

**ASSESSING THE CONTRIBUTION OF TALENT MANAGEMENT ON HUMAN
RESOURCES PERFORMANCE OF HOSPITALITY INDUSTRY IN TANZANIA:
THE CASE OF ARUSHA CITY**

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Msc. in Human Resource Management Dissertation

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By

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**A dissertation submitted in partial fulfillment of the requirements for the Degree
of Master of Science of Human Resource Management of the Institute of
Accountancy Arusha.**

Institute of Accountancy Arusha

November 2023

AUTHOR'S DECLARATION

I, **Jamhuri Solya Syla** declare that this research is my own original work and that it has not been presented and will not be presented to any University for similar or any other degree awards.

Signature Date:

CERTIFICATION BY THE SUPERVISOR

I, the undersigned certify that I have read and hereby recommend for acceptance by Institute of Accountancy the research entitled, “*Assessing The Contribution of Talent Management on Human Resources Performance of Hospitality Industry in Tanzania: The Case of Arusha City*” for approval in fulfillment of the requirements for the Degree of Master Science of Human Resource Management of offered by the Institute of Accountancy Arusha.

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DEDICATION

This research is dedicated to my wife, Coletha Gideon Palingo whose words of encouragement and prayers keeps me moving through this process.

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LIST OF ABBREVIATIONS

IAA	Institute of Accountancy Arusha
WEF	World Economic Forum
MNRT	Ministry of Natural Resources and Tourism
GDP	Gross Domestic Product
HAT	Hotel Association of Tanzania
RBV	Resource Based View Theory

ABSTRACT

The two hotels under study; Mount Meru Hotel and Arusha Coffee Lodge have been introducing measures and incentives of reward system to motivate employees' performance. The purpose of this study was to examine Contribution of Talent Management on Human Resources Performance of Hospitality Industry in Arusha City, Tanzania. The independent variable is talent management operationalized into staff recruitment, development and reward systems, while human resources performance is the dependent variable. The study used descriptive-correlational study design with quantitative approach on a sample 165 employees and management staff. A non-probability sampling technique with purposive sampling procedure was employed in selecting respondents (Managers and employees of Mount Meru Hotel and Arusha Coffee Lodge). Data collection instrument was questionnaire and was distributed to 165 respondents. The empirical results showed that majority of the respondents surveyed 73% strongly agreed that staff recruitment as talent management exists in the hospitality industry while only 17% only agreed and only 10% were neutral on the subject of existence of talent management. Staff motivations and capacity building plays major role in improving human resource performance through spending significant portion of funds, and short courses which ensure quality of services, engagement and productivity performance. It was recommended that hotels should embark on effective planning to ensure that human resources need of motivation and commitment building are not overlooked particularly in the areas of quality services, engagement and productivity.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

This chapter presents the introduction to the study. It includes the background to the study, the statement of the research problem, general and specific objectives of the study, and research questions. Other components include the scope of the study, the significance of the study, the limitation of the study, brief organization of the dissertation and conclusion.

1.1 Background Information

The prevalent challenge of declining productivity, sustainability threats and expansion to many organizations in the hospitality industry, through improving human resources performance have resulted from many of the hurdles on realizing the goals of effectively serving the internal and external customers (Gbadeyanka, 2016). As organizations fail to acquire, retain and develop talents in human resources provision of expected quality services to the organization which are dearly needed to both country citizens and foreigners cannot be easily realized. With the prevalent competition and innovations organizations loose customers, returns, networks and power to potentially harness the hospitality market.

In the contemporary difficult entrepreneurial set up, talent management practices assume a central role in driving success within all organizations. The core objective of any enterprise is to meet its targets and fulfill its obligations effectively. Emerging technological advancements, evolving demographic patterns and globalization are impacting on hospitality institutions particularly in aspects of human resource productivity, and engagement (Cheraiasi & Busolo, 2020). The new trend has

yielded not only to the aforementioned human resources performance dimensions but also on scarcity of workers, posing a threat to availability of skilled and competent human capital. For institutions to maintain a competitive edge in the contemporary fierce market place. For this matter prominence has shifted to talent management practice within organizations (Cherai & Busolo, 2020).

Chung et al, (2018) outlines two trends of emerging talent management process in the 21st Century which will, firstly, foster the hiring candidates in the organizations for their ability to learn on the job on operational advantage. Secondly, candidates from more diverse backgrounds and education knowledge will be considered for jobs they would not normally have been considered for in the past because of the market demand of such backgrounds and education is significantly changing. To highlight on the second argument Hisham, (2018) opines that requiring a 2-year degree rather than a 4-year degree for certain jobs are some examples of how employers are balancing the need for skilled workers and the need to fill positions. Talent management is shifting from traditional mainstream of intellectual dependency to multiple focus of physical and intellectual abilities of human resource related to performance.

