

Talent Management Practices in the Egyptian Hotels: Talent Satisfaction Perspective

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Abstract

Today's markets are global and highly competitive. Therefore, it has become essential for corporate survival to be able to adapt and respond to change around them. In essence, talented people are a source of strength for any organization and behind its success. Organizations have to attract, develop and retain their talented employees especially those who are extraordinarily talented. The purpose of this study is to identify the effects of talent management (TM) practices on the satisfaction of employees in Egyptian hotels. To attain the study aim, one questionnaire was designed. A total of 390 questionnaire forms were distributed to the hotels. The researcher distributed 50 questionnaire forms personally by hand to talented people. For the rest (340 questionnaire forms) due to management privacy, hotels take over the responsibility of distributing questionnaires to their managers and assistant managers of the hotel departments to distribute these questionnaires to their talented people in each department. A final sample of 347 was identified as valid for statistical analysis with an 88.97 % response rate. Statistical analysis SPSS version 23 was used to analyze responses to questions and test hypotheses. The study proved that there is a significant relationship between TM practices and the satisfaction of employees in hotels, and there is a positive effect of TM practices on the satisfaction of employees.

Keywords: Talent management practices; employee satisfaction; hotels.

Introduction

In the light of the continuous developments and the competitiveness, excellence and success are considered strategic goals for any business premises and similarly hospitality establishments (Barney and Wright, 1997; Lockwood, 2006; Lawler, 2008; Mathew). Today, with the increase of competition, the investment in human resources has become an important part of the strategies to be competitive (William *et al.*, 2017). Bhatnagar (2007) stated that talent has become the key differentiator for human capital management, and the management of talent seems to be one of the key functions that human resources management is playing strategically in organizations. Based on the above, Cappelli (2008) stated that the organizations 'continuous practice of excellence requires them to continually improve their capabilities to suit their clients' needs and expectations. This improvement requires highly skilled, trained, and talented human resources as well as specific practices to help them accomplish their work. This indicates the importance of TM practices in achieving high levels of strategic innovation in the short and long term. Abbasi *et al.*, (2013) showed that talented employees are an asset for any hotel and behind the success of the hotels. Talent management is a new trend for many small and large hotels and is one of the best practices adopted by those who wish to stay in the lead and maintain their competitiveness.

Galagan (2008) produced an advanced definition of the concept, by identifying TM as a set of competencies that talented employees should adopt and perform accordingly. They should be able to benefit from those competencies and apply them in the organizational structure and finally measure the impact on future achievements and success. According to Hughes and Rog (2008, p.

746): *TM is a multi-faceted concept that has been supported by HR practitioners, fueled by the war for talent and built on the foundations of HRM.* Xin and Preece (2008) claimed that TM is not different from HRM, as both attract the right people for the right jobs at the right time. Moreover, TM uses the same tools as HRM. However, the focus of attention in TM is on a small group of talented employees, who belong to the talent pool. Huang and Tansley (2012) defined TM as an HRM innovation, which possesses unique characteristics and a concentration on top high performers in the company, on their development, promotion, and retention. Accordingly focusing on high-class performers can bring many tensions because this approach can be regarded as politically incorrect, acting against the principle of equal opportunity.

Research Hypotheses

H₁: There is no relationship between TM practices and employee satisfaction.

H₂: There is an effect of TM practices on employee satisfaction.

Literature Review

The hospitality industry is customer-oriented, and it depends heavily on labor to meet customer satisfaction. Thus, there is a majority opinion that the quality of employee performance has the most impact on customer satisfaction (Lee *et al.*, 2015; He *et al.*, 2011). Having the right talent or quality workers is one of the key elements for business success (He *et al.*, 2011). This also appears to have a significant impact on customer repurchase intentions and customer loyalty (Lee, *et al.*, 2015). In the hospitality industry, customer experience of services is highly dependent upon personal interaction between employees and customers (Mullins 1998). As facilities and amenities are duplicated across the organization to organization, the positive attitude and behavior of employees can contribute to a favorable impression about the hotel (Lovelock *et al.*, 2005).

