Talent Management in Hospitality and Tourism: A Systematic Literature Review and Research Agenda

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Abstract

Purpose – This article provides a systematic literature review (SLR) of extant research on Talent Management (TM) in Hospitality and Tourism (H&T). Our objectives are first, to offer an empirical mapping analysis of TM research in H&T; second, to identify and discuss key research topics; and third, to recommend avenues for future research.

Design/methodology/approach – We conducted a SLR of TM literature in the context of H&T by analysing peer-reviewed articles published between January 2000 and October 2020. Following the PRISMA process, three independent coders undertook a content analysis of 74 articles for the SLR.

Findings – We found that TM in H&T offers contextualised evidence consistent on five key research topics: (1) TM practices; (2) conceptualisation of talent and TM; (3) TM antecedents and outcomes; (4) key TM stakeholders; and (5) talent education and graduate careers. Our analysis indicated that most studies are qualitative, focused in Europe and North America, and that primarily examine hotels. The small number of TM studies in H&T along with the lack of strong theoretical groundings show that the field is at the early stages of the growing stage, yet the sharp increase demonstrates an exponential growth in interest.

Originality/value – This is the first study that offers a holistic examination of research on a wide range of TM topics within various H&T sectors over the past twenty years. It clarifies the conceptualisation of talent and TM in this field and provides insights as well as context-specific evidence on the management of H&T talent. This study is the first to argue that the research stream is moving towards a growth stage and offers recommendations on advancing the field.

Practical implications – This article highlights the importance of TM and indicates that businesses in the sector need to reconsider the definition of talent, their approaches to TM, and the bundling of TM practices in order to improve their effectiveness. It also calls for partnerships among the industry’s key stakeholders and a revisiting of agendas for educators.

Keywords Talent management, Hospitality and Tourism, Research agenda, Systematic literature review

Paper type Literature review

Introduction

Talent Management (TM) is a fast-emerging topic of discussion across management disciplines (Collings *et al.*, 2015). Over the past two decades, TM has gained attention, as it promises to facilitate talent capacity building (Kravariti and Johnston, 2020) and support organisational viability (McDonnell *et al.*, 2017). Global crises have shown that for organisational sustainability and agile response to changing business priorities, talented employees need to be in strategic positions and thereafter be effectively managed (Thunnissen *et al.*, 2013). Research on TM has been growing (Gallardo-Gallardo and Thunnissen, 2016), often by way of contextualising TM (Gallardo-Gallardo *et al.*, 2020), since the unique characteristics of an industry sector often impact TM's design and effectiveness (Kravariti and Johnston, 2020).

However, research on TM in the Hospitality and Tourism (H&T) sectors is lacking (Shulga and Busser, 2019), despite the sector's importance to the global economy and especially to specific countries relying on H&T. H&T sectors include transportation; travel; food and beverages; hotels and other lodging establishments; recreation; and event planning (ILO, 2010). In 2019, the sectors contributed about \$9 trillion (approximately 10%) to global GDP, offering more than 300 million jobs worldwide (WTTC, 2020a). H&T sectors are characterised by seasonal work and low pay (Clark *et al.*, 2017) and are challenged by high employee turnover and talent shortages (Chung and D'Annunzio-Green, 2018). Talent deficit in these sectors is a major concern for both businesses and governments due to the challenge posed to H&T-dependent economies (WTTC, 2020b). As a short-term solution, some have employed migrant labour; however, this impacts upon organisational sustainability (Marinakou and Giousmpasoglou, 2019). It has therefore been suggested that the sectors need to invest in nurturing and managing talent, which will strengthen their image as an employer of choice in order to overcome key challenges such as service inefficiency and labour deficits (Bagheri *et al.*, 2020).

In light of the growing importance of TM in H&T, a systematic literature review (SLR) on this topic is needed, which would allow for an unbiased and comprehensive examination of the state of the field, future directions for research and practice. While a number of relevant reviews have already been published over the years, most focus on specific areas of interest related to TM in H&T. For example, Xu and Cao (2019) shed light on work-nonwork conflict by drawing links to talent retention. Guzeller and Celiker (2019) explore the association between organisational commitment and talent turnover intention. Shulga and Busser (2019)

adopt a wellbeing approach to TM, and discuss key debates related to TM’s conceptual development, within both hospitality and general business research. Johnson *et al.* (2019) discuss the ‘how, why and who’ of talent development in H&T. Barron (2008) explores issues that are prevalent in H&T education and suggests how educators can address the needs of new generations. Hughes and Rog (2008) stress the role of TM in enhancing employee recruitment, engagement and retention, and discuss TM antecedents and outcomes. Watson (2008) examines issues of management development, which is considered to be an integral part of TM. Sanjeev and Birdie (2019) offer more general observations about the H&T industry in India, and discuss TM as a factor affecting competitiveness in the next decade. Finally, Scott and Revis (2008) in their selective bibliographic review, draw on the experience of graduates and discuss issues related to talent education, career development, retention and motivation.

Thus, given the growing, but varied and scattered scholarly output in the field, a rigorous SLR that evaluates extant research on TM in the H&T context, is much needed. Based on an analysis of 74 articles, we set forth to: (1) offer an empirical mapping analysis of TM research in H&T; (2) identify and discuss key research topics in the literature; and (3) recommend avenues for future research. Our first unique contribution is a holistic review of articles published on a range of TM topics within various H&T sectors. In so doing, we offer a sectoral analysis and discussion of the field. Our second significant contribution is to provide a synopsis of advancements made thus far—both major and minor —serving to frame this research stream *de novo*. Dominant research topics include: TM practices; conceptualisation of talent and TM; and TM antecedents and outcomes. Topics such as key TM stakeholders, and talent education and graduate careers are less prevalent in this body of literature. We argue that TM in H&T taps into already known research topics, but in a highly applied way and that the literature adopts an object approach to talent. We also provide support for the argument in the broader TM literature (Gallardo-Gallardo *et al.*, 2020) that TM research tends towards examining the contextual nature of TM. Finally, we establish that TM research in H&T is in a growth stage and offer suggestions on how to advance the field.

Research method

A SLR methodology was adopted because of its empirical nature (Tranfield *et al.*, 2003). This methodology has been used in previous reviews of TM research (e.g. Kravariti and Johnston, 2020). It also minimises biases because it requires the predevelopment of a ‘fit-for-purpose’ research protocol consisting of clear steps towards validating review results, thus ensuring

quality in the findings (Denyer and Tranfield, 2009). As per the recommendations of Danese *et al.* (2018), we developed a structured research protocol (see Figure 1), briefly explained below.

[Insert Figure 1 about here]

Conceptual boundaries

The first step of our research protocol was to clarify our review's boundaries in congruence with our three research objectives, following Denyer *et al.*'s (2008) recommendations. In terms of context, we adopted ILO's (2010) wider definition of H&T, which includes transportation, travel, food and beverages, event planning, recreation, hotels, and other lodging establishments. TM is an emerging field of study that has attracted scholar attention over the last twenty years (Kravariti and Johnston, 2020) and which calls for the identification of pivotal positions, as well as the development of high performers/potential to fill those positions (Collings and Mellahi, 2009). Within H&T in particular, we subscribe to Baum's (2008, p. 720) definition, which suggests that TM refers to 'the strategic management of the talent as it enters, is deployed and moves within an organisation'.

Consistent with our three research objectives, we scrutinised scholarship focusing on the areas of 'talent/TM conceptualisation' and 'TM practices' that are important in the broader TM literature (see Gallardo-Gallardo and Thunnissen, 2016) and have also been identified in the H&T scholarship (see Shulga and Busser, 2019). We therefore holistically reviewed empirical, conceptual, review, and meta-analytical studies that primarily discussed the aforementioned talent and/or TM topics within H&T and which adopted qualitative, quantitative or mixed methodologies.

Data collection

The second step was to create and apply inclusion and exclusion criteria, with the aim to developing an extensive database of articles investigating TM in H&T (see Table I). Three independent coders searched eleven databases (i.e. Coder A: Emerald Insight, JSTOR, ProQuest, and Wiley; Coder B: Ebsco (a) Business Source Complete and (b) Hospitality and Tourism Complete, Google Scholar, and Science Direct; and Coder C: CABI, Scopus, and Web of Science). Guided by the inclusion/exclusion criteria based on the selection criteria for

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journals and timeframe, we found 350 studies in total (110 in Google Scholar, 64 articles in Emerald Insight, 64 in Scopus, 59 in Web of Science, 37 in Ebsco Business Source Complete and Hospitality and Tourism Complete, 12 in CABI, 3 in Wiley, 1 in Science Direct, and none in either JSTOR or ProQuest).