There is a growing trend of the need on the employers to understand that candidates are consumers too and work hard to attract workers with a strong employee value proposition in hospitality industry where competition is intense, a clear purpose and attractive culture among staff candidates are emerging also that can maximize employee engagement, quality services and productivity (Olaka et al, 2018). These make business leaders focus on improving their employee value propositions in a way that can ensure differentiating from competitors and customer appealing to issues that matter most, this means organizations are taking the role of managing their own human resources.

The concept of “talent management” was formulated in the late 1990s Máté et al., (2016) as a response to the so-called “war for talent” which was the creation of McKinsey’s consultants who wrote that in a highly competitive world, companies were forced to fight for the best talents to fill business-critical positions and bring huge competitive advantages to a company. The first references to talent management attached an elitist definition to the word “talent” which indicated “the best-of-class employees”. In this context, the so-called “war for talent” referred to the companies fighting for the best and the brightest employees for key positions (Cismaru et al, 2019).

There has been an on-going debate for over four decades on if talent management contribute to economic development. The key aspects of contentions have been on education, health and physical abilities, most studies if not all whether dealing with an organization or community study have no conclusive findings. Some attributing the successful records on global, regional and national performance to human capital developments and concluding that the talent management is positively and substantially changing the organizations and community development through returns (Ashton and Morton, 2005; Burbach et al, 2010; Altinos et al, 2013). Others have argued different to the above views: pointing to other determinants of production as imperative on the efficacy of human resource (Ford et al, 2010; and Dialoke et al, 2016).

In the hospitality industry, talent is considered as a vital and crucial ingredient for the success of any firm. Business executive teams, as well as owners, have discovered that rather than having financial challenges; companies frequently were disadvantaged by the absence of talent (Wangechi et al., 2020). That means the lack of inadequacy of the human capital which constitute the mixture of skills, experiences, knowledge, motivation, and capabilities of the employees to perform various tasks to successfully achieve goals (Máté et al., 2016). In the hospitality industry the evolving needs of

customers in the contemporary world have led to changing nature of work and new forms of work. And has consequently led to new knowledge innovation, new skills and increasing competition between firms compelling firms to recognize the importance of how to manage and control the talented employee, to invest in their skills, experience, knowledge and to enhance productivity and performance of organization.

In essence talent management is the process of how employers recruit and develop a workforce that is as productive as possible and likely to stay with their organization in the long term. It can also be defined as a system of planning human resources practices to meet up with the demands of the organization under the terms of employing talented personnel. The main objective of talent management is to enable organizations to identify and predict long and short term human capital requirements and how to allocate them to different organization tasks to fulfill the objective of increasing organization successes through human resources performance (Wangechi et al., 2020).

According to the World Travel and Tourism Council, travel and tourism GDP makes up for more than one-tenth of the world's GDP and is also offering employment opportunities at a huge scale. The hotels, restaurants and other institutions that make up the hospitality sector are ultimately important not merely in generating direct employment and revenue for local economies, but also indirectly building the economies, through promotion of business, infrastructure and the regional status of a nation in the global scheme of things (Malhotra, 2017).

According to Malhotra, (2017), in India, hospitality sector accounts for a healthy 7.5 % of the country's GDP, making it a highly influential industry. It is a major attraction for foreign direct investment into the country's economic growth and also a significant contributor to indirect tax collection at both state and central levels. The quality of hospitality sector arises purely from the

quality of its employment of human resource. It results in the need to pay attention to the talent in the form of knowledge, and skills of employees that are recruited to work in the industry.

According to Klaus Schwab Founder and Executive Chairman of World Economic Forum; the success of any national or business model for competitiveness in the future will be placed less on capital and much more on talent. We could say that the world is moving from capitalism to 'talentism' (WEF, 2012).

Businesses and industries are beginning to realize that competition for talent is not a zero-sum game. Those who continue to play it that way will have virtually no impact on rebalancing global labor markets for growth; instead, they will have to pay increasingly steep premiums to find the talent they need. But those who think more strategically about managing talent are recognizing that the key to growth is increasing collaboration beyond their own walls (WEF, 2012)

As labor markets become as global as capital markets, the most successful companies will be those moving out to this frontier to collaborate with governments, academia, international institutions and NGOs to find and develop talent (WEF, 2012).

