
APPLICATIONS OF TALENT MANAGEMENT IN THE TRAVEL AND TOURISM SECTOR : A SYSTEMATIC REVIEW OF THE LITERATURE

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ABSTRACT

Strategic Human Resource Management (SHRM) is an approach to managing human resources within an organization that aligns HR functions and practices with the overall strategic objectives and goals of the organization. Unlike traditional HR management, which focuses on routine activities such as recruiting, training, and compensation, SHRM involves planning and executing HR activities in a way that they contribute to the organization's long-term business goals and competitive advantage. The standard Systematic Literature Review (SLR) methodology was used in this study, which gathered a number of prior papers for analysis. Only articles from credible journals that are indexed by Scopus were chosen for the initial research. 31 articles were chosen out of the 207 reviewed articles to be included in the study.

Talent management is a way of managing talent in an organization effectively, planning and developing succession in the company, realizing maximum employee self-development, and optimal utilization of talent. Talent is a differentiating factor in organizational performance. Talent is people that companies want to keep because of their strengths. Talent can also be interpreted as employees who are identified as having the potential to become future leaders of the company

Keywords : Talent Management; Tourism; Systematic Literature Review

ABSTRAK

Manajemen sumber daya manusia strategis dimungkinkan oleh perubahan dramatis yang disebabkan oleh revolusi industri keempat terhadap lingkungan bisnis dan keahlian, serta tren demografi dan ekonomi global, perluasan mobilitas global, dan meningkatnya keragaman tenaga kerja. Metodologi Systematic Literature Review (SLR) digunakan dalam penelitian ini, yang mengumpulkan sejumlah makalah sebelumnya untuk dianalisis. Hanya artikel dari jurnal kredibel yang terindeks Scopus yang dipilih untuk penelitian awal. 31 artikel dipilih dari 207 artikel yang diulas untuk dimasukkan dalam penelitian ini.

Manajemen bakat adalah perencanaan terorganisir, perolehan, pengembangan, pengelolaan kinerja, keterlibatan, dan mempertahankan pekerja yang telah diidentifikasi memiliki bakat di dalam perusahaan. Tinjauan ini bertujuan untuk mengkonsolidasikan informasi empiris mengenai elemen manajemen talenta untuk mengembangkan kerangka multilevel komprehensif berbasis bukti. Praktik manajemen bakat, determinan, dan hasil merupakan elemen penting. Penilaian ini berupaya menguraikan sebagian besar prosedur pengelolaan talenta serta rekomendasi terbesar untuk meningkatkan pengelolaan talenta di sektor perjalanan dan pariwisata.

Kata Kunci : Manajemen Talenta; Pariwisata; Tinjauan literatur sistematis

INTRODUCTION

Strategic Human Resource Management (SHRM) is the process of aligning an organization's human capital with its strategic objectives and goals. It involves integrating human resource management strategies and practices into the overall organizational strategy to achieve a competitive advantage (Boon et al, 2018). SHRM focuses on long-term human resource issues and macro-concerns within the organization, aiming to improve organizational performance and employee satisfaction (Mello, 2011). Proper alignment of HR strategies with business objectives can create a sustainable competitive advantage by having a skilled, motivated, and engaged workforce, by aligning HR practices with strategic goals, organizations can enhance their overall performance, productivity, and profitability (Novita et al, 2022). Strategic Human Resource Management is a holistic approach that recognizes employees as valuable assets and leverages their skills and capabilities to achieve organizational success. It involves a continuous process of aligning HR strategies with the ever-changing needs of the organization to maintain a competitive edge in the market.

The scope of Strategic HRM includes all HR tasks that are the responsibility of each manager. HR management covers many aspects, especially the organization's internal environmental factors (strengths and weaknesses) and the external environment (opportunities and threats). Human resources are a strategy, implementation and scheme that can influence employee behavior, character and employee work performance (Novita et al, 2022). The current challenge for managers is how to respond to environmental changes outside the organization so that the organization's internal environmental factors become strong and competitive (Boon et al, 2018). Whysall et al. (2019) explains that when all these aspects are considered together, the environment becomes dynamic, difficult, and complex, and organizations must compete to entice and keep critical personnel. Beside that, human resources are individuals or what is known as labor, employees, human potential who work for the organization (Muliadi & Leman, 2023)

