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

Ehab S. Hashem*, Ashraf Abd El Maboud, Mohamed Ahmed

1Hotel Studies Department, Higher Institute of Tourism and Hotels, Sixth of October, Giza, Egypt

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Five-star hotels
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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 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
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.

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.

![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 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

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

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

<table>
<thead>
<tr>
<th>Descriptive statistics</th>
<th>Mean</th>
<th>Std. Deviation</th>
<th>CV</th>
<th>T Test</th>
<th>P-value</th>
</tr>
</thead>
<tbody>
<tr>
<td>The hotel has a department specialized in human talents and works on recruitment and development of them.</td>
<td>3.992</td>
<td>1.017</td>
<td>25.4</td>
<td>-0.09</td>
<td>0.929</td>
</tr>
<tr>
<td>The hotel management seeks to attract talented people</td>
<td>3.942</td>
<td>1.007</td>
<td>25.5</td>
<td>-0.63</td>
<td>0.527</td>
</tr>
<tr>
<td>Talent management is one of the activities of human resource management</td>
<td>3.942</td>
<td>0.929</td>
<td>23.5</td>
<td>-0.68</td>
<td>0.493</td>
</tr>
<tr>
<td>The hotel management is interested in determining its needs for talented human resources</td>
<td>3.767</td>
<td>0.994</td>
<td>26.3</td>
<td>-2.57</td>
<td>0.011</td>
</tr>
<tr>
<td>The hotel recruitment process is characterize by a bias towards talents over others</td>
<td>3.675</td>
<td>1.006</td>
<td>27.3</td>
<td>-3.54</td>
<td>0.001</td>
</tr>
<tr>
<td>Substantive methods are used to select the appropriate individuals according to the nature of the position.</td>
<td>3.933</td>
<td>0.877</td>
<td>22.2</td>
<td>-0.83</td>
<td>0.407</td>
</tr>
<tr>
<td>The hotel management uses all available methods to announce the need for talented people.</td>
<td>3.858</td>
<td>0.981</td>
<td>25.4</td>
<td>-1.58</td>
<td>0.111</td>
</tr>
</tbody>
</table>

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; Cheraisi & 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

<table>
<thead>
<tr>
<th>Descriptive statistics</th>
<th>Mean</th>
<th>Std. Deviation</th>
<th>CV</th>
<th>T Test</th>
<th>P-value</th>
</tr>
</thead>
<tbody>
<tr>
<td>The hotel has plans for training and development to raise the capabilities of talents in line with the hotel's needs</td>
<td>3.86</td>
<td>0.970</td>
<td>25.0</td>
<td>-1.506</td>
<td>0.13</td>
</tr>
</tbody>
</table>

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; Cheraisi & 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.
The hotel management provides in-house training and makes a real-time simulation in the work environment for all talented people.

The hotel management promotes talented people to external training in leading hotel establishments.

Talented people are involved in educational and cultural conferences and workshops in the field of hotels.

The hotel management seeks to revive the spirit of competition among talented people to increase their abilities.

The hotel management provides a high-quality training environment that meets all training needs and means.

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 consensuses 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

<table>
<thead>
<tr>
<th>Descriptive statistics</th>
<th>Mean</th>
<th>Std. Deviation</th>
<th>CV</th>
<th>T Test</th>
<th>p-value</th>
</tr>
</thead>
<tbody>
<tr>
<td>The hotel has a talent promotion system.</td>
<td>3.292</td>
<td>1.226</td>
<td>37.2</td>
<td>-6.33</td>
<td>0.00</td>
</tr>
<tr>
<td>The hotel management relies on various incentive policies aimed at preserving talents.</td>
<td>3.875</td>
<td>0.984</td>
<td>25.3</td>
<td>-1.39</td>
<td>0.16</td>
</tr>
<tr>
<td>The hotel management relies on internal promotions to compensate for vacant positions in the hotel.</td>
<td>3.411</td>
<td>0.790</td>
<td>23.1</td>
<td>8.162</td>
<td>0.00</td>
</tr>
<tr>
<td>The hotel management determines the value of the rewards through the information</td>
<td>3.850</td>
<td>1.050</td>
<td>27.2</td>
<td>1.56</td>
<td>0.12</td>
</tr>
</tbody>
</table>
provided by the performance appraisal system.

Incentives, rewards, and compensation systems are planned and developed by studying competitors.

The hotel management encourages talented employees to express their positive opinions and suggestions, and then activate them and work accordingly.

The hotel management relies on various incentive policies aimed at preserving talented competencies.

4.6 Hotel Talent Assessment

Table (6) Descriptive statistics analysis of hotel talent assessment

<table>
<thead>
<tr>
<th>Hotel talent assessment</th>
<th>Descriptive statistics</th>
<th>Mean</th>
<th>Std. Deviation</th>
<th>CV</th>
<th>T Test</th>
<th>P_value</th>
</tr>
</thead>
<tbody>
<tr>
<td>&quot;Hotel talent assessment&quot;</td>
<td></td>
<td>3.81</td>
<td>0.776</td>
<td>20.3</td>
<td>-2.58</td>
<td>0.011</td>
</tr>
</tbody>
</table>

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 consensuses 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 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

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

The previous 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%.

This result agreed with the studies of Dhanabhakyam 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, 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% level. The 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...
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

<table>
<thead>
<tr>
<th>Coefficients</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig</th>
</tr>
</thead>
<tbody>
<tr>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(Constant)</td>
<td>2.6</td>
<td>0.24</td>
<td>10.8</td>
<td>0.00</td>
</tr>
<tr>
<td>Hotel talent Recruitment</td>
<td>0.4</td>
<td>0.06</td>
<td>8.03</td>
<td>0.00</td>
</tr>
</tbody>
</table>

R = .595*
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 (β = 0)
H1: - beta coefficients are not equal to zero (β ≠ 0)

Simple Regression equation:

\[ y = b_0 + b_1X_1 + b_2X_2 + \ldots \ldots \]

When:

y : Dependent variable
X1: First independent variable
X2: Second independent variable
IMproving performance = 0.494 + 2.650 (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

<table>
<thead>
<tr>
<th>Coefficients</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig</th>
</tr>
</thead>
<tbody>
<tr>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(Constant)</td>
<td>3.09</td>
<td>0.2</td>
<td>11.74</td>
<td>0.00</td>
</tr>
<tr>
<td>Hotel Talents Motivation and Development</td>
<td>0.42</td>
<td>0.00</td>
<td>5.694</td>
<td>0.00</td>
</tr>
</tbody>
</table>

R = .464*
R Square = 0.216
Adjusted R Square = 0.209
DF = 1 / 118
F = 32.422
Sig. = .000*

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 32.422 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 (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:

Improving performance = 3.096 + 0.429 (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

<table>
<thead>
<tr>
<th>Coefficients</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(Constant)</td>
<td>2.739</td>
<td>0.25</td>
<td>10.80</td>
<td>0.03</td>
</tr>
<tr>
<td>Talent Retention in the Hotel</td>
<td>0.472</td>
<td>0.06</td>
<td>0.561</td>
<td>7.35</td>
</tr>
</tbody>
</table>

- 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 31.4 percentage 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:

Improving performance = 2.739 + 0.472 (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 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 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) 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.

References