Africa is the second-largest continent on the planet, with plenty of wealth in terms of natural resources attracting tourism and hospitality services (Khumalo, 2015). Despite this, many countries in Africa continue to be impoverished and underdeveloped (World Bank, 2013) basically due to lagging behind on talent management in running companies. Nevertheless, the poor and developing countries are emerging from economic doldrums and rising to the challenge of becoming future economic powerhouses as a result of globalization (Douglas, 2013). Potential indigenous individuals have been able to start and operate hotel businesses as a result of this positive motivation is tourism

attractions. As African countries, and are thus targeted for poverty reduction (Mahmudova & Kovas, 2018) growing force to strengthen hospitality industry have been significant. According to Dougla (2013), hospitality businesses in Africa account for an estimated 38% of all tourism sector jobs on the continent. Therefore, it is a significant source of employment and economic growth. There are 1.4 million businesses in hospitality industry of Sub-Saharan Africa alone (Dougla, 2013). Therefore, Effective talent management strategies to improve human resources performance is required for these enterprises to thrive, create more jobs, and promote economic growth.

While in Sub-Saharan Africa most hospitality businesses especially in Nigeria have been faced with numerous challenges ranging from poor service delivery, low customer patronage, social loafing, inability to assist other coworkers without expecting a reward in return, lack of sportsmanship, inability to prevent problems before they occur, employee unwillingness to identify threats that could affect the smooth running of the organization, and employee inability to go beyond their job description (Nelson 2021; Ampofo 2020; Gbadeyanka 2016).

The above maladies can be resolved when hospitality organizations' implement talent management practices which would motivate employees to engage in discretionary work behavior. Studies have shown that talent management has significant relationship with workers' effectiveness, workers' commitment, employee performance, employee turnover, organizational engagement, employee retention, and job satisfaction (Tetik and Zaim 2021; Ingram and Nitsenko 2021; Al-Dalahmeh et al. 2020; Yousuf and Yan 2019; Edeh and Dialoke 2016).

Tanzania is a major tourism destination and in 2018, the Russian National Geographic Traveler named it the best exotic destination. Tanzania remains one of the fastest-growing economies in Africa with an average growth rate of 7% (Shikana Group, 2018).

The country's real GDP is expected to increase at a 6.5% compound annual rate over the next five years when reached 2023. It should come as no shock to anyone when it is said that the hospitality industry in Tanzania is not only becoming an important sector in the economy but very lucrative one as well (Shikana Group, 2018).

As a service sector, it is widely accepted that the hospitality industry is highly dynamic and labor-intensive. The human element is directly related to service quality, customer satisfaction and loyalty, competitive advantage, as well as overall organizational performance (Kusluvan et al., 2010).

The Northern Circuit of Tanzania including Arusha City is famous for hospitality activities due to some tourism attraction and other activities including National and International Conferences which led to the demand of hiring hotels for accommodation and other associated services for the guest. Despite the contribution of Hospitality Industry on Tanzania GDP that contributed/ facilitated of employee who are working on those hospitality establishments, no evidence of study conducted concerning talent management on that area. This fact only stresses the importance of this topic to be studied and discussed at length. To provide quality services to the guest and to have competitive advantages, the hospitality entity should prefer having talented employees so as to reach organisational goals. Therefore, there is a need of assessing the implementation of Talent Management practices and strategies used to attract, retaining, develop and nurture talented employees and analyses their impact on overall organizational performance in Hospitality Industry.

2.2 Statement of the Problem

Despite of development efforts by the Government and private sector to attract more investment, specifically in the hospitality industry, more customers, revenues, better services quality delivery by employees (MNRT, 2018), the contribution of talent management in improving human resource

performance is still unknown. Since 2005 and 2008 respectively the Mount Meru Hotel, and Arusha Coffee Lodge has introduced series of changes like establishing staff recruiting and acquisition policies focusing on talent demand in the hospitality industry, staff training measures by taking employees to short courses basing on need of the hospitality market, reward strategies to motivate human resources performance. In 2010 the two hotels implemented in-house capacity building of staffs.

The hotels have been introducing measures and incentives of reward system to motivate employees' performance. In 2020 the hotels proposed allowances to staff who goes to the remote areas for the hotels responsibilities and repositioning of staffs according to professions. All these efforts were made as a result of experiencing challenges of human resource performance resulted from surge of domestic and foreign customers who visits tour sites in the Northern circuit. Studies have shown that with proper staff recruitment, staff development, and reward policies human resource management can be improved and organization performance increase (Sareen & Mishra, 2016). The gap in this study is that there is limited information about employers and employee's perception on the staff recruitment, staff development, and reward policies to improve performance in the hospitality industry. This study intends to bridge that gap with the case of Mount Meru Hotel and Arusha Coffee Lodge located in Arusha City.

2.3 Research Objectives

Research objectives for this study aim at providing a clear direction for the research study to ensure that the research is focused, relevant, and ultimately achieves its intended purpose.