In the present competitive and increasingly complex global economy, job satisfaction represents one of the most challenging areas faced by today's service-based companies' managers when it concerns managing their employees. A positive attitude towards the job indicates job satisfaction. A study on employee engagement and business success showed that employees who were extremely satisfied at work were four times more likely than the employees who are dissatisfied (Lockwood *et al.*, 2006). Individuals choose organizations that complement their personality and organizations choose individuals who have personalities that complement the organization. When this occurs, there is a fit that represents the degree of job satisfaction (Judge *et al.*, 2000).

Organizational effectiveness refers to the organization's success in achieving its pre-set objectives via formulating its current resources, which could be reflected in the employee's degree of satisfaction with their current job positions, and the degree of their involvement with the organizations. Organizational effectiveness is activated into two dimensions; the first is the extent of an employee's satisfaction towards his or her job. Job satisfaction can be reflected in having a good connection and communication with his or her supervisor, a good income, and the ability to perform the job's tasks effectively. The second dimension is related to the extent of involvement with the organization that the employee enjoys; on an emotional, continuance, and normative basis (Allen and Meyer, 1990).

Job satisfaction refers to the degree to which the employee is satisfied with his/ her job nature, and to what extent he/she is compatible with the provided awards such as; the amount of payment, insurance coverage, travel, and scholarships (Allen and Meyer, 1990).

In the business process, outsourcing industry staff satisfaction is always in proportion with money received and it shows quickly compared to other industries. This is one of the major reasons why attrition levels are high in the BPO's (Feldman, 2000). A study carried by Mwangi (2009) revealed that poor reward schemes would have contributed to the loss of talent.

Evidence from a study done by Griffeth et al., (2000) revealed that employee turnover is usually resulting from factors causing job dissatisfaction such as job content, poor working conditions, and low pay. According to Suleiman et al., (2013), employees have the intention to leave their current organization when they face dissatisfaction in their job. MacIntosh and Doherty (2010) and AlBattat and Mat Som (2013) stated that job dissatisfaction is the main reason forcing employees to depart from their current job and look for better job opportunities. Presser and Almeida (2004) stated that shift work is significantly related to child-related problems and greater marital disagreements. Shift work is common in hotel work puts challenges for hotel employees trying to negotiate the work-family interface. Cleveland et al. (2007) claimed that shift work and the number of working hours, as a work demand and the nature of the job in the hospitality industry, could have a significant effect on the psychological, physical, and emotional welfare of hospitality employees. Kucukusta et al. (2014) stated that Long and unpredictable working hours are reasons for employees' job dissatisfaction.

TM is a recent, practitioner-generated term covering a range of long-term practices that aim at getting the right person in the right job at the right time. These include workforce planning, succession planning, employee development, and career management (Morton, 2005). Building relationships with people, identifying talent and Capabilities, planning learning and development activities, and getting most of the talent that the organization is having (Armstrong, 2010).

Talent wants a big job, where they have responsibility for several functional responsibilities, and where they can make decisions on their own (Fishman, 1998). Armstrong (2006) stated that talented individuals are allowed to develop in their current positions and can transfer to a new position through training and development. Developing employees to help them grow with the organization and training them for the expertise needed to contribute to business success also builds loyalty and improves employee engagement (Iles, 2008). A study on employee engagement and business success showed that employees who were extremely satisfied at work were four times more likely than the employees who are dissatisfied (Lockwood *et al.*, 2006).

Methodology

This research presents the quantitative approach used to facilitate a deductive approach to exploring the TM practices in Egyptian hotels, and the effect of these practices on the employees' satisfaction. The purpose of this research is to offer the logical basis for the methodological choices made during this research and to explain how the data were collected and analyzed. A descriptive and analytical approach was followed in this study, which described the phenomenon. In general, Cairo has been chosen as an area of investigation since it is the most dominant economic, social and political city in Egypt.

