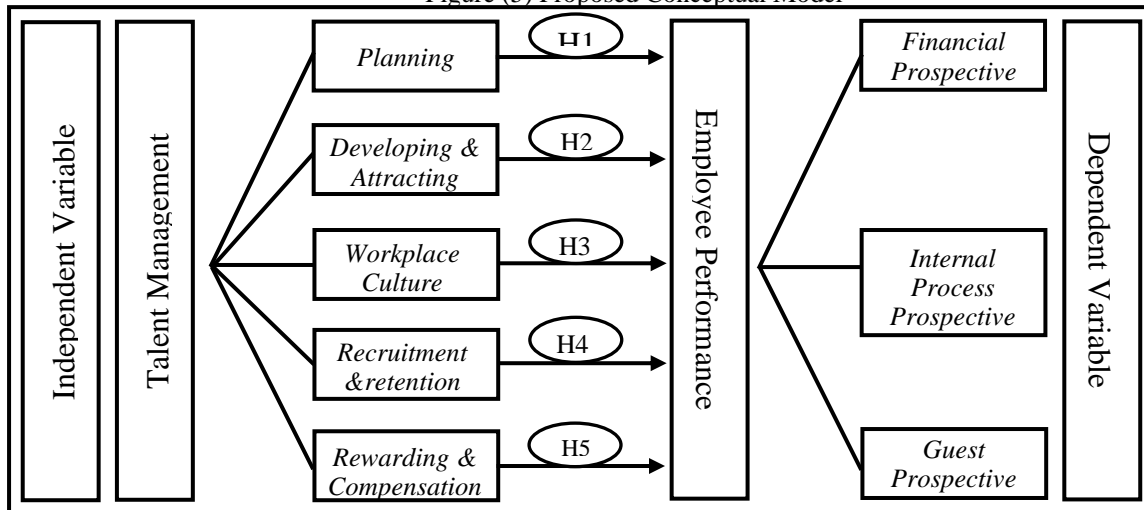
– *Guest Prospective:*

It includes indicators such as guest satisfaction, guest loyalty and market share, which is very important tool, the most basic way of calculating market share is to take the total number of sales for a company and then divide that number by the total sales for the industry (Leonard, 2018).

Research Model

The following figure shows that there is one independent variable (Talent Management) and one dependent variable (Employee Performance), as follows:

Figure (5) Proposed Conceptual Model



The research model suggests that talent management has a direct impact on employee performance, talent management as independent variable consists of planning, developing & attracting, workplace culture, recruitment & retention and rewarding & compensation (Yener *et al.*, 2017), employee performance as dependent variable is measured through terms of financial prospective, internal process prospective & guest prospective (Humaid, 2018).

Research Gap

In Egypt, there are limited studies that referred to this topic (Nafei, 2015; Morsy, 2013; Hafez *et al.*, 2017; Saad *et al.*, 2018). Most of these studies have been applied to various fields such as banks (Nafei, 2015), hospitals (Morsy, 2013) and academic institutions (Hafez *et al.*, 2017). A pilot study that was conducted on 25 employees in the selected hotel sample through pre-planned interviews, this study was designed to answer the following question:

What is the relationship between talent management (planning, developing & attracting, workplace culture, recruitment & retention, compensation) and the employee performance at hotel organizations in Cairo city?

Research Hypotheses

This study was formed to verify the following hypotheses:

- H1 : There is no significant relationship between talent management (planning) and employee performance at hotel organizations in Cairo city.
- H2 : There is no significant relationship between talent management (attracting) and employee performance at hotel organizations in Cairo city.
- H3 : There is no significant relationship between talent management (workplace culture) and employee performance at hotel organizations in Cairo city.
- H4 : There is no significant relationship between talent management (recruitment) and employee performance at hotel organizations in Cairo city.
- H5 : There is no significant relationship between talent management (rewarding) and employee performance at hotel organizations in Cairo city.