[Insert Table I about here]

The coders independently followed the Preferred Reporting Items for Systematic Reviews and Meta-Analysis (PRISMA) process (Moher *et al.*, 2009). Discussion among the coders led to the removal of 130 duplicates and 101 articles that did not meet the selection criteria set for journals. The remaining 119 articles were subject to full-text screening by each coder in a fixed four-week period. In the discussion that followed, 45 articles did not meet selection criteria set for articles and were made redundant. Consensus was then reached as to the 74 articles that were included in the final review (see Figure 2).

[Insert Figure 2 about here]

Data analysis

Analysis of the articles consisted of two stages. In the first stage, the three coders independently coded two random articles, discussed coding issues which resulted in dropping or merging unreliable codes, and repeated this task until the final coding matrix—developed based on Garrard (2017)—was unanimously agreed upon. This process assisted in eliminating ‘unitisation’ in that all coders adhered to the same coding approach thereby ensuring inter-rater reliability (Campbell *et al.*, 2013). In the second stage, the coders independently undertook a content analysis of all articles within a fixed four-week period by carefully reading the full articles and codifying data into a shared spreadsheet. Content analysis is an appropriate method for analysing management studies and has been used in the existing H&T literature (e.g. Adeyinka-Ojo, 2018). It significantly assisted in determining the main contribution of each article to the body of literature on TM in H&T, i.e. in identifying frequencies and in organising articles into nine themes.

To validate the data coding, the three coders compared and contrasted their independent entries into the shared spreadsheet, solved any discrepancies in coding by re-analysing and discussing relevant articles, and thereby developed the final entries for the review (see

Appendix 1). Coding each article three times and solving any discrepancies with the assistance of all co-authors in cases of disagreement helped to ensure a high level of inter-rater reliability. Inter-rater reliability was thus achieved through several iterations: (1) at the beginning of the screening phase, (2) at the end of the screening phase, (3) at the beginning of data coding, and (4) at the end of data coding. This served to ensure both the validity and consistency of the process (Belur *et al.*, 2021). Finally, all co-authors reflected upon the content of the data covered in each of the nine themes and clustered them into five research topics, namely: (1) TM practices; (2) conceptualisation of talent and TM; (3) TM antecedents and outcomes; (4) key TM stakeholders in H&T; and (5) talent education and graduate careers (see Table II). In the following section, we provide a bibliometric overview of the articles analysed and present the results per research topic.

[Insert Table II about here]

Results

Publication trajectory of talent management research in hospitality and tourism

Figure 3 presents the trajectory of published TM scholarship in the context of H&T over the past two decades. The majority of articles (52) were published post-2017, with only 22 published between 2000 and 2016 inclusive. Our analysis demonstrated a notable growth of articles in 2008, all published by the *International Journal of Contemporary Hospitality Management* (IJCHM) in its inaugural special issue dedicated to TM (D'Annunzio-Green *et al.*, 2008). This increase could be explained by the growing publication trend in general TM scholarship observed post-2008 (McDonnell *et al.*, 2017). We also observed an exponential growth of publications post-2017 and—although our analysis revealed a decline of publications between 2019 and October 2020—more articles were published by the end of 2020. TM has been characterised as a ‘phenomenon’ and its growth can be described in four stages (Dries, 2013). Bibliometric data analysis indicates that TM research in H&T underwent a first wave of publications between 2008 and 2016, an embryonic stage; and a second wave between 2017 and 2020, a growth stage. It could be argued that TM in H&T is an emerging field of study, and as it advances, it will reach the maturity stage with a quantity and quality of scholarly publications making a significant contribution to advancing the field of study.

[Insert Figure 3 about here]

The IJCHM has published approximately 45% (32 papers) of the articles reviewed in this study, partly due to the aforementioned inaugural special issue, which makes it an outlet of note for the research publication on TM in H&T. The number of research outlets increased after 2009, with relevant scholarship scattered through articles in additional H&T journals (33 articles; ca 45%). However, these were mainly of a lower journal impact factor (JIF), Scimago, and ABS rank, e.g. the *Worldwide Hospitality and Tourism Themes* (WHATT; 12 papers), *Journal of China Tourism Research* (JCTR; 4 papers), and *Asia Pacific Journal of Tourism Research* (APJTR; 3 papers). The variety and quality of journals did increase slightly post-2018 to include HRM-oriented publishing outlets (5 articles; ca 7%;), e.g. the *International Journal of Human Resource Management* (IJHRM; 1 paper) and other general business and/or management journals (3 papers; ca 4%), e.g. *Gender in Management: An International Journal* (GM; 1 paper). This perhaps indicates the progressive development of TM in H&T as a statutory research field.

Research of talent management in hospitality and tourism

One-third of the reviewed articles were either conceptual (13 articles) or review type of papers (nine articles) or case-studies (two papers). This partially contradicts Shulga and Busser’s (2019) contention that there is a substantial number of conceptual papers focusing on TM in H&T, with limited causal relationships developed. Our findings indicate that by the time TM in H&T became popular, other TM research streams were much more developed (see Thunnissen *et al.*, 2013), scholars derived and validated conceptual frameworks from those streams in order to contextualise the empirical evidence in H&T. However, because context matters in the development of theoretical models (Gallardo-Gallardo *et al.*, 2020), and given the unique characteristics of H&T (Marinakou and Giousmpasoglou, 2019), more conceptual developments related to TM in this particular context subsequently proved beneficial in, for example, mapping the terrain and building clarity in the area of TM’s contribution to these sectors. It is therefore suggested that periodic reviews be conducted to map conceptual advancements in the field and highlight key insights for academics and practitioners alike.

In contrast to the findings of Shulga and Busser (2019), our review showed that approximately two-thirds of TM research in H&T (50 papers) are empirical. Methodologically, we found that the majority of empirical studies (26 papers) employed qualitative methodologies mostly relying on interviews (e.g. Chen *et al.*, 2020). Fewer empirical studies (18 articles) adopted quantitative methodologies, using either a questionnaire (e.g. Self *et al.*, 2019) or a

web-based survey to conduct experiments (e.g. McGinley *et al.*, 2018). Mixed method studies were adopted by only six papers and combined a questionnaire with focus groups or interviews (e.g. Michopoulou *et al.*, 2020). The prevalence of qualitative methodologies can be explained by the fact that TM in H&T became popular post-2017 and the scholarly focus has thus been on understanding ‘how’ and ‘why’, before proceeding to statistically exploring relationships among variables. This finding is explained by Shulga and Busser (2019), who reported the absence of causal associations. The number of research participants in qualitative studies ranged from 2 to 73 and, in quantitative studies from 8 to 2,509, demonstrating substantial variation in the sample sizes. We also observed that the target research group comprised almost equally of employees and managers, demonstrating that this body of literature acknowledges a plurality of perspectives and interests.

In terms of the geographical context, most empirical studies targeted Europe (22 articles), followed by North America (12 articles), possibly because those regions attract the largest portion of tourists per annum (Statista, 2020) and it was perhaps more pressing to understand the contribution of TM to respective countries’ sector sustainability. Less research has been conducted in Australia, Asia, South America and Africa, despite these economies’ heavy reliance on H&T (Statista, 2021). In addition, TM studies in H&T focused mainly on the hotel sector (26 articles), with fewer studies addressing the food and beverages sector (8 articles) and even fewer dealing with event planning (4 articles) and transportation (3 articles). Two studies investigated sub-sectors of tourism—cruises (Papathanassis, 2020) and rural tourism (Nieto *et al.*, 2011)—while empirical evidence from the recreation, travel and lodging sectors was absent. Given the empirical emphasis on the hotel sector and the smaller number of studies in other fields, it might be difficult to produce evidence-based insights with broad applicability across contexts. It is likely, for example, that the conceptualisation of talent or TM differs substantially between the hotel and transportation sectors. Further evidence would thus be required in order to enable researchers to conduct comparative research. It is also worth noting that seven empirical studies examined a combination of sectors within H&T. For example, Gupta (2019) examined employee turnover intentions and TM in the hotel, food and beverages, and transportation sectors. Although such studies can produce comparative results, they might restrain an in-depth investigation of a single sector’s unique characteristics.

Another key observation, consistent with Shulga and Busser (2019), is the absence of theoretical groundings. Thirty-five studies had no theory or framework/model development,

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five articles had adopted a general theoretical framework/model, and only ten articles built on theories (see Table III). Of these, Social Exchange Theory and Human Capital Theory were the most commonly used, with a few articles drawing on more than one theory (e.g. Jolly *et al.*, 2020). TM research in H&T is theoretically fragmented; unlike other TM research streams where there has been marginal progress in the use of theories, albeit inconsistently (Thunnissen and Gallardo-Gallardo, 2019). We therefore observe that research in this field lacks sound theoretical foundations, thus limiting the field’s advancement.