The talented people were identified by giving a list of talented specifications to the department managers in each hotel and asking them to distribute the questionnaire to the workers who meet these attributes (These attributes are shown in appendix C). Therefore, the researcher selected a group of talented employees because they were directly affected by the issues of satisfaction, and therefore they will give useful information for the study. The technique of convenient sampling

was used to divide the population into different classes, which included: talented, whether employees at low or high levels (Eusebius, 2016).

Measurement and Instrument

Due to its effectiveness in gathering empirical data from large samples, the questionnaire is the frequently used method of data collection. It is used to measure knowledge, attitudes, emotion, awareness, intention, or behavior. These considerations make using a questionnaire the most effective data collection tool for this study. The sections of the questionnaire were derived from published literature. To obtain a high response rate, it was necessary to make questions clear, answerable, and neutral. The expression and language used in this questionnaire were kept as simple as possible to communicate with the hotel employees. The questionnaire form being used in the study is composed of three parts to facilitate the data analysis process. These three sections were shown in table (1) as follows: characteristics of the hotel, TM practices, and job satisfaction.

Table (1): Sections of the questionnaire

Sections	Scales	Adapted from
Section 1	Characteristics of the hotel	Nasr, 2017
Section 2	TM practices	Khairy, 2015
Section 3	Job satisfaction	Bettye, 2017

Data Collection

This study focused on investigating how the concept of TM practices is being applied within five-star hotels. After collecting the contact information of the investigated hotels, telephone calls were made to the managers of the human resource departments to get their permission to visit their hotels and distribute the questionnaire forms to the talented employees. All the questionnaire forms were distributed in March 2021. These forms were retrieved after one month from distribution, and that was in April 2021. Telephone contacts have been made with the human resources managers in each hotel and following up with them weekly, who in turn followed up filling out the forms with the talented people in each department with the department managers in the hotel, and they were very cooperative after that these forms were retrieved in April 2021 from all participating hotels.

Data Analysis

A five-point Likert-type scale was used to measure the respondent's answers. Different statistical tests were used to address the research questions for the study. The statistical package for social sciences (SPSS) v.23 was used to analyze the data collected. Descriptive statistics were employed to identify the talent management practices as well as employee satisfaction in the investigated hotels. In addition, the Spearman correlation coefficient was used to find the relationships among variables. Moreover, the hierarchal multiple regression was used to examine the impact of talent management practices on employee satisfaction.

Validity and reliability of the study instrument

The Cronbach alpha reliability was computed, and the tests showed that the reliability coefficients for all items were above 0.60. For this study, Cronbach alpha for all survey constructs is presented in table (2).

Table (2): Cronbach alpha for study instruments

Serial	Instrument	Number of items	Cronbach alpha coefficient
1	TM Practices	38	0.985
2	Employees job satisfaction	9	0.995

Concerning validity, the questionnaire was initially pre-tested for its validity with three professors at the hotel studies department at the faculty of tourism and hotels in the University of Sadat City to get feedback regarding the clarity of the instructions and accuracy of the questions in the instrument. Comments and suggestions obtained from them were used for rewording the instructions and layouts of the questionnaire.

Results

Demographic Profile of Respondents

The questionnaires used for this study included three items concerning the respondents' demographic characteristics and other work-related information. The respondents were asked about their gender, age, and educational level. This information was useful in understanding the background of the respondents. Results are presented in table (3).

Table (3): Demographics Respondents

Demographic Respondents	Classes	Freq.	%
Gender	Male	297	85.5
	Female	50	14.4
	Total	347	100
Age	Less than 30 years	36	10.4
	From 30 to less than 40 years	84	24.2
	From 40 to less than 50 years	173	49.9
	50 years and more	54	15.5
	Total	347	100
Educational Level	High school.	7	2
	Bachelors.	312	89.9
	Masters.	17	5
	Ph.D.	11	3.1
	Total	347	100

The data in the table (8), indicate that out of the 347 respondents, 297 (85.5%) were males and 50 (14.4%) were females. Only 36 (10.4%) of the respondents were less than 30 years old, 84 (24.2%) were from 30 years and less than 40 years old group, 54(15.5%)of the respondents have 50 years old and more, and the rest of the sample(49.9.7%) were from 40 years and less than 50 years old.

