



Talent Management in Five-Star Hotels in Egypt: An Exploratory Study

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ABSTRACT

Talent management is considered one of the main obstacles facing hospitality industry on a global scale. It is especially challenging in the current volatile and dynamic business environment. The aim of this paper is to identify awareness of concept and importance of talent management in five-star hotels in Greater Cairo and to identify the impact of applying of talent management on improving performance in five-star hotels. This research used the quantitative approach to achieve its objectives. Data collection based on the online questionnaire. The study sample consists general managers, human resources managers, and human resources supervisors in five-star hotels in Greater Cairo. The total number of questionnaires distributed was 168 copies out of which only 129 have been returned with a response rate 76%. SPSS (Version, 26) software was used for analysis data. The results showed there is a positive significant statistical relationship between hotel talent recruitment and performance. It also reported that there is a positive significant statistical relationship between the motivation and performance, and talent retention in the hotel performance, it also showed that there is a positive relationship between hotel talent assessments and performance.

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Introduction

Harris et al. (2018) described talent management as a human resource practice used for people's achievement, which is target-focused within an organization and is the "process through which employers anticipate and meet their human capital needs. Mayouf (2018) stated that (TM) is a new method and policy that aims to activate the role of talents, focus on them in organizational processes and change, select talented leaders, managers and employees at all functions level, and develop the quality of human resources to achieve high achievements. According to Hughes and Rog,

(2008), talent management has emerged as the most recent word in the human resource management (TM) as a concept has risen in the late 1990s after the report of McKinsey's "War of talent" which took attention to the importance of acquiring talented people to achieve business success. Stahl et al. (2012) stated that the phrase talent management is not just a general buzzword for human resources. It is dedicated to hiring, managing, developing, and retaining the most skilled and distinguished employees in the industry. Talent management is part of a hotel's strategies, since it deals with one of the most

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valuable assets, its employees (Sadek, 2018). Consequently, this paper aims to firstly identify the awareness of talent management concept and its importance in five-star hotels in greater Cairo, secondly, to identify the impact of the applying of talent management on improving performance

1.1 Conceptual framework and study hypotheses

The conceptual framework of this research showed the study variables and relation between each other. Figure (1) showed that independent variables which including talent recruitment, developing and motivating talents, talent retention, talent assessment have effected performance in five-star hotels. For that, the current study tries to test the following hypothesis:

- H1: There is a statistically significant relationship between talent recruitment and performance improvement.
- H2: There is a statistically significant relationship between developing and motivating talents and improving performance
- H3: There is a statistically significant relationship between talent retention and performance improvement.
- H4: There is a statistically significant relationship between talent assessment and performance improvement.

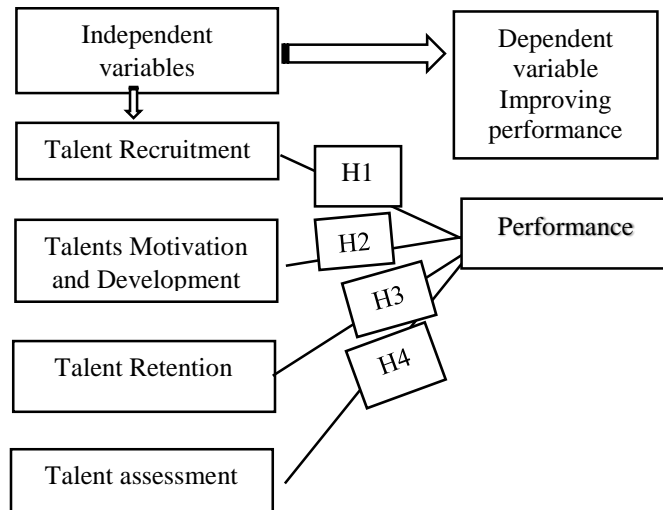


Figure (1) study framework.