[Insert Table III about here]

Dominant research topics in literature on talent management in hospitality and tourism

Our analysis revealed that the majority of articles explored the design and/or implementation of TM in areas such as acquisition (e.g. Schneider and Treisch, 2019), development (e.g. Koukpaki *et al.*, 2020), and retention (e.g. Marinakou, 2019). Other articles provided a framing of what H&T talent and TM entail (e.g. Jooss *et al.*, 2019a), factors that impact on TM (e.g. Baum, 2019), and outcomes (e.g. Sanjeev and Birdie, 2019). This was somewhat expected, given that the majority of articles highlighted the uniqueness and importance of the H&T context, thus pointing towards areas in which there is contextualised evidence. Some papers discussed the role of internal and external H&T stakeholders (e.g. Hussain *et al.*, 2020), whose commitment to TM success is crucial (Thunnissen *et al.*, 2013). Fewer papers focused on talent education (e.g. Lee *et al.*, 2016) and graduate careers (e.g. Papathanassis, 2020). The next sections present the results by research topic.

Talent management practices in hospitality and tourism

The majority of the reviewed articles (29 papers) explore TM practices in the fields of talent acquisition, learning and development, and retention. With regard to talent acquisition, scholars explore (1) how employee value propositions are designed and tailored to meet organisational needs, (2) recruitment and selection tools in attracting H&T talent, and (3) support from governmental initiatives. Regarding the former, realistic messages about benefits and support offered (Jolly *et al.*, 2020; Sen and Bhattacharya, 2019) and organisational status/branding (McGinley *et al.*, 2018; Sen and Bhattacharya, 2019) should be signposted, in order to signal that H&T organisations value talents’ ideas and creativity (Horng *et al.*, 2016). Another way for H&T organisations to attract talents is by demonstrating an understanding of

their needs. For example, Self *et al.* (2019) found that Generation Z talent is captivated by organisational proficiency in the use of modern technologies and corporate initiatives that promote social responsibility, offer work-life balance opportunities, more inclusive practices, and decent salaries. Work-life balance opportunities and, in particular, flexibility in working hours have been discussed as the most important factors in successful talent acquisition (Chen *et al.*, 2020; Schneider and Treisch, 2019). With regard to recruitment and selection tools, it is suggested that H&T organisations can utilise state-of-the-art technology. For instance, Mejia and Torres (2018) suggest that asynchronous video interviews are cost and time effective and could significantly improve the quality of talent selection. Finally, governments play an important role in enhancing H&T talent attraction through campaigns that reinforce the sectors' employee value propositions (Crick, 2008).

Talent learning and development is considered an integral component of TM in H&T, and is indeed one of the most significant TM practices, since the industry is dominated by a young workforce who often lack relevant experience (Golubovskaya *et al.*, 2019). As suggested by Scott and Revis (2008), a holistic talent development system could help the sectors respond to the internal and external dynamics of the business environment. Research conducted in South East Asia demonstrated the importance of talent development, as it helps increase brand awareness and service quality (Koukpaki *et al.*, 2020). In addition, the 'new normal' for innovation in the sectors is the extensive use of modern technologies such as robotic services, hence training helps to equip the existing talented workforce with necessary skills (Kuo *et al.*, 2017). Management development is also an important component of TM for the sectors. Watson (2008) developed a conceptual model suggesting that to address a range of internal and external parameters impacting on management development, there needs to be an alignment of skills and competencies expected by managers for their professional and career development. Authors suggest that an inclusive and systematic approach to talent development would be more appropriate for developing the sectors' talent pool, as employees of various hierarchical levels uniquely contribute to organisational success and sustainability (Bratton, 2018; Golubovskaya *et al.*, 2019; Johnson *et al.*, 2019). Johnson *et al.* (2019), in particular, underscore that talent development should systematically target the development of generic, technical, and even emotional labour-related competencies, given employees' daily interaction with customers.

Talent retention is an ongoing challenge for sectors that require daily efforts of customer interface (Marinakou, 2019). We found that articles discussing talent retention practices adopt either a nurturing or achievement orientation. Nurturing-oriented practices tap into matters of relationships and wellbeing, whereas achievement-oriented practices focus on providing challenges, a sense of responsibility, and opportunities for recognition and feedback (Hofstede, 1991). The importance of nurturing practices is emphasised by Deery (2008), who developed a conceptual framework guiding H&T organisations to initially mitigate both organisational and sectoral challenges (e.g. long working hours) and then build practices that address employee wellbeing issues. This framework was further expanded by Deery and Jago (2015), who underscored the development of work-life balance cultures, especially in support of women. Organisational support has also been highlighted (Gupta, 2019; Li *et al.*, 2018) and captures manager-employee relationships, managerial support, and employee-tailored initiatives, such as work flexibility (Marinakou, 2019; Marinakou and Giousmpasoglou, 2019). Moreover, in the case of UK event organisations, relationship building with temporary employees is key to deploying the right employees when needed (Michopoulou *et al.*, 2020).

With regard to achievement-oriented practices, Tan *et al.* (2019) proposed that high performance work practices help to increase job meaningfulness and thus employee engagement; this, in turn, reduces talent turnover intention. Guzeller and Celiker (2019) further argue that organisational practices can promote a sense of responsibility to employees, who become emotionally bonded to their organisations. This leads to increased commitment, which then serves to reduce negative perceptions related to role conflict (Alferaih, 2017; Alferaih *et al.*, 2018). Xu and Cao (2019) claim that talent retention is also impacted by the comparative challenges of work versus non-work roles. Opportunities for recognition (Lee and Chao, 2013) and development (Marinakou, 2019; Marinakou and Giousmpasoglou, 2019) often lead to positive outcomes. We also found some practices that incorporate both nurturing and achievement. For example, DiPietro *et al.* (2019) argue that family-oriented organisational cultures inspire staff to develop their job-related talents while simultaneously attaining their personal goals, as employees are offered job security and personal developmental opportunities—thus decreasing turnover.

Conceptualisation of talent and talent management in hospitality and tourism

Similar to general TM reviews (e.g. Thunnissen and Gallardo-Gallardo, 2019), our analysis revealed that the conceptualisation of talent and TM in H&T research is one of the most

prevalent topics. A considerable number (27) of the reviewed articles lacked a clear definition of either talent or TM—indicating that both concepts require conceptual clarity—while some articles cited existing definitions of talent (7 papers; see Table IV) and/or TM (20 papers) from both broader and the H&T literature (see Table V). The most commonly quoted definition of talent was that of Kusluvan *et al.* (2010), possibly because the authors refer to context-specific attributes that shape H&T talent, such as traits related to delivering quality service. With regard to TM, the definitions of Baum (2008) and Collings and Mellahi (2009) were quoted most often, indicating that TM in H&T is perceived to be the ongoing strategic management of the right employees (Baum, 2008) who fill pivotal positions (Collings and Mellahi, 2009). We now turn to discussing talent and TM conceptualisation as uniquely and explicitly operationalised in articles on TM in H&T (20 articles).

[Insert Table IV about here]

[Insert Table V about here]

Following Gallardo-Gallardo *et al.*'s (2013, p. 297) typology for conceptualising talent, we found that H&T talent mainly reflects the object dimension of talent, in which talent is viewed as 'characteristics of people' that make them fit within a particular organisational context (Marinakou, 2019; Marinakou and Giousmpasoglou, 2019). For example, Adeyinka-Ojo (2018) develops a conceptual model suggesting that H&T talent in rural contexts refers to a range of both 'soft' and 'hard' skills, and personality traits. Emotional and aesthetic skills, in particular, have been identified as key skills for these sectors (Baum, 2008), possibly due to the nature of H&T jobs, which involve constant customer interaction.

In some H&T sectors, such as event planning (Marinakou, 2019; Michopoulou *et al.*, 2020), great emphasis is placed on personality traits; this is also true in various national contexts, such as the Iranian H&T industry (Bagheri *et al.*, 2020). A strong work ethic, for example, is a personality trait that defines who is considered a talent in US restaurants, hotels, casinos, and car rental businesses (Self *et al.*, 2019). This may be due to the important role of moral obligations existing between H&T employees and customers (Ramdhony and D'Annunzio-Green, 2018). For managerial positions, talent is defined by demonstrating attributes often assigned to managers (Baum, 2019) such as having an entrepreneurship mindset (Bharwani and Talib, 2017; Cheung *et al.*, 2018)—a characteristic that enhances talents' ability to discover or create new opportunities, especially amid periods of uncertainty and increased

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risk (Nieto *et al.*, 2011). Some scholars, such as D’Annunzio-Green and Ramdhony (2019), refer to talent as high-performers or high-potentials, while arguing that individual characteristics help talents demonstrate high performance and potential. Only a few scholars, then, accept the subject approach to talent. We can thus argue that an object approach to talent is more widely used in the H&T compared to the subject approach (Jooss *et al.*, 2019b; see Table VI).

[Insert Table VI about here]

The conceptualisation of TM in H&T is multifaceted, being comprised of different practices (Hughes and Rog, 2008). TM is viewed as an ‘organisational mind-set’, ‘dialogic practice’, or ‘motivational process’ employed by top management, which aims both to develop employee value propositions and encourage competitiveness (D’Annunzio-Green and Ramdhony, 2019; Hughes and Rog, 2008; Ramdhony and D’Annunzio-Green, 2018). It is also perceived as the attraction, development and retention (Barron, 2008; Baum, 2008; Hughes and Rog, 2008; Shulga and Busser, 2019) of the right people who are able to develop their full potential within a H&T organisation (Baum, 2008, Watson, 2008).