Knowledge-based economies are characterized by their heavy reliance on intellectual capabilities, technology, and innovation. In these economies, the competitive marketplace is fiercely driven by factors unique to the knowledge-driven paradigm such as Companies and individuals compete to develop new technologies,

products, and services. Innovation cycles are rapid, and businesses must continuously invest in research and development to stay ahead, also Skilled and knowledgeable workforce is the backbone of knowledge-based economies. Countries and companies compete to attract and retain talented individuals, leading to a global talent war. Education and continuous learning are highly valued. (Gradisnik et al., 2015; Macintosh et al., 1999). Employee productivity is a key component of organizational performance, which emphasizes human resources (Kundu et al., 2019; Alagaraja & Shuck, 2015). In order to allow employees to share, learn, and produce information and skills that can change how they behave, a business should foster a learning culture (Potnuru et al., 2021; Potnuru, 2017).

The management of expatriation can become a significant issue in International Human Resource Management (IHRM) due to various challenges and complexities associated with sending employees to work in foreign countries. These challenges can impact the success of international assignments and, consequently, the organization's overall performance (Shaffer et al, 2012; Lazarova & Cerdin, 2007). Addressing these challenges requires careful planning, effective communication, and ongoing support from HR and management. Organizations must develop comprehensive expatriation policies, provide cultural training, offer family support services, and ensure clear communication channels to mitigate the potential issues associated with international assignments (Sae-Lim & Jermsittiparsert, 2019). Additionally, HR professionals should stay informed about legal and regulatory changes in both home and host countries to facilitate smooth expatriation processes and compliance with relevant laws (Sivathanu & Pillai, 2018).

Human Resource Management 4.0 (HRM 4.0) is a concept that embraces the integration of digital technologies, data analytics, and artificial intelligence into traditional human resource management practices. It represents the next evolution in HR practices, leveraging advanced technologies to enhance efficiency, improve decision-making, and create a more personalized and engaging employee experience (Liboni et al, 2019). HRM 4.0 involves automating repetitive and time-consuming tasks such as resume screening, scheduling interviews, and benefits administration. This automation allows HR professionals to focus on strategic tasks that require human judgment and creativity (Bissola & Imperatori, 2018).

Strategic Talent Management (STM) is a holistic approach to managing capital in alignment with its overall corporate business or corporate advantages and objectives. It involves planning, acquiring, developing, and retaining talent to meet both current and future business needs (Collings & Mellahi, 2013; Huselid & Becker, 2011; Becker et al., 2009). Once talent is acquired, STM emphasizes continuous development. This includes providing training, mentoring, and opportunities for skill enhancement. Development programs are designed to align individual skills with organizational needs, ensuring that employees can perform effectively in their roles and contribute to the company's success. STM includes effective performance appraisal systems that provide regular feedback to employees about their performance. It involves setting clear performance expectations, evaluating performance against these expectations, and providing constructive feedback for improvement (Mehdiabadi & Jessica, 2016; Cheese et al., 2009).

In today's business world, top talent is a necessity for every organization and planning is becoming a tool to ensure organizational success (Jindal & Mohsin, 2021; Adebola, 2019). "Top talent" refers to individuals within an organization who demonstrate exceptional skills, expertise, and potential, making them stand out from their peers. These individuals possess qualities and capabilities that significantly contribute to the organization's success. Top talent is not limited to a specific level or position within the company; it can include employees at various stages of their careers, from entry-level professionals to senior executives. Identifying and retaining top talent is crucial for organizations seeking to maintain a competitive edge in the marketplace (Al Ariss et al., 2014; Tarique & Schuler, 2010; Collings dan Mellahi, 2009).

Strategic talent management refers to the systematic process of attracting, identifying, developing, engaging, and retaining key individuals within an organization to ensure that it achieves its business goals effectively. (Claussen et al., 2013; Tarique & Schuler, 2010; Capelli, 2008). It involves aligning talent management practices with the overall business strategy to create a competitive advantage and drive organizational success. (Lewis & Heckman, 2006). Strategic talent management, according to a description provided by Collings & Mellahi (2009) in Claussen et al. (2013), strategic talent management is a proactive approach that recognizes the importance of human capital in achieving organizational objectives. By aligning talent strategies with overall

business goals, organizations can build a skilled and motivated workforce, ensuring long-term success and sustainability. (Speed & Anastasia, 2021; Groutsis et al., 2015). In this paper, we adopt talent management in the tourism sector.