The data also indicate that only 11 (3.1%) of the respondents possess a doctorate, 17 (5%) of the respondents possess a master's degree, and 312 (89.9%) of the respondents have a bachelor's degree.

Job Satisfaction

Table 4 shows the descriptive analysis regarding the variable of job satisfaction. The results showed that the total mean of employee job satisfaction was 4.38. In addition, it could be noticed that all nine items of employee job satisfaction had average scores above four. These results indicated the importance of good management practice, which in turn leads to employee satisfaction and loyalty to the hotel.

Table (4): The descriptive analysis regarding the variable of job satisfaction

Job Satisfaction	SD		D		N		A		SA		Mean
	F	%	F	%	F	%	F	%	F	%	
I feel a sense of pride in doing my job.	10	2.9	11	3.1	19	5.5	97	28.0	210	60.5	4.40
I feel satisfied with my chances for salary increases.	9	2.5	12	3.5	20	5.8	102	29.3	204	58.9	4.38
The benefits package we have is equitable.	7	2.1	9	2.5	19	5.6	105	30.3	207	59.5	4.43
Communications seem good within this organization.	10	3.0	14	4.0	18	5.3	103	29.6	202	58.1	4.36
I am satisfied with my chances for promotion.	5	1.5	9	2.5	14	4.1	106	30.4	213	61.5	4.48
My job is enjoyable.	12	3.6	20	5.7	23	6.7	98	28.1	194	55.9	4.27
When I do a good job, I receive the recognition that I should receive.	5	1.4	11	3.2	16	4.5	107	30.8	208	60.1	4.45
I like the people I work with.	7	2.1	9	2.5	20	5.6	106	30.3	205	59.5	4.42
I like doing the things I do at work.	12	3.6	20	5.7	23	6.7	98	28.1	194	55.9	4.27

* SD= Strongly Disagree, D= Disagree, N= Neutral, A= Agree, SA= Strongly Agree

Results of Hypotheses Test

Relationship between TM practices and job satisfaction

As shown in table (5), there is a highly significant correlation at (0.01) level between TM practices and job satisfaction. The Spearman's correlation is positive and strong, the ratio bigger than 0.9. The results also indicated that TM practices variable has a strong relationship with the job satisfaction variable. As a result, the null hypothesis that there is no relationship between TM

practices and job satisfaction was rejected. The existence of a relationship between TM practices and job satisfaction was supported.

Table (5): The correlation between TM practices and job satisfaction

Variables			TM Practices	Job Satisfaction
Spearman	TM Practices	Correlation	.916**	1.000
		Sig.	.000	
		N	347	347
	Job Satisfaction	Correlation	1.000	.916**
		Sig.		.000
		N	347	347

**Correlation is significant at the 0.01 level (2-tailed).

The effect of TM practices on job satisfaction for talented people

Multiple regression analysis was conducted to examine the influence of TM practices on job satisfaction of talented employees among the hotels in Egypt. The findings are indicated in subsequent sections: It can be noticed from the results in a table (6) that there is a strong positive correlation between TM practices and job satisfaction ($R = 0.975$). Furthermore, it is noticed that the value of adjusted R^2 is equal to the value of R^2 . This means that this model had the whole population participating in the study, and the highest variance in outcome was at 0.000.

Table (6): The effect of TM practices on job satisfaction for talented people

Variables	ANOVA		Coefficients (a)	Model summary		
	F	Sig.	T	R	R^2	Adjusted R^2
	6680.91	.000 ^a		.975	.951	.951
TM Practices			81.737			
Job satisfaction			7.468			

Also, table (6) shows the probability of F-value and that it is significant at 0.05, which indicates that TM practices have a significant effect on job satisfaction, the effectiveness at ($\alpha \leq 0.05$). Therefore, the null main hypothesis is rejected, and the alternative is accepted with the statistically significant effect at the level ($\alpha \leq 0.05$) by TM practices on job satisfaction. Referring to the first sub-hypothesis H1; the sig value is (0.000), and it is significant at ($\alpha \leq 0.05$). This indicates that the variable of TM practices has a significant effect on job satisfaction at ($\alpha \leq 0.05$). Therefore, the null hypothesis is rejected, and the alternative is accepted with a statistically significant effect at ($\alpha \leq 0.05$).