1. Literature Review

2.1 The Historical background of Talent management

According to Lewis and Heckman (2006), it is difficult to determining the precise meaning of "talent management" is challenging due to misunderstandings about definitions and the many terminologies and assumptions used by authors writing on TM. On the other hand, Hafez et al. (2017) mentioned that talent management, "talent strategy," "succession management," and "human resource planning" are all terms that are frequently used interchangeably. Also, Lewis and Heckman (2006) found that talent management was an extension of human resource management with a focus on career progression. Also, Mayouf (2018) described TM as the implementation of integrated strategies. Systems designed to improve the recruitment and development of employees, retain the required skills, prepare to meet current and future organizational needs and achieve success and excellence. Tafti et al. (2017) described global talent management as organizational efforts for recruitment and selection.

2.2 Talent Management Strategies

2.2.1 Recruiting talent

Blass (2009) mentioned that while recruiting, talent is handled as a customer, and subsequently as a preferred supplier once employed. The most crucial factor is to attract the proper people to work with you. In an ideal world, your company will be regarded as an "employer of choice," with recruitment practices that address both the tangibles and intangibles of the hiring process, giving potential employees a sense of the culture, environment, and coworkers with whom they will be working, as well as the specifics of the compensation and benefits offered. Furthermore, Seldeneck (2004) indicated that a more pro-active approach suggests identifying the good competition and then luring them to your door. To convince them to join your staff you need individuals who excite them to invite them in, while offering them performance-based compensation packages, quality of life considerations and career development in an environment that promotes diversity. On the other hand, Cheraiasi and Busolo (2020) also stated that there is a helpful and noteworthy affiliation between recruitment and selection and the improvement of the employees' performance of hotels. Finally, Alsakarneh (2015) explained that the talent management strategy has returned to its original base of recruiting the most talented people

(those who are competent, capable, and fit the nature and culture of the organization, as well as the ability to execute the strategy.

2.2.2 Talent Retention

Harris et al. (2018) indicated that the function of keeping talented people in the organization for a long time is known as talent retention. Loss of talent from an organization is highly devastating, as it leads to reduced production of the organization and increased costs for attracting new talent. Furthermore, Rudsada (2016) stated that the retention of "talented" personnel is regarded as critical to an organization's performance and health. Talent has a relatively high turnover rate in general and the hotel sector is no exception. As a result, it is critical to pay close attention to how to retain talent. Improving employee retention should be done in a way that is unique to the company; companies must understand why individuals leave their positions. This will assist them in increasing employee retention. On the other hand, Anjomshoae et al. (2017) indicated that talent retention is the process of retaining talented employees in the organization for a long time. Brain drains in any organization is very harmful because it will lead to a decrease in the productivity of the organization and an increase in the cost of attracting a new pool of talents. Finally, Deery (2008) argued that retaining a stable workforce is a key element of effective talent management technique and yet over the years, this has been something of a challenge for hospitality and tourism operators.

2.2.3 Talent Development

Hafez et al. (2017) reported that (TM) strategies must cater to what makes employees feel satisfied with their jobs. For example, professional training and development, and work tasks that demand the use of the employees' skills and fuel their power and feeling connected to a large group of fellow employees. According to Mangusho et al. (2015) learning and development are the backbones of success in this era of competition and dynamic organization and without constant learning, achieving and maintaining performance can be difficult. To improve the performance of the organization, strategists and human resources development personnel are shifting their focus to learning and developing talented employee's

development improves the skills and attitudes of employees. Finally, Silzer and Dowell (2010) mentioned that development strategies for current and future roles is one of the most important activities directors can perform to accelerate the growth of their hotel's skills.

2.2.4 Talent assessment

Ingurgio et al. (2019) stated that one of the keys to the hotel talent management strategy is continuous assessment. Within the workforce management framework outlined in the talent management strategy, assessments are a critical linchpin between the desired end state of employees who are ready to win in a complex world and core talent management functions: Acquire, develop, employ, and retain talent. According to Vinet and Zhedanov (2011) assessment is one of the most important concepts related to retaining talented employees, by studying their strengths and weaknesses, and then improving performance. Vural et al. (2012) indicated that performance evaluation is the analysis and assessment of all employee's results and successes achieved in the hotels in particular duration by directors. In other words, it can be seen as the managing of employee efficiency and production capacity.