Research Methods

6.1 Population and Sample Characteristics

The study aims the employees at the five and four-star hotels in Cairo city, According to Egyptian Hotels Guide (2016), there are 50 five and four-star hotels located in Cairo city with

total number of employees is about 52349 employees (Ministry of Tourism, 2019). Determining the sample size of the respondents in this study was calculated using the following formula (Mekky, 2017):

$$n = \frac{N \times [\theta (1 - \theta)]}{N \times \left(\frac{\beta}{z} \right)^2 + \theta (1 - \theta)}$$

$$n = \frac{5234 \times 9 [0.50 (1 - 0.50)]}{5234 \times 9 \left(\frac{0.05}{1.96} \right)^2 + 0.50 (1 - 0.50)} = 380.$$

The sample size of the respondents is 380.

Methods of Data Collection

A total number of 380 online questionnaires were sent to the investigated hotels (19 hotels), 280 questionnaires were completed, achieving response rate (73.6%), (20 forms per every hotel), the hotels' sample profile is presented in table (3):

Table (3) Hotels' Sample Profile

Profile Characteristics	Total Numbers	Selected Numbers	Hotel Affiliation		No. of Forms	Valid Forms (280)		
			Chain	Independent		Chain	Independent	Total
Five Star Hotels in Cairo	29 hotels	11	10	1	(20)	140	20	160
Four Star Hotels in Cairo	21 hotels	8	5	3	(20)	80	40	120

Source: The Egyptian Hotel Guide, 2016.

The online questionnaire consisted of three parts; part one related to the personal data of the participant, part two included questions about the dimensions of talent management practices and its relationship with employee performance (talent planning, developing & attracting, workplace culture, recruitment & retention, and compensation), part three involved an open ended question for any observations or comments by the respondents. Five-point Likert scale was conducted (Strongly agree=5, Agree=4, Neutral=3, Disagree=2 and Strongly disagree=1), which allows the individuals to express how much they agree or disagree with a particular statement. To get validity of the study instrument the questionnaire form was tested by ten human resource directors (content validity) and ten academic members from the faculties of tourism and hotel management (face validity), there remarks were considered.

Methods of Measuring Variables

Talent management scale is based on Yener *et al.*, (2017), there are seven items measuring talent planning, eight items measuring talent developing & attracting, five items measuring workplace culture, six items measuring recruitment & retention and seven items measuring rewarding & compensation. The employee performance scale is based on Humaid, (2018), there are five items measuring financial prospective, five items measuring internal process prospective, and four items measuring guest prospective.

Research Hypotheses Testing

Analysis of Demographic Data of Respondents

The demographic data of the respondents is presented in the following table:

Table (4) The Demographic Profile of the Respondents

Variables	Classifications	Number	Percentage
1- Gender:	• Male	236	80.2%
	• Female	58	19.8%
	Total	294	100%
2- Age Category:	• Less than 35	96	32.8%
	• From 36 to 49	160	54.4%
	• More than 50	38	12.8%
	Total	294	100%
3- Job Title:	• General Manger	92	31.2%
	• Deputy G.M	46	15.5%
	• Director of HR	103	35.1%
	• Assistant HR	53	18.2%
	Total	294	100%
4- Educational Level:	• University Degree	263	89.5%
	• Post Gradate Degree	31	10.5%
	Total	294	100%
5- Period of Experience:	• Less than 5 Years	25	8.7%
	• From 6 to 10	185	62.8%
	• More than 11	84	28.5%
	Total	294	100%

As shown in Table 4, most of the participants were males (80.2%), most of them between 36 to 49 years old (54.4%) and (32.8%) less than 35 years. Most of them were directors & assistant director of human resources (53.3%), and the rest (46.7%) were general mangers and deputy general managers. Most of them had a university degree (89%) and more than half of the participants (62.8%) had six to ten years of experience in hospitality field.