Following the turn of the millennium, knowledge work underwent a change over the course of the past two decades, with frequently solitary remote work practices emerging as the new norm among many sorts of workers (Orel et al., 2021; Wang et al., 2020; Golden, 2009). Global catastrophes, like the Covid-19 pandemic, have a tremendous impact on society and provide companies with substantial hurdles (Bailey & Breslin, 2021). This is especially in the tourism sector which is a resource constraint worldwide. Therefore, a different response is needed from human resources in a management perspective (Collings et al., 2021). In order to weather the storm of crises, businesses must adopt a strategic approach to developing their human resources in general and their talent in particular (Lee et al., 2022; Lengnick-Hall et al., 2011). According to this viewpoint, organizational resilience can be promoted through increasing worker resilience through initiatives like training and talent management development to provide favorable employee and organizational results (Wang et al., 2014; Moenkemeyer et al., 2012). An organization may better leverage the potential of its human capital (HC) and prepare for disruptions, whether they are man-made or natural. Furthermore, by utilizing sustainability throughout all organizational functions, such methods also encourage sustainable behavior among the workforce (Mutjaba et al., 2022; Jayaraman et al., 2018).

In order to weather crises, businesses must adopt a strategic approach to the development of their human resources in general and of their talent in particular (Lee et al., 2022; Lengnick-Hall et al., 2011). This viewpoint contends that in order to achieve favorable employee and organizational results, organizational resilience may be promoted through increasing the workforce's resilience through interventions like training and talent management development (Wang et al., 2014; Moenkemeyer et al., 2012). An organization may better leverage the potential of its human capital (HC) and prepare for disruptions, whether they are man-made or natural. Additionally, by using sustainability across all organizational operations, such initiatives also improve employee sustainability (Mutjaba et al., 2022; Jayaraman et al., 2018).

It can be assumed that talent management is a well-defined subject of research, supported by considerable empirical research and a solid theoretical foundation, given the rising interest from businesses and the increased scholarly output on the topic. The opposite is true, too, as empirical studies are still required to explain murky areas of talent and its management (Duran et al., 2021; Lewis & Heckman, 2006). Despite the fact that talent management is extremely popular in both the corporate world and the general public, research on the topic is nevertheless plagued by many dead ends (Festing et al., 2015; Lewis & Heckman, 2006). There is a lack of conceptual and empirical understanding in the area of talent management, particularly with regard to the inclusion of diverse workforces (Dickinson & Betof 2011; Warren, 2009). However, talent management research is still fragmented and immature, lacking a solid theoretical framework and agreement on the definition and application of talent management in the real world (Anlesinya et al., 2019). Particularly, the relationship between talent management and sustainable performance is still poorly understood, and the majority of studies on talent and sustainability lack adequate theoretical grounding (Kafetzopoulos & Katerina, 2022; Pantouvakis and Vlachos, 2020).

In this study, using a systematic literature review, the researcher wishes to describe the objectives, methods and dominant results of the selected articles which are the most influencing factors of talent management in the tourism sector. In addition, this review also aims to describe the majority of talent management and the most recommended ways to improve managing talent in the tourism industry. These objectives are summarized through research problems as follows

RQ 1 : What is the best strategy to enhance talent management in tourism industry?

RQ 2 : What are the main elements affecting talent management in the travel and tourism industry?

RQ3 : What have been the trends in talent management research over the past five years, particularly in light of the constraints on the tourism industry?

RQ4 : What is the industry's average talent management level?

RQ5 : What are the common objectives, approaches, and findings in research on talent management in tourism industry?

MATERIALS AND METHODS

The inclusion and exclusion criteria stated below provided assistance for the choice of research in relation to obtaining answers to the study's questions. results from using the keywords. The inclusion and exclusion criteria should be applied to every study. See figure 1 and Figure 2 to see the inclusion and exclusion criteria that the researcher listed in this research.