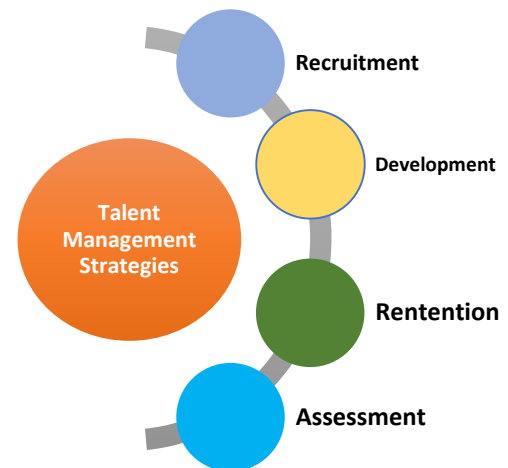


Figure (2): Talent Management Strategies :(Source: Abdul'aal, 2018).

2. Methodology

This research used the quantitative approach to achieve its objectives. Data collection involved online questionnaire for collecting data. The researcher management the questionnaire by selecting the participants firstly send an email to

the majority of participants to asking them to participate in questionnaire. Secondly, sending the link of questionnaire to them "https://forms.gle/gAUPtMXK9kPtvF1L7".

Questionnaire was divided into six section including; hotel talent recruitment (9 items), hotel talents motivation and development (6 items), talent retention in the hotel (7 items), hotel talent assessment (5 items), performance (9 items), obstacles to applying hotel talent management (11 items), with the 5-point of Likert scale strongly disagree (1), disagree (2), neutral (3), agree (4), strongly agree (5). Sample of 28 five-star hotels in greater Cairo selected to be the sampling frame (EHA, 2022). A convenience sample used in this research which including; general managers, human resources managers, and human resources supervisors in five-star hotels in Greater Cairo. The total number of questionnaires distributed was 168 copies out of which only 129 have been returned

Classification	Categories	Frequency	Percent
Gender	Male	89	70.8
	Female	40	29.2
Age	From 26-33	39	30%
	From 34 -41	55	43 %
	From 42-50	35	27 %
level of education	Mid-scale education	3	2.3
	Bachelors	94	73.0
	Masters	29	22.4
	Doctorate	3	2.3
Years of experience	less than 5 years	9	7.0
	From 5 to less than 10 years	45	35.0
	From 10 years to less than 15 years	39	30.0
	15 and over	36	28.0
Profession	General manager	20	15.5
	Director of human resources department	25	19.3
	HR. Department supervisor	84	65.11
Total		129	100%

with a response rate 76%. SPSS (Version, 26) software was used for analysis data which including; descriptive statistics (mean, standard deviation, t-test) and simple regression.

3. Results and Discussion

4.1. Validity and reliability

Kamolson (2007) defined validity is an integrated evaluation of how well theoretical explanations and empirical data support conclusions and actions based on test results or other types of measurement. According to this definition, the idea of validity can be defined in a variety of ways and contains significant qualities to consider or theories to test. On the other hand, Thompson (2010) describes reliability as refers to the accuracy or repeatability of the test scores. There is no universally accepted way to define and evaluate the concept; classical test theory provides several indices, and item response theory drops the idea of a single index and conceptualizes it as a conditional standard error of measurement. However, an extremely common way of evaluating reliability is the internal consistency index, called KR-20 or α (alpha).

Table (1) Cronbach's Alpha for study

Reliability Statistics	No . of Items	Cronbach's Alpha	Validity
Hotel Talent Recruitment	9	0.969	0.984
Hotel Talents Motivation and Development	6	0.872	0.934
Talent Retention in the Hotel	7	0.936	0.968
Hotel Talent Assessment	5	0.879	0.937
Performance	9	0.981	0.990
Obstacles to applying hotel talent management	11	0.966	0.983

It is clear from the Table (1) stability of alpha coefficient values Cronbach to the dimensions of the questionnaire, all were greater than (0.70) which is a high ratios are given the confidence of the researcher with the following results; it turns out that there is a high validity, it has all been greater than (0.80).

4.2 Participants profile

Table (2) Demographic characteristics

The personal data and properties of the respondents were summarized using basic descriptive statistics such as percentages and frequencies to present a description of the respondents, including their gender, age, education, and job experience.