The Mean and Standard Deviation of Talent Management & Employee Performance

The following table shows the mean and standard deviation of the two variables:

Table (5) The Mean and Standard Deviation of Talent Management & Employee Performance

Variables	The Dimensions	Mean	S. Deviation
1- Talent Management:	- Talent Planning	4.1572	0.8730
	- veloping & Attracting	4.0861	0.6415
	- Workplace Culture	4.1083	0.5628
	- Recruitment & Retention	3.8452	0.7708
	- Rewards & Compensation	3.9360	0.7872
	Total	4.0329	0.6635
2- Employee Performance:	- Financial Prospective	4.3110	0.7070
	- Internal Process Prospective	3.6781	0.9930
	- Guest Prospective	4.1536	0.7018
	Total	4.0371	0.6984

As shown in Table 5, the mean of each variable is more than 3, which indicates that the study has a higher level of the two variables. Various aspects of talent management variable were examined in addition to the employee performance variable which was also examined.

Reliability of Talent Management & Employee Performance

To assess the reliability of the research data, Cronbach's alpha test was used. Table (6) shows the reliability results for the two variables:

Table (6) Reliability of Talent Management & Employee Performance

Variables	The Dimensions	Number of Statements	Alpha Correlation Coefficient (ACC)
1- Talent Management:	• Talent Planning	7	0.8159
	• Developing & Attracting	8	0.8508
	• Workplace Culture	5	0.8214
	• Recruitment & Retention	6	0.67130
	• Rewards & Compensation	7	0.9137
	Total	33	0.9534
2- Employee Performance:	• Financial Prospective	5	0.7070
	• Internal Process Prospective	5	0.9930
	• Guest Prospective	4	0.7018
	Total	14	0.9183

As shown in Table 6, 33 items of talent management are reliable due to the ACC is 0.9534, and the 14 items of employee performance are reliable due to the ACC is 0.9183.

Relationship between Talent Management (Planning) and Employee Performance

To determine the relationship between talent management (planning) and employee performance, multi regression analysis (MRA) was conducted. Table (7) shows the MRA results:

Table (7) MRA Results for Talent Management (Planning) and Employee Performance

The Variables of Talent Management (Planning)	Beta	R	R ²
1- The hotel makes strategic plan based on its abilities.	0.257**	0.301**	0.090
2- Talent Management is main component of hotel's plan.	0.231**	0.164**	0.026
3- Aligns employees with the mission and vision of the hotel.	0.262**	0.713**	0.508
4- The hotel has policies that encourage career growth.	0.109**	0.763**	0.582
5- Analyze the expected outcomes & make forecasts for future development.	0.342**	0.783**	0.613
6- The hotel implements several strategies for talented staff.	0.281**	0.671**	0.450
7- Planning talent management is a part of human resource functions.	0.291**	0.695**	0.483
- Multiple Correlation Coefficient (MCC)		0.831	
- Determination of Coefficient (DF)		0.724	
- The Value of Calculated F		147.287	
- Degree of Freedom		6.001	
- The Value of Tabulated F		2.67	
- Level of Significant		0.01	

*p<.0,5; **p<.0.1.

As shown in Table 7, the regression coefficient between talent management (planning) and employee performance is R= 0.831 and R²= 0.724. This result means employee performance can be clarified by specific dimension of talent management (planning). Thus the null hypothesis cannot be accepted because the calculated F (147.287) is more than the tabulated F (2.67). Therefore, the talent management (planning) and employee performance has a statistical relationship at the significant level of 0.01.

Relationship between Talent Management (Developing) and Employee Performance

Table (8) MRA Results for Talent Management (Developing & Attracting) and Employee Performance

The Variables of Talent Management (Developing & Attracting)	Beta	R	R ²
1- The hotel can attract top talented staff.	0.389*	0.488**	0.238
2- The hotel provides training courses to its current employees.	0.099	0.626**	0.392

3- The hotel has career development programs for talented staff.	0.262	0.407**	0.165
4- Training activities are focused on developing skills that the hotel needs.	0.601**	0.724**	0.524
5- The hotel brand is strong and compelling among hospitality employees.	0.213**	0.616**	0.379
6- The hotel has a plan for how many talented staff will be needed.	0.209**	0.471**	0.221
7- The hotel follows plans and programs for developing employees.	0.391*	0.489**	0.239
8- Sufficient budget is allocated to support the talented employees.	0.089	0.563**	0.317
- Multiple Correlation Coefficient (MCC)		0.779	
- Determination of Coefficient (DF)		0.589	
- The Value of Calculated F		85.913	
- Degree of Freedom		5.395	
- The Value of Tabulated F		3.01	
- Level of Significant		0.01	

*p<.0,5; **p<0.1.