Regression model specification and estimation to establish the influence of TM practices on job satisfaction

Table (7) indicates the model summary. From the findings, R was 0.976, R^2 was 0.952, and adjusted R^2 was 0.952. An R square of 0.952 implies that 95.2% of changes in job satisfaction of talented employees among the hotels in Egypt are explained by the independent variable of the study. However, other factors influence the job satisfaction of talented employees among the

hotels in Egypt that are not included in the model which account for 4.8%. An R of 0.976 on the other hand signifies a strong positive correlation between the variables of the study.

Table (7): Model Summary

Model	R	R ²	Adjusted R ²	Std. error of the Estimate
1	.976a	.952	.952	.19678

As shown in table (8), the value of F calculated is 2272.62 while F critical is 4.465. Since the value of F calculated is greater than F critical, the overall regression model was significant and therefore a reliable indicator of the study findings. In terms of *p* values, the study indicated .000 which is less than 0.05 and therefore statistically significant.

Table (8): ANOVA

ANOVA					
Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	264.005	3	88.002	2272.623	.000a
Residual	13.282	343	.039		
Total	277.287	346			

From the results in table (9) the resultant regression equation becomes as follows: Y (Regression Coefficient) = -0.232(TM Practices) + 0.644(Job Satisfaction).

Table (9): Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
Constant	-0.232	0.063		3.683	0.000
Job Satisfaction	0.644	0.108	0.655	5.970	0.000

Discussion

Interest in studying the TM concept, in terms of its definition, importance, and literature review, has increased, especially for academics and researchers. TM focuses on positioning the right person in the right place, encouraging employees to develop their qualifications and talent which, in return, serves to enrich and sustain the success of the organization (Chambers et al., 1998). Prior research undertaken to study TM has mainly focused on the conceptualization of talent and talent management, as well as TM practices. As a result, the purpose of the present study was to investigate the impact of TM practices (i.e., attraction, retention, engagement, development, and work-life balance) on employee satisfaction. The talented people were identified by giving a list of

talented specifications to the department managers in each hotel and asking them to distribute the questionnaire to the workers who meet these specifications. Therefore, the researcher selected a group of talented employees because they were directly affected by the issues of job satisfaction, and therefore they will give useful information for the study. The technique of convenient sampling was used to divide the population into different classes, which included: Talented, whether employees at low or high levels. These talented people were grouped according to the functions of either the front or back offices of the hotel. They were chosen by the researcher on the basis that they were directly affected by issues to examine the relationships between the independent and dependent variables.

The findings of our study showed that there was a significant impact of TM practices (independent variable) on employee satisfaction (dependent). Regarding the effect of TM practices on talent satisfaction, the result of this study revealed that there is a significant relationship between TM practices and talent satisfaction. The results come to support the findings of Allen and Meyer (1990), who hypothesized that job satisfaction refers to the degree to which the employee is satisfied with his/ her job nature, and to what extent he/she is compatible with the provided awards such as; the amount of payment, insurance coverage, travel, scholarships. Besides, these results support the findings of Smithers and Walkers (2000), who argued that talented employees want the self-esteem and appreciation of others and this has a positive impact on productivity levels and employee motivation.