4.3 Hotel Talent Recruitment

Table (3) Analysis of descriptive statistics for hotel talent Recruitment

Descriptive statistics	Mean	Std. Deviation	CV	T Test	P-value
The hotel has a department specialized in human talents and works on recruitment and development of them.	3.992	1.017	25.47	-0.090	0.929
The hotel management seeks to attract talented people	3.942	1.007	25.54	-0.635	0.527
Talent management is one of the activities of human resource management	3.942	0.929	23.56	-0.688	0.493
The hotel management is interested in determining its needs for talented human resources	3.767	0.994	26.38	-2.573	0.011
The hotel recruitment process is characterized by a bias towards talents over others	3.675	1.006	27.36	-3.541	0.001
Substantive methods are used to select the appropriate individuals according to the nature of the position.	3.933	0.877	22.29	-0.833	0.407
The hotel management uses all available methods to announce the need for	3.858	0.981	25.43	-1.581	0.116

talented people.					
The hotel promotes placing the proper talent in the right place.	3.883	0.954	24.57	-1.339	0.183
The talent management system includes all organizational levels of the hotel.	3.792	1.060	27.96	-2.152	0.033
Hotel talent Recruitment	3.865	0.879	22.74	-1.685	0.095

According to the total dimension “Hotel talent Recruitment”, it was found that the value of the arithmetic mean of responses was found to be (3.865) and standard (0.879), which does not differ from expected mean 4 at significant level 5%, where the calculated T-test value reached -1.685 (p-value 0.095 more than 0.05), also it shows that coefficient of variation was 22.74% which has a very small value. This indicates that there are consensuses among the responses for agree with 77.26%.

The results agree with the previous studies (Blass, 2009; Alsakarneh 2015; Cheraiasi & Busolo, 2020) which indicated that there is a beneficial and noteworthy association between recruitment and talent acquisition and between improving performance effectiveness in hotels and improving work outcomes.

4.4 Motivation and development

Table (4) Descriptive statistics analysis of motivation and development

Descriptive statistics	Mean	Std. Deviation	CV	T Test	p-value
The hotel has plans for training and development to raise the capabilities of talents in line with the hotel's needs	3.867	0.970	25.07	-1.506	0.135

The hotel management provides in-house training and makes a real-time simulation in the work environment for all talented people	3.267	1.121	34.31	-7.168	0.000
The hotel management promotes talented people to external training in leading hotel establishments.	2.658	1.065	40.07	-13.799	0.000
Talented people are involved in educational and cultural conferences and workshops in the field of hotels	2.975	1.073	36.06	-10.468	0.000
The hotel management seeks to revive the spirit of competition among talented people to increase their abilities.	3.850	0.885	23.00	-1.856	0.066
The hotel management provides a high-quality training environment that meets all training needs and means	3.850	0.941	24.43	-1.747	0.083
Hotel Talents Motivation and Development	3.411	0.790	23.17	-8.162	0.000

According to the variables “Hotel talent motivation and development”, the results found that the value of the arithmetic mean of responses was (3.411)

and standard (0.790). Which does not differ from expected mean. 4 at significant level 0.000 where the calculated T-test value reached -8.162 (less than p-value 0.05), also it shows that coefficient of Variation was 23.17% which has a very small value. This indicates that there are consensus among the responses for agree with 76.83%.

These results coincided with previous study, of Mangusho et al. (2015) and (Us, 2014) which indicated that motivating and developing talented employees is the backbone for improving work performance in hotels. They noted that without continuous learning, development, and motivation, obtaining good performance may become a critical matter, and they emphasized that human resource practitioners should focus on education and development talented staff.