As shown in Table 8, the regression coefficient between talent management (developing & attracting) and employee performance is $R = 0.779$ and $R^2 = 0.589$. This result means employee performance can be illustrated by specific dimension of talent management (developing & attracting). Thus, the null hypothesis cannot be accepted because the calculated F (85.913) is more than the tabulated F (3.01). Therefore, the talent management (developing & attracting) and employee performance has a statistical relationship at the significant level of 0.01.

6.4.6 Relationship between Talent Management (Workplace Culture) and Employee Performance

Table (9) MRA Results for Workplace Culture and Employee Performance

The Variables of Talent Management (Workplace Culture)	Beta	R	R²
1- Hotel staff understand the workplace culture as a guide to their job.	0.009	0.091	0.008
2- The hotel creates a culture that increases the loyalty of talented staff.	0.262**	0.275	0.076
3- The hotel tries to create a unique family atmosphere.	0.519**	0.331	0.109
4- The hotel creates an environment where ideas & visions are valued.	0.173	0.182	0.033
5- Hotel managers give the employees the freedom to express their ideas.	0.164	0.185	0.034
- Multiple Correlation Coefficient (MCC)		0.462	
- Determination of Coefficient (DF)		0.219	
- The Value of Calculated F		10.917	
- Degree of Freedom		7.321	
- The Value of Tabulated F		2.62	
- Level of Significant		0.01	

*p<.0,5; **p<0.1.

According to the Table 9, the regression coefficient between talent management (workplace culture) and employee performance is $R = 0.462$ and $R^2 = 0.219$. This result means employee performance can be explained by specific dimension of talent management (workplace culture). Thus, the null hypothesis cannot be accepted because the calculated F (10.917) is more than the tabulated F (2.62). Therefore, the talent management (workplace culture) and employee performance has a statistical relationship at the significant level of 0.01.

Relationship between Talent Management (Recruitment) and Employee Performance

Table (10) MRA Results for Talent Management (Recruitment & Retention) and Employee Performance

The Variables of Talent Management (Recruitment & Retention)	Beta	R	R²
1- The hotel has developed programs for retaining high potential staff.	0.326**	0.761**	0.579
2- The hiring process is efficient and focuses on quality of hire.	0.197**	0.332**	0.110
3- Hotel management places the right employee in the right position.	0.177**	0.186**	0.034
4- The hotel has a plan for the talents that will be hired from outside.	0.223**	0.764**	0.583

5- Talented employees are widely selected through recruitment process.	0.591**	0.750**	0.562
6- The reasons that lead top performers to leave the job are addressed.	0.278**	0.742**	0.550
- Multiple Correlation Coefficient (MCC)		0.867	
- Determination of Coefficient (DF)		0.749	
- The Value of Calculated F		112.981	
- Degree of Freedom		8.198	
- The Value of Tabulated F		2.49	
- Level of Significant		0.01	

*p<.0,5; **p<.0.1.

As shown in Table 10, the regression coefficient between talent management (recruitment & retention) and employee performance is $R = 0.867$ and $R^2 = 0.749$. This result means employee performance can be illustrated by specific dimension of talent management (recruitment & retention). Thus, the null hypothesis cannot be accepted because the calculated F (112.981) is more than the tabulated F (2.49). Therefore, the talent management (recruitment & retention) and employee performance has a statistical relationship at the significant level of 0.01.