RESULT AND DISCUSSION

As a result, these skills must be evaluated in light of five factors (Kaliannan & Darshana, 2022; Bolander et al., 2017). A talent's knowledge, skills, and abilities will define it, hence it is necessary to cultivate these resources before gathering them into a talent community. Second, an inclusive attitude to talent is taken since previously regarded non-talents are to be viewed as a talent. Third, talent will be gained through the development programs rather than being innate because the strategy is on inclusive talent development. The success of the inclusive talent development architecture would then be revealed by the last dimension that can be seen in the output-based talent.

The increasing usage of talent management initiatives, which include the methodical recruitment, spotting, nurturing, and deployment of people with high potential who are particularly valuable to a business (Dery, 2016; Tansley & Sempik, 2008). means that talent management experts need to develop their ability to recognize, create, and fine-tune complex talent selection procedures (Sparrow et al., 2014). We specifically define talent as an individual's combined human capital and social capital. While this definition of talent management differs from others, there is history in the literature for doing so, and some people still use the terms talent and capital interchangeably today (Crane & Christopher, 2018; Galloardo et al., 2013).

The systematic planning, acquisition, development, performance management, engagement, and retention of individuals identified as having talent inside an organization is known as talent management (Aljbour et al., 2021; Silzer & Dower, 2010). In order to establish an evidence-based comprehensive multilevel framework, this review intends to compile empirical evidence on the components of talent management. The crucial components are talent management practices, determinants, and results (Gallardo & Thunnissen, 2016). Different viewpoints on talent management define and mold behaviors that, in turn, influence employee, group, and organizational

outcomes (Meyers et al., 2020; Mensah, 2015). Career advancement is a major concern for employees with high potential because it is expected that potential employees are expected to develop more quickly. This relates to the profits to be obtained by the company (Galunic et al., 2013; Engwall & Kipping, 2002). Organizations are putting more emphasis on talent management for the growth and retention of their highly valuable employees in light of all these career hurdles, demographic shifts, and future labor shortages (Malik et al., 2017; McDonnell et al., 2017).

Accordingly, these talents shall be viewed from five dimensions (Kaliannan & Darshana, 2022; Bolander et al., 2017). Firstly, that talents will be defined by their knowledge, skills and abilities which then requires development of those resources to pool them into the talent community. Second, since previously considered non-talents are to be looked at as a talent, an inclusive approach to talent is adopted. Third, since the game plan is on inclusive talent development, talent will be acquired rather than innate through the development programmes. Subsequently, the fourth dimension of output-based talent would decipher the triumph of the inclusive talent development architecture. Should it be a positive outcome, the development of talents' key resources would manifest into a positive level of performance and achievements. Thus, the newly pooled talent would have acquired quality employment resources from its emergence throughout the development process and these shall ensure their recognition in specific, non-imitable contexts (Dalampira dan Nastis, 2020; Barney dan Mackey, 2016).

Poor talent management just emphasizes personal thought; talent is something that is readily observable, and the more the better. This emphasizes the need for improved teamwork rather than team building. Organizations want individuals that can quickly transition between teams, operate in multidisciplinary project teams, and move across teams (Cunningham, 2013). Additionally, to help the sector discover people who could be able to take on leadership roles in the future, talent attraction, retention, and development are needed. This plan aims to develop talent pools with leadership abilities (Jimoh & Daisy, 2022; Monandi and Ombui, 2019).

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Both businesses and the academic community, the significance of talent and its management are emphasized. According to several publications, Talent management starts with attracting the right people to the organization. This involves effective recruitment strategies, including sourcing candidates, conducting interviews, and selecting individuals who fit both the job requirements and the organization's culture. Talent management includes setting performance expectations, evaluating employees' performance, providing feedback, and implementing performance improvement plans when necessary. It involves regular assessments to ensure that employees are meeting their objectives and contributing effectively to the organization (Sparrow 2019; Lewis & Heckman, 2006).

Talent management involves implementing retention strategies to keep high-potential and high-performing employees within the organization. This can include competitive compensation, benefits, career development opportunities, and a positive work environment. Besides that, Talent management also relies on data analysis and planning. HR professionals use data and analytics to identify trends, measure the effectiveness of talent management initiatives, and plan for future talent needs based on the organization's strategic goals (Almomani et al., 2022; Elahinejad and Gholami, 2015). Ability was once known as talent. Dictionary definitions frequently define it as, for instance: a remarkable natural talent or aptitude (Ross, 2013; Dictionary.com, 2012), which supports the biblical allusion. Contrary to notions of skill, there seems to be some agreement on what constitutes derailment. A manager or executive who has fallen off

the rails is viewed negatively by the organization as someone who, despite having a good career in the past, has not reached their full potential.