4.5 Retention of talent in the hotel

Table (5) Descriptive statistics analysis of talent retention in the hotel

Descriptive statistics	Mean	Std. Deviation	CV	T Test	p-value
The hotel has a talent promotion system.	3.292	1.226	37.24	-6.330	0.000
The hotel management relies on various incentive policies aimed at preserving talents.	3.875	0.984	25.38	-1.392	0.166
The hotel management relies on internal promotions to compensate for vacant positions in the hotel.	4.183	0.869	20.78	2.310	0.023
The hotel management determines the value of the rewards through the information	3.850	1.050	27.28	-1.564	0.120

provided by the performance appraisal system.					
Incentives, rewards, and compensation systems are planned and developed by studying competitors.	3.758	1.092	29.06	-2.424	0.017
The hotel management encourages talented employees to express their positive opinions and suggestions, and then activate them and work accordingly.	4.017	0.944	23.49	0.193	0.847
The hotel management relies on various incentive policies aimed at preserving talented competencies.	4.025	0.930	23.11	0.294	0.769
Talent Retention in the Hotel	3.857	0.867	22.49	-1.804	0.074

On the other hand, the variables of ‘Talent retention’ the results of the current study showed that the value of the arithmetic mean of the responses was (3.857) and standard (0.867). which does not differ from expected mean 4 at significant level 0.05, where the calculated T-test value reached -1.804 (p-value 0.074 more than 0.05), also it shows that coefficient of variation was 22.49% which has a very small value. This indicates that there are consensus among the responses for agree with 77.51%. These results were matched with the literature review, which mentioned that talent retention variables were effect on performance improvement.

4.6 Hotel Talent Assessment

Table (6) Descriptive statistics analysis of hotel talent assessment

Descriptive statistics	Mean	Std. Deviation	CV	T Test	P_value
The presence of criteria used in the assessment of talents.	3.450	1.083	31.41	-5.561	0.000
The incentive system is linked to the results of assessments .	4.000	0.850	21.25	0.000	1.000
The presence of an information system in which data is provided on the performance of talented workers.	3.483	1.115	32.01	-5.076	0.000
The hotel management informs the employees about the results of their assessments .	4.042	0.803	19.88	0.568	0.571
The negligent is questioned substantively, focusing on the weaknesses to avoid them and promote the strengths	4.108	0.828	20.16	1.433	0.154
Hotel talent assessment	3.817	0.776	20.33	-2.588	0.011

The previous table (6) showed that the grand mean "Hotel talent assessment" was (3.817) and standard (0.776). which does not differ from expected mean

4 at significant level 0.05, where the calculated T-test value reached -2.588 (p_value 0.011 less than 0.05), also it shows that coefficient of variation was 20.33% which has a very small value. This indicates that there are consensuses among the responses for agree with 79.67%. These results matched the existing literature on the topic.

The previous result is consistent with the studies of (Ingurgio et al., 2019; Anand, 2011) that one of the keys to applying talent management in hotels and achieving a high level of performance is the continuous evaluation of talented employees.

4.6 Performance

Table (7) Descriptive statistics analysis of improving performance

Descriptive statistics	Mean	Std. Deviation	CV	T Test	P_value
Choosing talented employees in the appropriate job positions for their talent level leads to the transfer of knowledge among the employees, which is positively reflected in the performance.	4.592	0.783	17.06	8.276	0.000
The application of the talent management system contributes to developing competencies and skills, which is reflected in increasing performance levels.	4.583	0.751	16.39	8.506	0.000
Creating an effective communication system between management, supervisors, and workers.	4.500	0.850	18.89	6.443	0.000
Increasing participation and teamwork between management and workers.	4.525	0.830	18.34	6.931	0.000
Developing the skills of employees, supervisors, and managers.	4.583	0.729	15.90	8.771	0.000
Increase customer satisfaction with the services provided due to improved performance.	4.608	0.725	15.74	9.189	0.000
The application of talent management leads to improving the quality of the hotel product, which leads to increased revenues.	4.550	0.787	17.30	7.656	0.000
Reducing expenses and labor costs.	4.558	0.765	16.78	7.998	0.000
Increasing job satisfaction and decreasing labor turnover	4.525	0.830	18.34	6.931	0.000
performance	4.558	0.730	16.01	8.381	0.000

The pervious table (7) suggested that the mean scores for improving performance in hotels was (4.558) and standard (0.730). Which means the most common answer was being closed to value (4) or agree. which does not differ from expected mean 4 at significant level 0.05 where the calculated T-test value reached -8.381 (p value 0.000 less than 0.05), also it shows that coefficient of variation was 16.01% which has a very small value. This indicates that there is consensuses among the responses for strongly agree with 83.99%.

create work, and achieve a high level of performance and productivity.