Relationship between Talent Management (Rewarding) and Employee Performance

Table (11) MRA Results for Rewards & Compensation and Employee Performance

The Variables of Talent Management (Rewards & Compensation)	Beta	R	R²
1- The hotel has competitive compensation system in comparison to others.	0.318**	0.178**	0.031
2- The hotel rewards top-performing employees.	0.478**	0.733**	0.537
3- The hotel provides talented employees with attractive salary & benefits.	0.141	0.160**	0.025
4- The hotel celebrates the exceptional performance of employees.	0.109**	0.763**	0.582
5- Employees are satisfied with promotional opportunities in the hotel.	0.131	0.089	0.008
6- The hotel celebrates success using periodic staff evaluation.	0.159**	0.139*	0.019
7- Salary fits my needs and increases annually upon the good performance.	0.098	0.310**	0.096
- Multiple Correlation Coefficient (MCC)		0.851	
- Determination of Coefficient (DF)		0.717	
- The Value of Calculated F		65.420	
- Degree of Freedom		11.381	
- The Value of Tabulated F		2.19	
- Level of Significant		0.01	

*p<.0,5; **p<.0.1.

According to the Table 11, the regression coefficient between talent management (rewards & compensation) and employee performance is $R = 0.851$ and $R^2 = 0.717$. This result means employee performance can be clarified by specific dimension of talent management (rewards & compensation). Thus, the null hypothesis cannot be accepted because the calculated F (65.420) is more than the tabulated F (2.19). Therefore, the talent management (rewards & compensation) and employee performance has a statistical relationship at the significant level of 0.01.

Research Findings

The findings of this study proved that the dimensions of talent management are positively related with the dimensions of employee performance, because the calculated F is more than the tabulated F for all talent management variables at the significant level of 0.01. Thus, the null hypothesis cannot be accepted which means: there is a direct relation between (talent planning, developing & attracting, workplace culture, recruitment & retention), and compensation) and (financial prospective, internal process prospective, & guest prospective) at hotel organizations in Cairo city.

Talent management practices are more effective in achieving high performance; it plays an important role in the hospitality industry strategy since it manages one of the important assets of the organization "its people". Talent management does not take its place in many hotel organizations, most participants in the investigated hotels are aware about the benefits of talent management but the implementation was not at the required level due to the absence of overall talent management strategy. (53.9%) of the represented sample do not have a strategy for the talented employees. Most of the participants (96.2%) did not have a talent management department within the organizational structure.

The results of this research are consistent with a study by (Kaleem, 2019), which concluded that the component of talent management have positive influence on employee performance of public sector in UAE. A study by (Bibi, 2019) revealed a significantly positive effect of talent management practices on employee performance. A study by (Ingram, 2016) found that there is a relationship between talent management and organizational performance. Another study by (Vural *et al.*, 2012) revealed that talent management procedures and performance systems have positive impact on employee commitment.

Recommendations

Based on the results of the analysis and discussion, the following recommendations can be concluded, as follows:

Specific Recommendations

- Every hotel in the investigated sample in Cairo city (five & four stars) should have a talent management department in its organizational chart to give the organization the opportunity to attract the most talented and skilled employees available.
- Every hotel in the investigated hotels in Cairo city should has a strategic talent management plan to help hotel management to keep their employees motivated that creates more reasons for them to stay in the organization and do their tasks efficiently.
- Every hotel in the selected sample should have a talent management system to keep the high value individuals with either high potential for the future who are fulfilling business critical roles.

General Recommendations

- Talent management should be used for all hotel staff, because it creates an employer brand that could attract potential talents and contributes to the improvement of the organizations' business performance.
- Talent management equips hotel operations with the tasks that require critical skills to plan and address the important and highly specialized roles.
- Talent management helps employees feel engaged, skilled, and motivated, allowing them to work in the direction of the company's business goals.
- Talent management allows hotel organizations to make systematic and consistent decisions about the development of staff, which guarantees the employees' skills and development.