The results of this research have some managerial implications, which can help managers achieve their organizational goals effectively. It is clear from the results that management pays attention to attracting and retaining talent in the industry, hence the need to implement TM practices to improve the satisfaction of talented people and enable them to obtain a competitive advantage in the market where they work. TM should be considered as more than just a theoretical concept, managers must convert their minds range from discussing TM practices informally to formally implementing them in all matters of A and B level employees, to get A level talents on the line of leaders, while B level from the employees must improve their skills at work. Based on the above results and discussion of the final hypotheses, it is clear from the hypotheses of the study that there is a relationship and a direct effect of TM practices on the job satisfaction of talented employees in the five-star hotels in Egypt, it was shown on the regression model that, R was 0.976, R square was 0.952, and adjusted R squared was 0.952. An R square of 0.952 implies that 95.2% of changes in job satisfaction of talented employees among the hotels in Egypt are explained by the independent variable of the study. There are however other factors that influence job satisfaction of talented employees among the hotels in Egypt that are not included in the model which account for 4.8%. An R of 0.976 on the other hand signifies a strong positive correlation between the variables of the study.

Results of testing study hypotheses

Table (10): Results of Testing Study Hypotheses

Hypotheses	Testing Result
H1: There is no relationship between TM practices and employee satisfaction.	Rejected
H2: There is an effect between TM practices and employee satisfaction.	Supported

Conclusion

The goal of this study was to explore the different current practices of TM in hotels, and the impact of these practices on the job satisfaction of talented employees. To identify the relationship between TM practices and employee satisfaction, the study collected the required data by distributing well-administered questionnaire forms to a sample of 347 respondents representing 39 five-star hotels in great Cairo. The study also revealed that there is an effect of TM practices (TMP) on employee satisfaction, with a response rate of 81.73. Hence, it is clear that good TM practices have a strong and direct impact on the employee satisfaction of talented workers where it makes A-level employees on the line of leaders, while B level from the employees needs to improve their skills at work.

Recommendations

Based on the findings of this study, several recommendations can be suggested. Hotels should care and support talent management, and develop an action plan that includes all the practices that take place with the talented employees from recruitment, training, development, participation, and retention, and ensure that this plan is implemented with all its practices and at all levels in the hotel. Talented employees should feel properly valued to stay in the hotel longer, and the hotel should prioritize social recognition and financial rewards with meaningful pay. The hotel must appreciate talents in the work, motivate them to raise their job satisfaction. The hotel should prepare well job descriptions for each job and make regular updates on all jobs within the hotel and training employees on these updates.

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ممارسات إدارة المواهب في الفنادق المصرية: منظور رضا الموظفين

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الملخص العربي

إن الأسواق العالمية لها قدرة تنافسية عالية. لذلك، لكي تستمر الشركات، أصبح من الضروري أن تكون قادرة على التكيف والاستجابة للتغيير من حولها. يعتبر الموظفون مصدر قوة لأي منظمة وسبب نجاحها، لذا يجب على المنظمات جذب الموظفين الموهوبين وتطويرهم والاحتفاظ بهم، وخاصة أولئك الذين يمتلكون قدرات غير عادية. إن الغرض من هذه الدراسة هو التعرف على آثار ممارسات إدارة المواهب على رضا الموظفين الموهوبين في الفنادق المصرية. من أجل تحقيق هدف الدراسة، تم تصميم استبيان واحد. تم توزيع 390 استبيان على الفنادق. قام الباحث بتوزيع 50 استبيان باليد على الموظفين بشكل شخصي. بالنسبة للباقي (340 نموذج استبيان) بسبب خصوصية الإدارة، تتولى الفنادق مسؤولية توزيع الاستبيانات على مديريها ومساعد مديري أقسام الفنادق لتوزيع هذه الاستبيانات على الموظفين في كل قسم. تم تحديد عينة نهائية من 347 استبيان على أنها صالحة للتحليل الإحصائي بمعدل استجابة 88.97%. التحليل الإحصائي تم استخدام برنامج SPSS إصدار 23، لتحليل إجابات الأسئلة واختبار الفرضيات. أثبتت الدراسة أن هناك علاقة ذات دلالة إحصائية بين ممارسات إدارة المواهب والرضا الوظيفي للموهوبين بالفنادق المصرية، وهناك تأثير إيجابي لممارسات إدارة المواهب على الرضا الوظيفي للموهوبين بالفنادق المصرية.

الكلمات الدالة: ممارسات إدارة المواهب، رضا الموظفين، الفنادق.