4.7 Testing Research Hypotheses

H.1: There is a significant relationship between hotel talent recruitment and performance.

The correlation is significant at the 1% levelThe table (8) shows that there is a significant correlation between hotel talent recruitment and improving performance at level of confidence 99%, This is correlation value 0.595 is strong and positive, so we can study effect Hotel talent Recruitment on improving performance. From the above table the coefficient of determination (R square) equal to .354, and this indicates that the independent variable in the model (hotel talent recruitment) explain 35.4% of any change in the improving performance. In addition, the regression model

This result agreed with the studies of Dhanabhakym and Kokilambal (2014), Bibi (2019) Almohtaseb et al. (2020), and Sopiah et al. (2020), they reported that the application of talent management in hotels helps improve performance, build competencies and skills, and maximize contributions. They also agreed that the application of talent management means the ability to innovate,

statistically significant when the F test calculated 64.62 is significant

Table (8): Relationship of regression coefficients between the Hotel talent recruitment and the improving performance

Coefficients					
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error			
(Constant)	2.650	0.243		10.883	0.000
Hotel talent Recruitment	0.494	0.061	0.595	8.039	0.000
R			.595 ^a		
R Square			0.354		
Adjusted R Square			0.348		
DF			1 / 118		
F			64.623		
Sig.			.000		

- The table (8) also shows the values of the coefficient of independent variables and we find that the model variables are statistically significant at a confidence level of 99%, then the study reject the null hypothesis and accepts the alternative hypothesis that the independent variables (hotel talent recruitment) have a real value differ from zero and have a real impact on the improving performance.

H0: - beta coefficients equal to zero ($\beta = 0$)

H1: - beta coefficients are not equal to zero ($\beta \neq 0$)

Simple Regression equation:

$$y = b_0 + b_1X_1 + b_2X_2 + \dots$$

When:-

y : Dependent variable

X₁ : First independent variable

X₂ : Second independent variable

$$\text{Improving performance} = 0.494 + 2.650 (\text{Hotel talent Recruitment})$$

-There is a significant relationship between hotel talent recruitment and improving performance.

-There is a significant positive impact from hotel talent recruitment on improving performance

- This study accepted this hypothesis that there is a significant relationship between hotel talent recruitment and improving performance.

H.2: There is a significant relationship between the hotel talent motivation and development and improving performance.

Table (9): Regression coefficients motivation and development on improving performance

Coefficients					
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error			
(Constant)	3.096	0.264		11.748	0.000
Hotel Talents Motivation and Development	0.429	0.075	0.464	5.694	0.000
R			.464 ^a		
R Square			0.216		
Adjusted R Square			0.209		
DF			1 / 118		
F			32.422		
Sig.			.000 ^b		

The table (9) shows that there is a significant correlation between hotel talent motivation and development and improving performance at 99% confidence 99%, This is correlation value.464 is moderate and positive, so we can study effect hotel talent motivation and development improving performance.

- From the above table the coefficient of determination (R square) equal to 21.6 and this indicates that the independent variable in the model (Hotel Talents Motivation and Development) explain 21.6% of any change in the improving performance. In addition, the regression model statistically significant when the F test calculated 32.422is significant at level of confidence 95% which the significant value 0.000 less than 0.05 at degree of freedom 1/118.

The table (9) shows the coefficient values of the independent variables and we find that the model variables are statistically significant at a confidence

level of 99%, then the study reject the null hypothesis and accepts the alternative hypothesis - that the independent variables (hotel talent motivation and development) have a real value differ from (.000) and they have a real impact on improving performance.

Simple Regression equation:

$$\text{Improving performance} = 3.096 + 0.429 (\text{Hotel talent motivation and development})$$

Results

- There is a significant relationship between the motivation and development and improving performance.
- There is a positive significant Impact from hotel talent motivation and development improving performance

This study accepted this hypothesis that there is a significant relationship between the motivation and development and improving performance.