Talent management antecedents and outcomes in hospitality and tourism

Another dominant research topic captures the various types of TM antecedents and outcomes (19 articles). Acknowledging various antecedents and outcomes of TM, Shulga and Busser (2019) developed a relevant conceptual model in which the former is classified as global, organisational or employee-oriented, and the latter include organisational, personal, societal and customer. In terms of antecedents, authors discuss how TM is subject to the changing culture of the sectors and has been recalibrated numerous times in response to nurturing work behaviours existing in sustainable work environments (Bratton, 2018), the 2007-2008 global economic recession (Gröschl, 2011), globalisation (Baum, 2019; Hughes and Rog, 2008; Xu *et al.*, 2018), and the changing characteristics of different generations (Henry *et al.*, 2004; Shulga and Busser, 2019). Gröschl (2011), in particular, suggests that after H&T organisations realised that a people-oriented culture is needed, TM’s role shifted to including the promotion of diversity management policies that embrace a workforce from various backgrounds (Litwin *et al.*, 2019).

In terms of globalisation, Xu *et al.* (2018) found that the rapid expansion of Western hotel chains in China led to the development of a new managerial structure, consisting of both global and local managers. As a result, TM's objectives were enriched with the assignment of key roles to both international senior managers for the maintenance of global corporate standards and local middle managers with regard to local issues. This also led to the design of developmental opportunities and career progression paths, both of which served to enhance talent localisation (Chan *et al.*, 2016). In addition, the changing needs of generations raised expectations for higher quality of customer service, which encouraged the employment of talents with exceptional interpersonal and technical skills, but who would tolerate difficulties in the sectors, such as low pay (Reilly, 2018). The role of TM shifted to developing an internal pool of talents through designing TM strategies that would recognise the value of key personnel (Murillo and King, 2019; Rok and Mulej, 2014) and which would involve managers in the enactment of such strategies (Francis and Baum, 2018; Hughes and Rog, 2008).

With regard to outcomes, TM is suggested to be the golden thread between employee and organisational aims (Bharwani and Butt, 2012), which introduces an alternative way of how businesses should function (Sanjeev and Birdie, 2019). From an organisational perspective, TM contributes to creating and sustaining a competitive advantage by identifying and filling pivotal positions with the appropriate talents (Chung and D'Annunzio-Green, 2018; Shulga and Busser, 2019). Crucially, it reduces talent turnover, which is a chronic issue in H&T (Hughes and Rog, 2008), especially in uncertain economies (Lo *et al.*, 2020). From an employee perspective, TM addresses important issues such as work-life balance, succession planning, and equal treatment, all of which strengthen employee inducements (Bharwani and Butt, 2012; Hughes and Rog, 2008). TM also helps mitigate the 'glass ceiling' phenomenon (Mooney and Ryan, 2009). Finally, TM improves the commitment and retention of employees excluded from talent pools, with the implementation of practices targeting non-talents' engagement (Kichuk *et al.*, 2019).

Key talent management stakeholders in hospitality and tourism

A less prevalent research topic on TM in H&T is the role of key stakeholders (12 articles). Scholars investigate the role of both internal stakeholders (including organisational leaders, senior and line managers, HR professionals and employees) and external stakeholders (including unions, industry leaders, the government, and other sector-specific agents). With regard to internal stakeholders, Chon and Zoltan (2019) suggest that *organisational leaders*

should adopt a servant leadership style, as a better fit for H&T organisations. They argue that servant leaders can motivate talents to deliver the desired customer service by building trust and utilising a range of incentives. Another key internal stakeholder is *senior managers*, who are involved in building TM legitimacy by incorporating TM agendas into businesses' strategic aims (Hughes and Rog, 2008; Maxwell and MacLean, 2008).

Line managers are assigned the responsibility to enact TM practices by aligning them to performance outcomes and developing a supportive culture conditional on the support they in turn receive from the organisation, e.g. resources and training (Bratton and Watson, 2018; Enz, 2009). Line managers can develop strong relationships with talents, which in turn encourages employee commitment and motivation (Crick, 2008). They are therefore change agents who convert TM into a motivational process (D'Annunzio-Green and Ramdhony, 2019). Another key internal stakeholder is *HR professionals*, whose role it is to link HR practices and developmental activities to the organisation's brand in order to leverage organisational reputation, but who are also involved in designing and supporting the implementation of TM policies (Koukpaki *et al.*, 2020). Finally, *employees*, as important internal stakeholders, are responsible for pursuing their individual development and career progression, which helps to develop their talents (Johnson *et al.*, 2019).

In terms of external stakeholders, *employee unions* traditionally had an influential role in business-related practices, but their contribution to TM operationalisation has been criticised for creating opportunities mainly for males, thus undermining the enactment of unbiased TM practices (Williamson and Harris, 2019). *Industrial leaders*, on the other hand, are considered the mainstays of H&T businesses, who share best TM practices by actively participating in workshops, conferences, and other activities (Maxwell and MacLean, 2008). They also monitor industry trends and trajectories related to talent attraction, retention, and training as well as promoting the industry's collective interests (Enz, 2009). Another key external stakeholder is the *government*, which aims to create employment in H&T, increases revenues, and supports the long-term sustainability of the sectors (Hussain *et al.*, 2020). Finally, this body of literature examines the mediating role of *employment agents* as external stakeholders in fuelling temporary workforce to the sectors, particularly the events planning sector. Event organisers do not have direct access to relevant talent pools—mainly due to their size and lack of resources—so they depend on employment agents for resourcing appropriate talent, dealing

with conflicting expectations, and enhancing employee commitment (Michopoulou *et al.*, 2020).

Talent education and graduate careers in hospitality and tourism

The least common research topic was that of talent education and graduate careers (11 articles). The articles focus on H&T study programmes and their components, the role of businesses in furthering students' education, and factors affecting graduate career choices. In terms of the programmes, Wang and Abukhalifeh (2020) evaluated Chinese and South Korean undergraduate educational curricula and found that South Korea offers more specialised H&T study programmes than China; they advised that educational curricula in both countries should be redesigned to reflect a balanced set of theoretical concepts and practical skills. Lee *et al.* (2016) evaluated the US H&T higher education from a student perspective and found that students, regardless of their year of study, appreciate study programmes that offer scholarships, professional certificates, and learning (often with the use of technology) that includes student communities, and access to the industry's professionals. In addition, more flexible study programmes would allow students to engage in related work commitments, which would in turn facilitate reflective learning, often with the support of appropriate technologies (Barron, 2008). For example, in Taiwanese classroom learning environments, students are encouraged to develop creativity skills by engaging in class discussions, critical inquiry and teamwork (Lin and Wong, 2014). An initiative that can assist H&T graduates' transition into the labour market is mentoring, where senior students serve as long-term mentors to first-year students, offering them career advice and industry-specific skills, as well as sharing their professional network (Gannon and Maher, 2012). H&T study programmes should integrate more practical-oriented elements into educational curricula in order to mitigate differences between academic and industrial expectations.

Businesses also play an important role in furthering students' education, smoothening their transition to the labour market, and contributing to the development of a graduate talent pool. Tailored on-the-job training helps graduates develop their managerial talent in various business functions (Self *et al.*, 2019), while linking graduate career paths to TM agendas could open up developmental opportunities (Scott and Revis, 2008). Synergies between academic, businesses, and third parties are also essential for designing meaningful internship programmes, which equip students with relevant employability skills and experience (Chen *et al.*, 2018). From a graduate perspective, a variety of factors drive their career choices, including

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cultural and societal beliefs, as in the case of Chinese hotels, where perceptions about employment in the sector, family pressures, and lack of collaboration (between the government, academic institutions and businesses) serve as barriers for graduates to choose a career in H&T sectors (Ma *et al.*, 2020). In the cruise sector, the most influential factors include business reputation, perceived growth, and entry-level employment conditions (Papathanassis, 2020). General mobility trends also drive graduate career choices in these sectors (Tolkach and Tung, 2019).

Discussion and conclusions

Conclusions

This SLR reveals that TM in H&T is now emerging as a growing field of study, and the interest in the field has risen exponentially in the last few years. Given the limited number of conceptual and empirical papers in the field, most of which lack clear theoretical groundings, indicates that the field has far from reached its maturity stage. In addition, most empirical papers focus on Europe and North America, and particularly on the hotel sector, indicating that many other geographic contexts and sectors are understudied. Nonetheless, the number of articles published in the last four years is more than double the amount that had been published from 2000 to 2016. This is a promising development, indicating the surge of interest in the field. Thus, we expect that the recent surge of TM interest will continue with the expanded scope in the depth and breadth of studies in the field.