Research Implications & Limitations

Research Implications

The implication of this study is to provide a comprehensive understanding on how talent management will make it easier for the hotels in hospitality field by identifying which employees will be best suited for the job that can lead to less performance management issues and complaints, and to help the hotels' executives in applying the talent management practices

through hiring, managing, developing, and retaining the most talented and excellent employees in the industry.

Research Limitations

This study has several limitations including the research conducted only on a sample of five and four star hotels in Cairo city, and used a talent management scale which is based on Yener *et al.*, (2017), and the employee performance scale is based on Humaid, (2018). Therefore, the results would be different if the study was conducted in other hotels categories, or other hospitality sectors, or other scales or other destination or other sampling size.

Conclusion

This study aimed to examine the relationship between the talent management and employee performance in five and four star hotel in Cairo city, the results indicated that the talent management has a significant impact on employee performance. Talent management helps in ensuring the right person is deployed in the right position, contributes in retaining their top talent, better hiring by hiring assessments, and promotes effective communication across different disciplines. However, the implementation of talent management program could be expensive in terms of time, resources and financial costs, and lack of support from line managers can impede the level of commitment from employees. Talent management aims to secure employee engagement with the purpose of employee retention, while performance management aims to give employees direction by developing their goals in line with the business' need.

References

- Anderson, M., (2020). Five Talent Management Trends to Watch in 2020, Retrieved from: <https://www.hrzone.com/engage/employees/five-talent-management-trends-to-watch-in-2020>, last accessed on 1 July 2020.
- Anonymous, (2016). The Egyptian Hotel Association Guide", 34th Edition, Egyptian Hotel Association, 94-112.
- Anonymous, (2020). Definition of Talent, Available at: <https://dictionary.cambridge.org/dictionary/english/talent#cald4-1-2>, Cambridge Dictionaries, last accessed on 2 July 2020.
- Anonymous, (2020). What is Profitability? available at: <https://www.myaccountingcourse.com/accounting-dictionary/profitability>, Accounting Dictionaries, last accessed on 3 July 2020.
- Baharum, Z., Nawawi, A., and Sat, Z., (2006). Property-quality: A Service Quality Instrument in Property Management of Purpose Built Office Buildings in Malaysia. *Paper Presented at the Second Postgraduate Seminar*, University of Malaya, Malaysia, 4 - 6 December.
- Bethke, P., (2012). The Differentiated Workforce: Effects of Categorization in Talent Management on Workforce Level. *Unpublished Working Paper, No. 18, Switzerland: Department of Business Administration, University of Zurich*.
- Bersin, J., (2010). Insights on Corporate Talent, Learning, and HR Technology, retrieved from, <https://joshbersin.com/2010/05/a-new-talent-management-framework>, last accessed on 5 July 2020.
- Bibi, M., (2019). Impact of Talent Management Practices on Employee Performance: An Empirical Study Among HealthCare Employees. *SEISENSE Journal of Management*, 2(1), 22-32, Retrieved from, <https://doi.org/10.33215/sjom.v2i1.83>.
- Burbach, R., & Royle, T., (2010). Talent on Demand? Talent Management in the German and Irish Subsidiaries of a US Multinational Corporation. *Personnel Review*, 39 (4), 414-431, <https://doi.org/10.1108/00483481011045399>, last accessed on 7 July 2020.