H.3: *There is a significant relationship between talent retention in the hotel and improving performance.*

Table (10): Regression coefficients Talent Retention

Coefficients					
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error			
(Constant)	2.739	0.254		10.803	0.000
Talent Retention in the Hotel	0.472	0.064	0.561	7.354	0.000
R			.561 ^a		
R Square			0.314		
Adjusted R Square			0.308		
DF			1 / 118		
F			54.084		
Sig.			.000 ^b		

- The table (10) shows that there is a significant correlation between Talent Retention in the Hotel and improving performance at level of confidence 99%, This correlation value .561 is strong and positive, so we can study effect talent retention in the Hotel improving performance.

From the above table the coefficient of determination (R square) equal to 31.4 and this indicates that the independent variable in the model (talent retention in the hotel) explain 31.4percentage of any change in the improving performance. In addition, the regression model statistically significant when the F test calculated 54.084 is significant at level of confidence 95% which the significant value 0.000 less than 0.05 at degree of freedom 1/118

The table (10) shows the coefficient values of the independent variables and we find that the model variables are statistically significant at a confidence level of 99%, then the study reject the null hypothesis and accepts the alternative hypothesis that the independent variables (talent retention in the hotel) have real value different from (0.000) and they have a real impact on improving performance.

Simple Regression equation:

$$\text{Improving performance} = 2.739 + 0.472 (\text{Talent Retention in the Hotel})$$

- There is a significant relationship between talent retention in the hotel and improving performance.
- There is a positive significant impact from hotel talent retention in improving hotel performance.
- This study accepted this hypothesis that there is a significant relationship between Talent Retention in the Hotel and improving performance.

H.4 *There is a significant relationship between talent assessments in the hotel and improving performance.*

-The table (11) shows that there is a significant correlation between hotel talent assessments and improving performance at level of confidence 99%, this is correlation value. .501^a is strong and positive, so we can study effect hotel talent assessment improving performance.

From the above table the coefficient of determination (R square) equal to 25.1 and this indicates that the independent variable in the model (hotel talent assessment) explain 25.1 percentage of any change in the improving performance. In

- addition, the regression model statistically significant when the F test calculated 39.588 is

Table (11) Relationship of regression coefficients between Talent assessments in the Hotel and improving performance.

Coefficients					
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error			
(Constant)	2.759	0.292		9.458	0.000
Hotel talent assessment	0.471	0.075	0.501	6.292	0.000
R			.501 ^a		
R Square			0.251		
Adjusted R Square			0.245		
DF			1 / 118		
F			39.588		
Sig.			.000 ^b		

- significant at level of confidence 95% which the significant value 0.000 less than 0.05 at degree of freedom 1/118
- Table (11) shows the values of independent variables and we find that the model variables are statistically significant at a confidence level 99%, then the study rejects the null hypothesis and accept the alternative hypothesis that the independent variables (hotel talent assessment) have a real value differ from (0.000) b and they have a real impact on improving performance.

Simple Regression equation:

Improving performance = 2.759 + 0.471 (Hotel talent assessment)

Results

- There is a significant relationship between hotel talent assessments and improving performance.
- There is a positive significant impact from hotel talent assessment in improving hotel performance.

This study accepted this hypothesis that there is a significant relationship between the talent assessments in the hotel and improving performance.

- There is a significant relationship between hotel talent assessments and improving performance.
- There is a positive significant impact from hotel talent assessment in improving hotel performance. This study accepted this hypothesis that there is a significant relationship between the talent assessments in the hotel and improving performance.

4. Conclusion and further research

This paper aims to firstly to identify the awareness of talent management concept and its importance in five-star hotels in greater Cairo, secondly, to identify the impact of the applying of talent management on improving performance. The results showed there is a positive significant statistical relationship between hotel talent recruitment on performance. It also reported that there is a significant positive statistical relationship between hotel talents motivation and development on the improving performance, and talent retention in the hotel on the improving performance, it also showed that there is a positive relationship between hotel talent assessments on the improving performance.

The current study has contribution to knowledge by enhance the understanding the concept of talent management. It also added to the growing the review of literature data collected related to talent management from the different sources. Consequently, there is a lack of research addressing the application of talent management in five-star hotels and it effect on employee performance in Egypt. Further research should be carried out to test the findings of this study with other hotels in Egypt to identify how to generalize the findings of this study

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