Further, we highlight that research in the TM field in H&T is rather scattered and fragmented. First, we identified that within a dominant theme, i.e. TM practices, only some TM policy areas were studied. Several studies examined the design and implementation of individual practices in the areas of talent acquisition, learning and development, and retention, which is in line with the studies in other TM research streams (Thunnissen and Gallardo-Gallardo, 2019). TM practices such as performance evaluation and reward systems appear to be understudied in the sectors. Second, there have not been many attempts to simultaneously explore bundles of TM practices, such as talent attraction, development, and reward. This indicates a gap in understanding the interaction of various practices, such as potential synergies, substitution effects, or ‘deadly combinations’, which, if conducted, could provide a framework for better explaining organisational outcomes (MacDuffie, 1995).

With regard to the conceptualisation of H&T talent, we found that it is generally viewed from an object approach, because of the unique qualities that individuals possess, which allow them to perform at a high level or demonstrate potential to do so. We also found that positive characteristics of talents differ to an extent across the various H&T sectors, suggesting that talent's operationalisation is context-dependent. Given that context (e.g. country, industry, sector) impacts on the operationalisation of talent and TM (Thunnissen *et al.*, 2013), and the dearth of research beyond Europe and North America as well as the focus on the hotel industry, little is known about the nature of talent in other contexts. In addition, apart from the object approach to talent, a subject approach might entail determining strategic positions in H&T sectors (front-line employees, chefs, managers, etc.), which could help provide a better understanding of what kind of talent is required in this context.

An additional key finding was that various factors impact on the overall H&T sectors, which effected a recalibration of TM agendas. Thunnissen *et al.* (2013) suggested a categorisation into organisational, individual and societal outcomes. Unlike other TM research streams, in which scholars have recently begun to focus on explaining individual TM outcomes (Thunnissen and Gallardo-Gallardo, 2019), TM in H&T literature acknowledges an interrelation between organisational and individual TM outcomes. We can conclude that TM's overall objectives in this context are to support employee value propositions, organisational competitiveness, and sustainability, as well as to address high employee turnover. However, as suggested by McDonnell *et al.* (2017), it is important to adopt nuanced theories to determine the outcomes of TM at the individual, team and organisational levels respectively, which could then help to advance the field of TM in H&T. More empirical studies could test relationships and outcomes.

Regarding TM stakeholders, we found that this body of literature discusses, to an extent, the role of various internal and external TM stakeholders, but the role of senior and line managers attracts the most attention. Further research is needed on the discourse of each stakeholder and their various interests (McDonnell *et al.*, 2017). This is important because lack of communication among key stakeholders can impact the strategic management of talent pools (Jooss *et al.*, 2019a; McDonnell *et al.*, 2021), which often leads to competition over who owns TM (van den Broek *et al.*, 2018). As has been suggested in other TM research streams (Thunnissen *et al.*, 2013), in H&T a more pluralistic approach is required to hear a range of

voices such as talents and non-talents, employee unions, middle managers, and external consultants.

Interestingly, although hospitality education is one of the most popular topics in the H&T research (Ali *et al.*, 2019), talent education and careers in H&T remains limited. In the context of H&T, we need to clearly understand whether students and/or graduates are inclined towards developing protean careers as independent workers or if they are bound within specific employers/corporate ladders for a length of time. This issue could be investigated through vocational psychology, which suggests that talents possess strong views about their career goals that drive their career decisions (Dries, 2013). For example, Goh and Lee (2018) argue that Generation Z talents seek nationwide mobility within the industry, and we have found that mobility trends drive graduate career choices. This perhaps indicates that H&T graduates perceive their mobility among H&T businesses as a success component of their career progression, which then influences career decisions. If this finding proves valid, it might demonstrate that H&T graduates self-direct their own careers, similarly to other H&T employees (Shulga and Busser, 2019). Future research should therefore examine which stakeholder is responsible for graduate career progression and which actions H&T businesses need to undertake in order to support graduate succession planning towards developing a talent pool. More case studies could also disseminate insights from successful—as well as unsuccessful—national, sectoral and organisational-level initiatives in this area. In doing so, we can learn important lessons about how stakeholders can help graduates to build a prestigious career path in viable H&T sectors.

Theoretical implications

Unlike previous literature reviews that focused on specific areas of interest related to TM in H&T or relied -at least to a great extent- upon generic TM literature, this SLR took a more focused approach and rigorously reviewed 74 articles that explored a range of TM topics studied in the wider H&T context over the past two decades. We thus provided a more extended and detailed narrative of what we know about TM in this highly diverse industry. Therefore, our first contribution is that we provide a sectoral discussion of the field and portray a more contextualised view of the current state of knowledge of TM in H&T. The second contribution is the realisation of a paradox: despite the exponential interest in studying TM in H&T, this body of literature remains largely fragmented and without adequately developed theoretical foundations. We suggest that there is a need for more conceptual and/or empirical work that

adopts a breadth and depth of theories such as Critical Gender Theories (Mooney, 2020), Identity Economics (King *et al.*, 2021) and Cognitive Theory (Guan and Huan, 2019), and which acknowledge the importance of multi-level analysis (King *et al.*, 2021).

Finally, a third contribution is that the current approaches to H&T talent and TM in H&T are problematised. In line with other studies that suggest that H&T research should be global, diverse and inclusive (e.g. Ali *et al.*, 2019), the current study inspires discussion about whether the inclusive, exclusive, or hybrid approaches to TM may provide better and more sustainable outcomes for various types of stakeholders (e.g. government, managers and employees), taking into account the idiosyncrasies of each sector and the specific circumstances that prevail at specific points of time (Baum *et al.*, 2020). We thus highlight the contextual nature of talent and TM in H&T.

Practical implications

In summary, this comprehensive overview of the lessons learnt from previous studies on TM in H&T helps to inform practitioners of how to better implement and further improve TM practices, both at a tactical and strategic level. It also helps to raise awareness of the relevance and applicability of TM for H&T policymakers and key stakeholders, and it demonstrates the growing importance of TM to the sectors. There are a number of practical implications.

First, the idiosyncratic conditions that characterise the H&T sectors render TM an imperative for businesses, regardless of their size. Generally speaking, H&T consists of people-intensive sectors with a high level of customer interface, populated by seasonal and low-paid employment (Clark *et al.*, 2017) while being challenged by high employee turnover rates (Chung and D'Annunzio-Green, 2018). TM seems to fit well within the more people-oriented culture of H&T businesses (Gröschl, 2011) as it can assist the latter in nurturing sector-specific skills and traits by offering a range of developmental opportunities and career progression paths to talents. Such a practice would clearly communicate employer value propositions and would ultimately assist young talents in pursuing a career in the industry.

Second, this SLR provides the case for development and evaluation of TM strategies, as well as mainstreaming TM in practices such as recruitment, performance evaluation, and reward. In order to ensure consistency and contribution to strategic HR aims, such TM practices should not be developed as an isolated, piecemeal TM activity; rather, a mutually reinforcing bundle of TM practices as part of the overall HR strategy can be seen as a critical lever for crafting organisational sustainability (Murillo and King, 2019).

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Third, this SLR demonstrates a need for the integration of pluralism among key stakeholders in the sector (see Crick, 2008). There is a need for various stakeholders to co-develop TM strategies and both education and career development programmes so that to nurture talent for the sectors, especially in countries where economies are reliant on H&T. An example of this would be government, trade unions, educational institutions, SMEs, and larger companies collaborating in order to develop strategies and programmes (e.g. apprenticeships and scholarships) with the aim to attract and retain talent and improve the sectors’ performance (Bratton and Watson, 2018).

Fourth, the SLR showed the extensive diversity in the H&T sectors and the consequent need to contextualise the operationalisation of TM practices, considering both the idiosyncratic characteristics and the specifics of each sector. For instance, although exclusive approaches seem to be well-suited in some cases, they may also have drawbacks such as serving to segregate the workforce, which could be a significant problem in smaller firms that have a close-knit, family-oriented culture. Finally, the SLR highlighted the role that educational programmes play in shaping perceptions of the sectors and facilitating talents to develop a local and/or international career. Educational institutions should co-design programmes with the sectors in order to meet contemporary industry needs (Wang and Abukhalifeh, 2020; Ma *et al.*, 2020)

Limitations and future research

We previously discussed limitations in the reviewed articles and avenues for advancing the field of TM in H&T. One limitation of our research methodology is that we included only academic articles written in English and published between January 2000 to October 2020 in journals that have a JIF, and which belong both to the 2018 ABS and 2019 Scimago repositories. Opinion papers, viewpoints and editorials were also excluded. Although this SLR focused on research published in peer-reviewed journals as a mark of the quality of the research, there is scope to expand the criteria to include other research outlets and additional languages. Periodic SLRs should also be undertaken to add to the body of research in this area and to sense-check the direction of future research.