- Butter, M., Valenzuela, E., & Quintana, M., (2015). Intercultural Talent Management Model: Virtual Communities to Promote Collaborative Learning in Indigenous Contexts Teachers' and Students' Perceptions. *Journal of Human Behavior*, pp. 1191-1197.
- Chow, J., (2014), "What are the Best Practices for Talent Planning", Cornell University ILR School Press.
- Cobb, A., (2015). Using Talent Management to Drive Competitive Advantage. Retrieved from: http://hotelexecutive.com/business_review/2735/using-talentmanagement-to-drive-competitive-advantage, last accessed on 8 July 2020.
- Donohoe, A., (2019). Employee Performance Definition. Retrieved from: <https://bizfluent.com/facts-7218608-employee-performance-definition.html>, last accessed on 4 July 2020.
- Duggan, T., (2017). How to Measure Employee Performance & Production Metrics. Retrieved from: <https://bizfluent.com/how-6885971-measure-employee-performance-production-metrics.html>, last accessed on 9 July 2020.
- Fitzgerald, M., (2014). Talent and Talent Management Insights. NHS Leadership Academy Press.
- Grobler, P., and Diedericks, H., (2009). Talent Management: An Empirical Study of South African Hotel Groups.
- Hafez, E., Abouel-Neel, R., and Elsaid, E., (2017). An Exploratory Study on How Talent Management Affects Employee Retention and Job Satisfaction for Personnel Administration in Ain Shams University. *Journal of Management and Strategy*, 8(4), 1-17.
- Hatum, A., (2010). Next Generation Talent Management: Talent Management to Survive Turmoil. Palgrave Macmillan.
- Hsu, Y., (2015). The Review of Human Resource Strategies Applying in Hospitality Industry in South California. *International Business Research*, 8(3), 133-140.
- Humaid, H., (2018). Talent Management and Organizational Performance: The Mediating Role of Employee Engagement: A Case Study Bank of Palestine in the Gaza Strip. *Unpublished Master Thesis, Faculty of Commerce, Business Administration Department, The Islamic University, Gaza*.
- Ingham, J., (2006). Closing the Talent Management Gap", *Strategy Human Resources Review*, 5(3), 20-23.
- Ingram, T., (2016). Relationships between Talent Management and Organizational Performance: The Role of Climate for Creativity. *Entrepreneurial Business and Economics Review*, 4(3), 195-205, DOI: <http://dx.doi.org/10.15678/EBER.2016.040315>.
- Kaleem, M., (2019). The Influence of Talent Management on Performance of Employees in Public Sector Institution of the UAE. *Public Administration Research*, 8(2), 8-23.
- Kaur, R., (2013). Empirical Study of Talent Management Program and its Impact on the Employee's Retainment and Performance in Indian Supermarkets. *Human Resource Management Research*, 3(3), 61-70.
- Kichuk, A., (2017). Understanding Talent Management in the Hotel Sector: Employees' Narratives of Personal Career Development. *Unpublished PhD Thesis, Bournemouth University, United Kingdom*.
- Leonard, K., (2018). What is Market Share? retrieved from: <https://smallbusiness.chron.com/market-share-10349.html>, last accessed on 10 July 2020.