CONCLUSION

The objectives, methodology, tools, results, and limits of the study on talent management in the tourism industry are covered in this systematic review. The last 10 years of talent management in the tourism industry are covered in this study. In this review, roughly 30 publications were examined. We start by talking about the best practices for enhancing talent management. Generally speaking, the purpose of this essay is to enhance talent management. Few publications also go into depth on how to enhance talent management in the tourism industry.

Interest in topics linked to talent management in tourism is evident from the responses to the questions posed. The research goals of 30 chosen papers were examined and analyzed. It has been determined that the majority of research on talent management in the tourism industry concentrates on practical methods of advancing talent management itself. This is so because, according to 80% of publications, the research is intended to explore and assess how to improve talent management within an organization or business. Knowledge management and talent development are only covered in six publications

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GAMBAR, GRAFIK DAN TABEL

Scopus: (TITLE-ABS-KEY ("talent management" OR "employee competency" OR "talent competency" OR "Knowledge management") AND TITLE-ABS-KEY ("career development" OR "talent development")) AND (LIMIT-TO (DOCTYPE , "ar")) AND (LIMIT-TO (PUBSTAGE , "final")) AND (LIMIT-TO (PUBYEAR , 2022) OR LIMIT-TO (PUBYEAR , 2021) OR LIMIT-TO (PUBYEAR , 2020) OR LIMIT-TO (PUBYEAR , 2019) OR LIMIT-TO (PUBYEAR , 2018) OR LIMIT-TO (PUBYEAR , 2017) OR LIMIT-TO (PUBYEAR , 2016) OR LIMIT-TO (PUBYEAR , 2015) OR LIMIT-TO (PUBYEAR , 2014) OR LIMIT-TO (PUBYEAR , 2013)) AND (LIMIT-TO (SUBJAREA , "BUSI"))

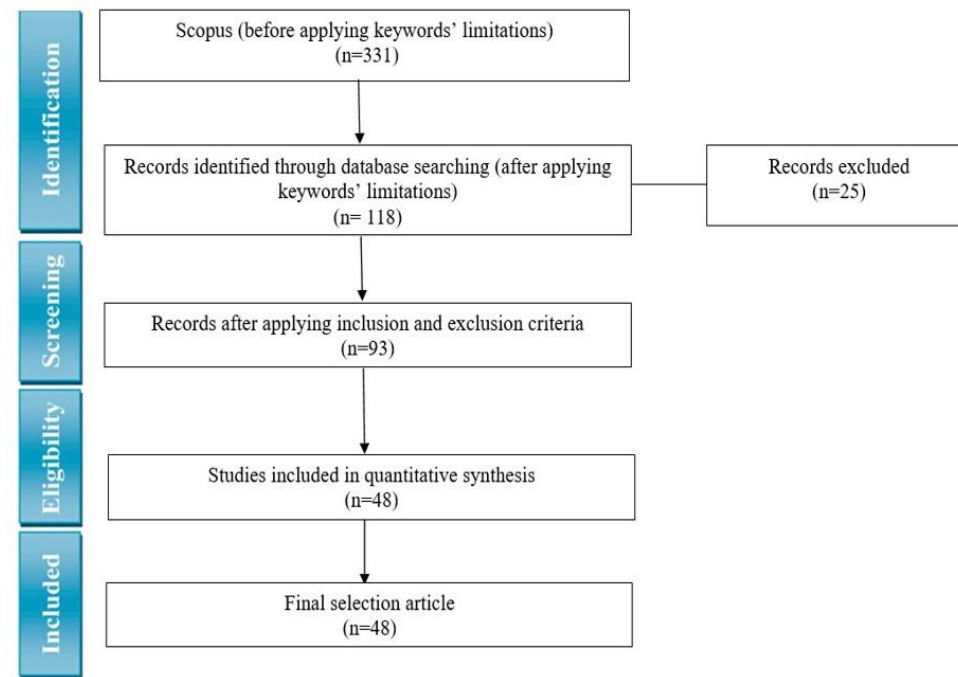
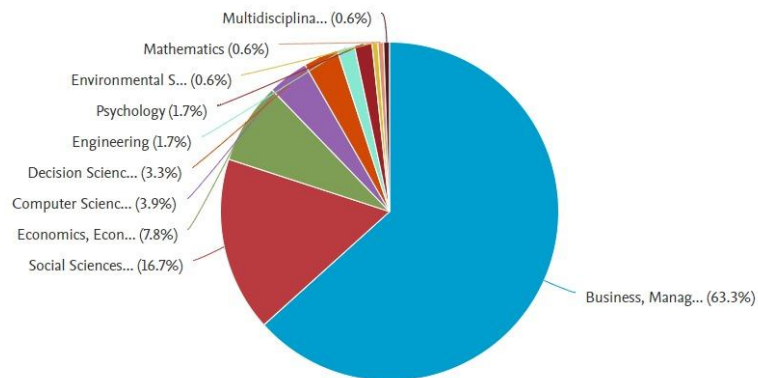