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Figure 1. The study’s research protocol

Figure 2. PRISMA article search flowchart

Figure 3. Number of articles and journals on talent management in hospitality and tourism

Note: APJTR, Asia Pacific Journal of Tourism Research; IJCHM, International Journal of Contemporary Hospitality Management; JCTR, Journal of China Tourism Research; WHATT, Worldwide Hospitality and Tourism Themes. In the figure, journals with most publications are designated with their acronym and within brackets the number of publications.

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Table I. Inclusion/exclusion criteria

	<i>Inclusion/exclusion criteria</i>	<i>Rationale</i>
<i>Journal selection</i>	<ul style="list-style-type: none">• Only peer-reviewed English language journals, excluding ‘grey literature’, i.e. books and book chapters, dissertations/theses, conference proceedings and working papers• Only academic journals satisfying the following quality criteria:<ul style="list-style-type: none">a) Belongs to the 2018 Chartered Association of Business Schools (ABS) repositoryb) Belongs to the 2019 Scimago Journal and Country Rank repositoryc) Has a Journal Impact Factor (JIF)	<p>Seminal work in the field published e.g. in books is also published/discussed in academic journals</p> <p>To identify peer-reviewed journals of high scientific value following other SLRs in the management field (e.g. Danese <i>et al.</i>, 2018)</p>
<i>Timeframe selection</i>	<ul style="list-style-type: none">• From January 2000 to October 2020 (20 years)	TM received great scholar attention during the last twenty years (Kravariti and Johnston, 2020) and this time interval assisted us to capture the latest TM trends in H&T
<i>Article selection from the sampled journals</i>	<ul style="list-style-type: none">• To identify TM-related articles in H&T, we used the search string: (talent* OR ‘gifted employee*’ OR ‘top employee*’ OR ‘high potential*’ OR ‘high performer*’ OR ‘star employee*’) AND (hospitality OR tourism OR travel OR ‘food and beverage*’ OR hotel* OR recreation OR lodging OR ‘event planning’ OR transportation• We searched by title, abstract and keywords• Exclusion criteria:<ul style="list-style-type: none">a) Opinion papers, viewpoints and editorialsb) Articles that do not primarily discuss talent and/or TMc) Articles that do not explore talent/TM in the context of H&T	<ul style="list-style-type: none">• Although the majority of reviews on TM in H&T used ‘talent management’ as a keyword (e.g. Shulga and Busser, 2019), we used the root word talent* and synonyms of talent—adopted by TM review papers (e.g. Kravariti and Johnston, 2020)—to identify additional scholarship specifically discussing e.g. talent retention, which might not have been captured otherwise. We focused on particular H&T sectors, as per ILO (2010)• Those areas generally help identify relevant articles (Dada, 2018)<ul style="list-style-type: none">a) Not based on original researchb) They primarily discuss other topics, e.g. Schade <i>et al.</i> (2018) explore how cities’ benefits drive highly skilled workers to become residentsc) Their talent/TM findings have no implications for the investigated sectors, e.g. Atkinson and Pareit (2019) study the psychological contract of talented global business travellers without linking their findings to H&T

Table II. Summary of talent management literature in hospitality and tourism

Research topic	Theme	Sources
(1) Talent management practices in hospitality and tourism	Talent acquisition in hospitality and tourism	Chen <i>et al.</i> (2020); Crick (2008); Horng <i>et al.</i> (2016); Jolly <i>et al.</i> (2020); McGinley <i>et al.</i> (2018); Mejia and Torres (2018); Schneider and Treisch (2019); Self <i>et al.</i> (2019); Sen and Bhattacharya (2019)
	Talent learning and development in hospitality and tourism	Bratton (2018); Golubovskaya <i>et al.</i> (2019); Johnson <i>et al.</i> (2019); Koukpaki <i>et al.</i> (2020); Kuo <i>et al.</i> (2017); Scott and Revis (2018); Watson (2008)
	Talent retention in hospitality and tourism	Alferaih (2017); Alferaih <i>et al.</i> (2018); Deery (2008); Deery and Jago (2015); DiPietro <i>et al.</i> (2019); Gupta (2019); Guzeller and Celiker (2019); Lee and Chao (2013); Li <i>et al.</i> (2018); Marinakou (2019); Marinakou and Giousmpasoglou (2019); Michopoulou <i>et al.</i> (2020); Tan <i>et al.</i> (2019); Xu and Cao (2019)
	Talent definition in hospitality and tourism	Adeyinka-Ojo (2018); Bagheri <i>et al.</i> (2020); Baum (2008); Baum (2019); Bharwani and Talib (2017); Cheung <i>et al.</i> (2018); D'Annunzio-Green and Ramdhony (2019); Jooss <i>et al.</i> (2019a); Jooss <i>et al.</i> (2019b); Marinakou (2019); Marinakou and Giousmpasoglou (2019); Michopoulou <i>et al.</i> (2020); Muskat <i>et al.</i> (2019); Nieto <i>et al.</i> (2011); Ramdhony and D'Annunzio-Green (2018); Self <i>et al.</i> (2019)
(2) Conceptualisation of talent and talent management in hospitality and tourism	Talent management definition in hospitality and tourism	Barron (2008); Baum (2008); D'Annunzio-Green and Ramdhony (2019); Hughes and Rog (2008); Shulga and Busser (2019); Ramdhony and D'Annunzio-Green (2018); Watson (2008)
(3) Talent management antecedents and outcomes in hospitality and tourism	Factors affecting talent management in hospitality and tourism	Baum (2019); Chan <i>et al.</i> (2016); Francis and Baum (2018); Gröschl (2011); Henry <i>et al.</i> (2004); Hughes and Rog (2008); Murillo and King (2019); Reilly (2018); Rok and Mulej (2014); Shulga and Busser (2019); Xu <i>et al.</i> (2018)
	Outcomes of talent management in hospitality and tourism	Bharwani and Butt (2012); Bratton (2018); Chung and D'Annunzio-Green (2018); Hughes and Rog (2008); Kichuk <i>et al.</i> (2019); Maxwell and MacLean (2008); Litwin <i>et al.</i> (2019); Lo <i>et al.</i> (2020); Mooney and Ryan (2009); Sanjeev and Birdie (2019); Scott and Revis (2008); Shulga and Busser (2019)

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(4) Key talent management stakeholders in hospitality and tourism	Key talent management stakeholders in hospitality and tourism	Bratton and Watson (2018); Chon and Zoltan (2019); Crick (2008); D’Annunzio-Green and Ramdhony (2019); Enz (2009); Hughes and Rog (2008); Hussain <i>et al.</i> (2020); Johnson <i>et al.</i> (2019); Koukpaki <i>et al.</i> (2020); Maxwell and MacLean (2008); Michopoulou <i>et al.</i> (2020); Williamson and Harris (2019)
(5) Talent education and graduate careers in hospitality and tourism	Talent education and graduate careers in hospitality and tourism	Barron (2008); Chen <i>et al.</i> (2018); Gannon and Maher (2012); Lee <i>et al.</i> (2016); Lin and Wong (2014); Ma <i>et al.</i> (2020); Papathanassis (2020); Self <i>et al.</i> (2019); Scott and Revis (2008); Tolkach and Tung (2019); Wang and Abukhalifeh (2020)

Table III. Theoretical foundations

	<i>Theoretical grounding</i>	<i>Scope (Reference)</i>
<i>Theories</i>	Ecological Systems Theory	-To explain how employee satisfaction of individual needs and of work life influence each other (DiPietro <i>et al.</i> , 2019)
	Motivational Needs-based Theory	-To explain how employee satisfaction of their needs affects their retention (DiPietro <i>et al.</i> , 2019)
	Human Capital Theory	-To understand the operational conceptualisation of talent (Jooss <i>et al.</i> , 2019a); -To explain how signalling organisational status during recruitment facilitates human capital to self-develop so that they become sought-after employees (McGinley <i>et al.</i> , 2018)
	Self-determination Theory	-To explain how TM can become a motivational procedure facilitating employee self-determination (D'Annunzio-Green and Ramdhony, 2019)
	Signalling Theory	
	Person-Organisation Fit Theory	-To explain the reasons why specific people seek employment in organisations providing more benefits than the market average (Jolly <i>et al.</i> , 2020)
	Organisational Support Theory (including Exchange Ideology)	
	Social Exchange Theory	-To explain the moderating effects of (1) supervisor-subordinate guanxi in the relationships between perceived organisational support and (a) affective commitment and (b) pre-quitting behaviour, and (2) employee creativity in the relationship between affective commitment and pre-quitting behaviour (Li <i>et al.</i> , 2018); - To explain how employee behaviours are formed by their perceptions of their relationship with the organisation and the brand (Murillo and King, 2019)
	Social Role Theory	-To explain attitudes towards female management (Litwin <i>et al.</i> , 2019)
	Super's Theories of Career Choice and Development	-To explain procedures related to career development (Kichuk <i>et al.</i> , 2019)
	Social Cognitive Career Theory	-To explain the impact of the interaction of cognitive and environmental factors on career development (Kichuk <i>et al.</i> , 2019)
	Regulatory Focus Theory	-To explain motivational systems driving employees (Kichuk <i>et al.</i> , 2019)
	Unified Theory of Acceptance and Use of Technology	-To explain people's intention to accept and use asynchronous video interviews (Mejia and Torres, 2018)
	Normalisation Process Theory	
<i>Frameworks/models</i>	Corporatist Framework	-To examine the impact of trade unions on TM through a historical lens (Williamson and Harris, 2019)
	Cosmopolitan-Local Framework	-To investigate the structure of management in Western hotel chains operating in local contexts (Xu <i>et al.</i> , 2018)
	Economics of Convention	-To understand the repositories that employees use to assess their jobs (Schneider and Treisch, 2019)
	HEXACO	-To investigate factors impacting on career intentions of students (Papathanassis, 2020)
	Radiation Model of Human Mobility	-To discuss graduates' mobility trends, particularly how the density of a populated place attracts talented jobseekers (Tolkach and Tung, 2019)