- Llamas, C., (2018). The Importance of Talent Management and Why Companies Should Invest In It. retrieved from:
<http://www.humanresourcesonline.net/the-importance-of-talent-management-and-why-companies-should-invest-in-it/>, Last Accessed on 11 July 2020.
- Mathew, A., (2015). Talent Management Practices in Selected Organizations in India. *Global Business Review*, 16(1), pp. 137-150.
- Mayhew, R., (2019). Key Recruitment & Retention Strategies. retrieved from [https:// small business .chron.com/key-recruitment-retention-strategies-2534.html](https://smallbusiness.chron.com/key-recruitment-retention-strategies-2534.html), last accessed on 9 July 2020.
- McDonnell, A., (2011). Still Fighting the War of Talent? Bridging the Science versus Practice Gap. *Journal of Business and Psychology*, 26 (2), 169-173, retrieved from:
<http://dx.doi.org/10.1007/s10869-011-9220-y>, last accessed on 12 July 2020.
- Mekky, M., (2018), "The Impact of Transformational Leadership on Team Effectiveness: The Mediating Role of Interaction Justice -An Empirical Study. *Unpublished DBA Thesis, Faculty of Commerce, Business Administration Department, Cairo University*.
- Milligan, L., (2016). 5 Common Performance Review Methods. retrieved from: <https://www.webpt.com/blog/post/5-common-performance-review-methods>, last accessed on 11 July 2020.
- Moczydlowska, J., (2010). Human Resources Management in Organizations. Warszawa Press.
- Momtazian, M., (2016). What is Talent Management and Why is it Important, available at: <https://expert360.com/resources/articles/talent-management-important>, last accessed on 10 July 2020.
- Morsy, M., (2013). The Impact of Talent Management on the Engagement of Workers through the Balance between Work and Family as a Variable Mediator - a Field Study on Zagazig University Hospitals. *The Jordanian Journal of Business Administration*, 9(1), 22-40.
- Nafei, W., (2015). The Effects of Talent Management on Service Quality: A Study on Commercial Banks in Egypt. *International Business Research, Canadian Center of Science and Education*, 8(4), 41-58.
- Najm, N., and Manasrah, A., (2017). The Effect of Talent Management on Organizational Performance: Applied Study in Jordanian Banks. *Journal of Applied-Socio Economic Research*, 13(1), 36-52.
- Nzozzo, J., & Chipfuva, T., (2013). Managing Talent in the Tourism and Hospitality Sector: A Conceptual View Point, *International Journal of Academic Research in Accounting, Finance and Management Sciences*, 3(2), 92-97.
- Parasurman, A., Zeithmal, V., and Berry, L., (1988). SERVQUAL: A Multi-Item Scale for Measuring Consumer Perceptions of Service Quality. *Journal of Retailing*, 64 (1), 13-40.
- Patel, L., (2020). Hotel Reviews and Reputation Management: What, Why and How of It. retrieved from: <https://www.ezeeabsolute.com/blog/hotel-reviews-and-reputation-management>, last accessed on 10 July 2020.
- Saad, H., and Mayouf, M., (2018). Talent Management Strategies and Practices in Five Star Hotels: An Exploratory Study. *International Journal of Heritage and Hospitality, Faculty of Tourism & Hotels, Fayoum University*, 1(2/2), 32-49.
- Sheehan, M., Grant, K., and Garavan, T., (2018). Strategic Talent Management: a Macro and Micro Analysis of Current Issues in Hospitality and Tourism. *Worldwide Hospitality and Tourism Themes*, 10(1), 28-41.

- Silzer, R., and Dowell, E., (2010). *Strategy-Driven Talent Management: A Leadership Imperative*. Pfeiffer Press.
- Smith, R., (2019). What is Culture. retrieved from: <https://www.worklogic.com.au/resources/newsletters/workplace-culture/what-is-culture/>, last accessed on 15 July 2020.
- Stalmasekova, N., Genzorova, T., Corejova, T., (2017). Employee Benefits as One of Factors of Work Motivation. International Conference on Innovation in Science and Education, 22-24 March, Prague, Czech Republic, 448-452, retrieved from: <http://www.cbuni.cz>, www.journals.cz, last accessed on 13 July 2020.
- Surbhi, S., (2016). Difference between Talent and Skill. retrieved from: <https://keydifferences.com/difference-between-talent-and-skill.html>, Last Accessed on 11 July 2020.
- Ulrich, D., and Smallwood, N., (2012). What is Talent? Michigan Ross School of Business, Executive White Paper, 1-7, Available at: http://execed.bus.umich.edu/execdev/includes/MEDIA/whitepapers/DUlrich_wp_what_is_talent.pdf, last accessed on 12 July 2020.
- Ulrich, D., Younger, J., Brockbank, W., and Ulrich, M., (2013). HR Talent and the New HR Competencies. *Journal of Strategic HR Review*, 11(1), 1-6.
- Vural, Y., Vardarlier, P., and Aykir, A., (2012). The Effect of Using Talent Management with Performance Evaluation System Over Employee Commitment. *Journal of Social and Behavioral Sciences*, Vol. 58, 340-349.
- Yener, M., Gurbuz, F., and Acar, P., (2017). Development and Validation of a Talent Management Measurement Instrument. *Journal of Business, Economics and Finance*, 6(4), 223-245.
- Zhang, P., (2016). A Study of the Factors That Affect Employee Performance in the UK Hotel. *Unpublished Master Thesis of Business Administration*, California State Polytechnic University, United States.