Figure 1. PRISMA Flow

Documents by subject area



Final selection article
(n=46)

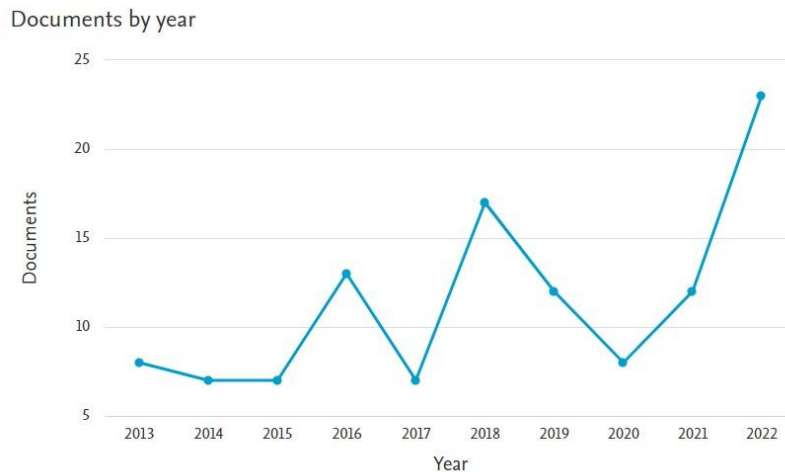


Figure 2. Documents by Subject area and Year

Additional Attachment

1) Results of Scopus Search Results a. Before applying the limitation

Scopus Search Results

207 document results

(TITLE-ABS-KEY ("talent management" OR "employee competency" OR "talent competency" OR "Knowledge management") AND TITLE-ABS-KEY ("career development" OR "talent development")) AND (LIMIT-TO (DOCTYPE, "ar"))

Search within results... Analyze search results

Documents Secondary documents Patents

Refine results: Limit to Exclude

Options: All, CSV export, Download, View citation overview, View cited by, Save to list

b. After applying the limitation

Scopus Search Results

114 document results

(TITLE-ABS-KEY ("talent management" OR "employee competency" OR "talent competency" OR "Knowledge management") AND TITLE-ABS-KEY ("career development" OR "talent development")) AND (LIMIT-TO (DOCTYPE, "ar")) AND (LIMIT-TO (PUBSTAGE, "final")) AND (LIMIT-TO (PUBYEAR, 2022) OR LIMIT-TO (PUBYEAR, 2021) OR LIMIT-TO (PUBYEAR, 2020) OR LIMIT-TO (PUBYEAR, 2019) OR LIMIT-TO (PUBYEAR, 2018) OR LIMIT-TO (PUBYEAR, 2017) OR LIMIT-TO (PUBYEAR, 2016) OR LIMIT-TO (PUBYEAR, 2015) OR LIMIT-TO (PUBYEAR, 2014) OR LIMIT-TO (PUBYEAR, 2013)) AND (LIMIT-TO (SUBJAREA, "BUSI"))

Search within results... Analyze search results

Documents Secondary documents Patents

Refine results

Options: Show all abstracts, Sort on: Cited by (highest)