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Table IV. Quoted talent definitions

<i>Talent definition</i>	<i>References</i>
“Key determinants of service quality, customer satisfaction and loyalty, competitive advantage and organisational performance.” (Kusluvan <i>et al.</i> , 2010, p. 172)	D’Annunzio-Green and Ramdhony (2019); Kichuk <i>et al.</i> (2019)
“A bundling that goes beyond the technical to incorporate emotional, aesthetic and informational processing and analysis dimensions with a strong focus on the delivery of service to diverse consumers.” (Baum, 2008, pp. 720-721)	Rok and Mulej (2014)
“‘High potentials’ or ‘Hipos’ – high performers earmarked for promotion.” (Brittain, 2007, p. 46)	Maxwell and MacLean (2008)
“Those individuals who can make a difference to organisational performance either through their immediate contribution or, in the longer term, by demonstrating the highest level of potential.” (CIPD, 2015, p. 2)	Bratton (2018)
“Individuals who have the capability to make a significant difference to the current and future performance of the company.” (Morton, 2004, p. 6)	Hughes and Rog (2008)
“Set of exceptional qualities possessed by individuals.” (Vicente, 2015, p. 11)	Johnson <i>et al.</i> (2019)

Table V. Quoted talent management definitions

<i>Talent management definition</i>	<i>References</i>
<p>“In this context, talent management is taken to be the strategic management of the talent as it enters, is deployed and moves within an organisation. Talent management is an organisational mindset that seeks to assure that the supply of talent is available to align the right people with the right jobs at the right time, based on strategic business objectives.” (Baum, 2008, p. 720)</p>	Deery and Jago (2015); DiPietro <i>et al.</i> (2019); Guzeller and Celiker (2019); Rok and Mulej (2014)
<p>“Activities and processes that involve the systematic identification of key positions which differentially contribute to the organisation’s sustainable competitive advantage, the development of a talent pool of high potential and high performing incumbents to fill these roles, and the development of a differentiated human resource architecture to facilitate filling these positions with competent incumbents and to ensure their continued commitment to the organisation.” (Collings and Mellahi, 2009, p. 205)</p>	Baum (2019); Bratton and Watson (2018); Chung and D’Annunzio-Green (2018); Golubovskaya <i>et al.</i> (2019)
<p>“The process of developing and fostering new workers through interviewing, hiring, orienting and successfully integrating new hires into an organization’s culture, and thereafter, developing and keeping current workers and attracting highly skilled workers to work for an organisation.” (Barron, 2008, p. 730)</p>	Bagheri <i>et al.</i> (2020); Johnson <i>et al.</i> (2019)
<p>“Talent management is aimed at the systematic attraction, identification, development, engagement/retention and deployment of high potential and high performing employees, to fill in key positions which have significant influence on organisations’ sustainable competitive advantage.” (Gallardo-Gallardo and Thunnissen, 2016, p. 50)</p>	Gupta (2019); Murillo and King (2019)
<p>“Talent management is a multi-faceted concept that has been championed by HR practitioners, fuelled by the war for talent and built on the foundations of strategic HRM. It may be viewed as an organisational mindset or culture in which employees are truly valued; a source of competitive advantage; an effectively integrated and enterprise-wide set of sophisticated, technology enabled, evidence-based HRM policies and practices; and an opportunity to elevate the role of HR practitioners to one of strategic partner.” (Hughes and Rog, 2008, p. 746)</p>	Kichuk <i>et al.</i> (2019); Tolkach and Tung (2019)
<p>“The process through which organizations meet their needs for talent.” (Cappelli and Keller, 2017, p. 28)</p>	Jooss <i>et al.</i> (2019b)
<p>“Identification, development, engagement/retention, and deployment of ‘talent’ within a specific organisational context.” (CIPD, 2006, p. 1)</p>	Maxwell and MacLean (2008)
<p>“It is now recognised as a much broader concept aimed at attracting, retaining, developing and transitioning talented employees.” (D’Annunzio-Green, 2008, p. 807)</p>	Self <i>et al.</i> (2019)

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“Systematic utilisation of human resource management (HRM) activities to attract, identify, develop, and retain individuals who are considered to be ‘talented’ (in practice, this often means the high-potential employees, the strategically important employees, or employees in key positions).” (Meyers and van Woerkom, 2014, p. 192)	Marinakou (2019)
“Includes all organisational activities for the purpose of attracting, selecting, developing, and retaining the best employees in the most strategic roles.” (Scullion and Collings, 2011, p. 6)	Reilly (2018)
“A strategy to effectively attract, recruit and retain high value and difficult to replace employees.” (Stewart, 1997 cited in Michopoulou <i>et al.</i> , 2020, p. 1247)	Michopoulou <i>et al.</i> (2020)

Table VI. Example conceptualisations of talent and talent management in hospitality and tourism

Example conceptualisations of talent	<ul style="list-style-type: none"> – “Global acumen, multi-cultural perspective, people-handling skills, technological proficiency, strategic and entrepreneurial skills and the ability to manage an increasingly delayed organisation.” (Bharwani and Talib, 2017, p. 394) – “Employees deemed to be currently performing at a high level and/or who have the potential to progress their career within the organisation.” (D’Annunzio-Green and Ramdhony, 2019, p. 4001) – “A special ability for entrepreneurship, that is, for embarking on and exploiting new opportunities, searching for information and making decisions under uncertainty in pursuit of profits, while assuming implicit risks.” (Nieto <i>et al.</i>, 2011, p. 19)
Example conceptualisations of talent management	<ul style="list-style-type: none"> – “It is both an espoused and enacted commitment – shared at the highest levels and throughout the organisation by all those in managerial and supervisory positions – to implementing an integrated, strategic and technology enabled approach to HRM, with a particular focus on human resource planning, including employee recruitment, retention, development and succession practices, ideally for all employees but especially for those identified as having high potential or in key positions.” (Hughes and Rog, 2008, p. 746) – “Dialogic practice allows for a sharp break from the mainstream imagery of TM as ‘war-for-talent’ that invokes the destructive act of using the talent base of the organisation for the sole purpose of outperforming or eliminating competitors and maximising productivity and profit.” (Ramdhony and D’Annunzio-Green, 2018, p. 22) – “An integrated business strategy that enables the development of individuals to fulfil their potential.” (Watson, 2008, p. 759)

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When revising your paper, please prepare this report explaining how you have responded to each reviewer’s comments and suggestions specifically.

EDITOR IN CHIEF

Suggestions/comments from the Reviewer	Response from the Author(s)
1. Respond to one of our associate editors’ comments and revise your article accordingly.	We addressed all the comments addressed by the associate editor. Please see how we responded to each of the associate editor’s comments in the table that follows.
2. Include a structured abstract in page 1 of the main document and make sure that it includes all the required subsections including Purpose, Methodology, Findings, Implications and Originality along with key words.	On p.1 we included a structured abstract which contains the study’s Purpose, Design/methodology/approach, Findings, Originality/value, Practical implications, Keywords and Paper Type.
3. Make sure to follow IJCHM author guidelines closely: http://emeraldgrouppublishing.com/products/journals/author_guidelines.htm?id=ijchm For example, when there are three or more authors, you need to use Adam et al., XXXX (or Adam et al., XXXX) format for the first time and after. You should list references within text in an alphabetical order.	We revised the whole manuscript and ensured that it adheres to IJCHM’s author guidelines. We also revised in-text citation so that citations are listed in alphabetical order and not in chronical order.
4. Revisit the Discussion and Conclusions sections one more time to better answer the "So What" question. There should be four sub-sections under this section: (1) Conclusions, (2) Theoretical Implications, (3) Practical Implications and (4) Limitations and Future Research.	We revised the whole Discussion and Conclusions section (pp.17-21) and we feel confident that the “so what” question is clearly answered. We also developed four sub-sections in this section, i.e. Conclusions, Theoretical Implications, Practical Implications, and Limitations and Future Research.
5. To strengthen your literature review and theoretical implications, you may like to incorporate more recent and relevant references published in recent months/years.	Thank you for this comment which helped our manuscript to be further developed. To strengthen our literature review and theoretical implications, we included the following recent and relevant references: <ul style="list-style-type: none">• Ali, F., Park, E.(O)., Kwon, J. and Chae, B.(K). (2019), “30 years of contemporary hospitality management: Uncovering the bibliometrics and topical trends”, International Journal of Contemporary

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Hospitality Management,
Vol. 31 No. 7, pp. 2641-
2665.

- Baum, T., Mooney, S.K.K., Robinson, R.N.S. and Solnet, D. (2020), "COVID-19's impact on the hospitality workforce - new crisis or amplification of the norm?", International Journal of Contemporary Hospitality Management, Vol. 32 No. 9, pp. 2813-2829.
- Guan, X.-H. and Huan, T.-C. (2019), "Talent management for the proactive behaviorbehaviour of tour guides", International Journal of Contemporary Hospitality Management, Vol. 31 No. 10, pp. 4043-4061.
- King, C., Madera, J. M., Lee, L., Murillo, E., Baum, T, and., & Solnet, D. (2021),. "Reimagining attraction and retention of hospitality management talent-A multilevel identity perspective", Journal of Business Research, Vol. 136, No. 2021, pp. 251-262.
- McDonnell, A., Skuza, A., Jooss, S. and Scullion, H. (2021), "Tensions in talent identification: a multi-stakeholder perspective", The International Journal of Human Resource Management, Vol. ahead-of-print, No. ahead-of-print, pp. ahead-of-print.
- Mooney, S.K. (2020), "Gender research in hospitality and tourism management: time to change the guard", International Journal of Contemporary Hospitality Management, Vol. 32 No. 5, pp. 1861-1879.

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6. Cross check all references within text with your reference list and make sure that all references used in within text are listed in your reference list and remove any uncited reference from the reference list. You must also make sure that each reference in your reference list is accurate and complete in terms of authors' names, title, volume number, issue number, pages, publisher etc.

Many thanks for this comment which helped our manuscript to be improved. First, we ensured that the referencing list complies with IJCHM's guidelines about referencing and made the necessary amendments where necessary. Second, we painstakingly cross-checked all in-text citations with our reference list. As a result of this process, the following references were made redundant from the reference list:

- Boudreau, J.W. and Ramstad, P. (2005), "Talentship and the evolution of human resource management: from professional practices to strategic talent decision science", Human Resource Planning Journal, Vol. 28 No. 2, pp. 17-26.
- Kravariti, F., Oruh, S.E., Dibia, C., Tasoulis, K., Scullion, H. and Mamman, A. (2021), "Weathering the storm: talent management in internationally oriented Greek small and medium-sized enterprises", Journal of Organizational Effectiveness: People and Performance, Vol. ahead-of-print, No. ahead-of-print, pp. ahead-of-print.

We also incorporated the following references which appeared in-text but were missing from the reference list:

- Brittain, S. (2007), "How to manage key talent", People Management, Vol. 12 No. 12, p. 46-47.
- Morton, L. (2004), Integrated and Integrative Talent Management: a Strategic HR Framework, Research Report R-1345-

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	04-RR, The Conference Board, New York.
7. Run your article through iThenticate, Crosscheck or any similar software to check the similarity between your study and previous studies. Try to minimize similarity percentage below 1% with any previous study. After you run your article's final version through iThenticate or other similar software, you should upload the similarity report to the system for our records.	We ran our manuscript through Turnitin to check similarity rate. Turnitin's originality report demonstrated our study's similarity with previous studies is below or equals 1%. We also uploaded the similarity report to the system.
8. Keep your article below 15000 words including references, tables and figures.	We ensured that the overall word-count of our manuscript is below 15000. More precisely, our article's length including abstract, references, tables and figures is 13958 words.
9. Make sure that the flow of your article is improved. We do not prefer short paragraphs with one-three sentences or long paragraphs longer than half page.	We strongly believe we improved the overall quality of writing by conducting a thorough review of the manuscript and by having it professionally proofread/edited.
10. Proofread your article one more time and also you may ask a technical writer/copy editor to proofread it for you. After the manuscript is accepted, we will not ask you to proofread it again. In short, after I send you an official acceptance e-mail, you will not be able to make any further changes in your manuscript.	We strongly believe we improved the overall quality of writing by conducting a thorough review of the manuscript and by having it professionally proofread/edited.
11. Make sure you have all the coauthors, acknowledgements, tables and figures included in your submission. You must also make sure that order of authors, their full names, their affiliations and email addresses are accurate. We cannot make any changes after the paper is accepted.	We confirm that all co-authors, acknowledgements, tables and figures are included in our submission. We also included as supplemental material our systematic literature review table. In addition, we ensured that authors' full names, affiliations and email addresses are accurate. We slightly changed the sequence of existing co-authors' names based on their contribution to the revisions of the manuscript. More precisely, Konstantinos Tasoulis is now assigned as the third co-author and Chianu Dibia as the fourth co-author.
12. You should not add a new coauthor(s) at this stage unless there is a legitimate justification.	Thank you for pointing this out. We did not add new co-authors at this stage but we slightly changed the sequence of existing co-authors' names

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based on their contribution to the revisions of the manuscript. More precisely, Konstantinos Tasoulis is now assigned as the third co-author and Chianu Dibia as the fourth co-author.

EDITOR/ASSOCIATE EDITOR

Suggestions/comments from the Reviewer	Response from the Author(s)
1. This is an interesting study on an important topic.	We appreciate the editor's/associate editor's support for our manuscript.
2. The study can benefit from copy-editing.	We strongly believe we improved the overall quality of writing by conducting a thorough review of the manuscript and by having it professionally proofread/edited.
3. The theoretical foundation and theoretical implications should be improved further. The following studies can help the authors with this task. <ul style="list-style-type: none">• Ali, F., Park, E.(O)., Kwon, J. and Chae, B.(K). (2019), "30 years of contemporary hospitality management: Uncovering the bibliometrics and topical trends", International Journal of Contemporary Hospitality Management, Vol. 31 No. 7, pp. 2641-2665. https://doi.org/10.1108/IJCHM-10-2018-0832• Baum, T., Mooney, S.K.K., Robinson, R.N.S. and Solnet, D. (2020), "COVID-19's impact on the hospitality workforce - new crisis or amplification of the norm?", International Journal of Contemporary Hospitality Management, Vol. 32 No. 9, pp. 2813-2829. https://doi.org/10.1108/IJCHM-04-2020-0314• Mooney, S.K. (2020), "Gender research in hospitality and tourism management: time to change the guard", International Journal of Contemporary Hospitality Management, Vol. 32 No. 5, pp. 1861-1879. https://doi.org/10.1108/IJCHM-09-2019-0780• Guan, X.-H. and Huan, T.-C. (2019), "Talent management for the proactive behavior of tour guides", International Journal of Contemporary Hospitality Management, Vol. 31 No. 10, pp. 4043-4061. https://doi.org/10.1108/IJCHM-07-2018-0596 Below studies are just suggestions and the authors may find similar relevant and recent studies.	Thank you for this comment which helped our manuscript to be further developed. To strengthen our literature review and theoretical implications, we included the following recent and relevant references, as well as we revised the whole Discussion and Conclusions section (pp.17-21): <ul style="list-style-type: none">• Ali, F., Park, E.(O)., Kwon, J. and Chae, B.(K). (2019), "30 years of contemporary hospitality management: Uncovering the bibliometrics and topical trends", International Journal of Contemporary Hospitality Management, Vol. 31 No. 7, pp. 2641-2665.• Baum, T., Mooney, S.K.K., Robinson, R.N.S. and Solnet, D. (2020), "COVID-19's impact on the hospitality workforce - new crisis or amplification of the norm?", International Journal of Contemporary Hospitality Management, Vol. 32 No. 9, pp. 2813-2829.• Guan, X.-H. and Huan, T.-C. (2019), "Talent management for the proactive behaviorbehaviour of tour guides", International Journal of Contemporary Hospitality Management, Vol. 31 No. 10, pp. 4043-4061.• King, C., Madera, J. M., Lee, L., Murillo, E., Baum, T, and., & Solnet, D. (2021),. "Reimagining attraction and retention of hospitality management talent-A multilevel identity perspective", . Journal of Business Research, Vol. 136, No. 2021, pp. 251-262.• McDonnell, A., Skuza, A., Jooss, S. and Scullion, H. (2021), "Tensions in talent identification: a multi-stakeholder perspective", The International Journal of Human Resource Management, Vol. ahead-of-print, No. ahead-of-print, pp. ahead-of-print.• Mooney, S.K. (2020), "Gender research in hospitality and tourism management: time to

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