2.3.1 General Objective

The general objective of this study was to assess the contribution of Talent Management on improving human resources performance in the Hospitality Industry in Tanzania

2.3.2 Specific Objectives

To achieve the stated general objective, the following have been set as specific objectives:

- i. To identify the ways through which talent management in the staff recruitment can improve human resource performance in the Hospitality Industry
- ii. To examine how talent management in the staff development can improve human resources performance in the hospitality industry
- iii. To evaluate the ways through which talent management in the employee reward system can improve human resources performance in the hospitality industry

2.4 Research Questions

The following research questions will guide the study in assessing the contribution of Talent Management on improving human resources performance in the Hospitality Industry in Tanzania

- i. What are the ways through which talent management in the staff recruitment can improve human resource performance in the Hospitality Industry?
- ii. How can the talent management in the staff development improve human resources performance in the hospitality industry?
- iii. What are the ways through which talent management in the employee reward system can improve human resources performance in the hospitality industry?

2.5 Significance of the Study

Human resources management as a discipline is gaining much attention globally in recent years. This is in view of the fact that human resources drive customers' services and for any organization to remain competitive there is an urgent need to infuse the talent management required for effective human resources performance in the organization. The role of talent management in improving the human resources performance cannot be written off, particularly in the hospitality industry. Therefore, the proposed title is well aimed and has significance in the Tanzanian context. The results of this study will further affirm the benefits of human capital to Hospitality Industry since it will identify the practice, process, benefit and challenges of implementation of talent management in Hospitality Industry.

This study is of great importance not only to the hospitality industry but also to the other organizations in various sectors in Tanzania and outside Tanzania. The outcome of this research is expected to be resource material in the future. The results of this study also will contribute to the knowledge and skills in the field of human resources management. The findings of this study will aid the individual players in the field of hospitality industry to administer and execute practices and policies which are productive promoting productivity, engagement and quality services delivery by employees. Finally, the decision makers through this study it will enable them to design appropriate policy on implementation of talent management in Hospitality Industry as well as in other sectors.

Every facet of life that fails to reckon with the relevance of human potentials is a failure in the pursuit of championing a viable cause. The inability to assess the skills, knowledge, experience, capabilities and motivations has a serious negative repercussion on performance behavior and general service rendering in any meaningful organization, thus, this research will help policy makers and human

resources managers particularly in Tanzania to be more conscious of the administrative, and professional needs and expectations that contribute significantly to the human resources performance of any institution particularly in the hospitality industry.

This research will contribute to the theoretical development of talent management, human resources management as an academic discipline and broadly throws more light on the talent aspects of managing human capital in the hospitality industry of Tanzania. Furthermore, this study will be of great benefit to the scholars since it can increase the body of knowledge in the field of talent management.

2.6 Scope of the Study

The study focused on assessment of the contribution of Talent Management on improving human resources performance in the Hospitality Industry in Tanzania using the case studies of Mount Meru Hotel and Arusha Coffee Lodge located in Arusha City. Specifically, the study sought identifies the ways through which talent management in the staff recruitment can improve human resource performance. Additionally, to examine how talent management in the staff development can improve human resources performance in the hospitality industry. Moreover, to evaluate the ways through which talent management in the employee reward system can improve human resources performance in the hospitality industry. The variables of staff recruitment, staff development and staff reward system are selected because of the importance of talent management process taking place in the respective measures in the organizations under study. The areas of Arusha City and region as a whole is a tourism hotspot attracting hospitality industrial activities involving the hotel services which carry the substantial part of the economy and employment in particular.

2.7 Limitations of the Study

Resource constraint was a major limitation in this study. Due to this factor data were collected from respondents from the selected two establishments based in Arusha City only. Two hotels in Arusha City that is Mount Meru Hotel and Arusha Coffee Lodge were considered a good representation of the whole country.

The researcher encountered other limitations such as the unavailability of some respondents at the required time. In addition to that, some other respondents were not ready to provide full participation and cooperation to the researcher due to their tight schedules. Further, the respondents were unwilling to reveal everything since the information required for the research might be confidential. To overcome these, the researcher sought approval from Hotel Association in Tanzania (HAT) and Hotel's Management as well as Introduction letter from Institute of Accountancy Arusha for assuring the stakeholders on confidentiality in handling of the data that to be provided.

CHAPTER TWO

LITERATURE REVIEW

2.0 Overview

This chapter comprises the theoretical analysis, empirical analysis, conceptual framework and conceptual definition of essential concepts. The chapter discusses the relationship between talent management and human resources performance in hospitality industry as it exists in literature. It delves into discussing relating to the discipline of human resources management and application of approaches of talent management like knowledge innovation, skills development, building experiences, motivations and capabilities to workers in organizations, the chapter ends with empirical literature review, research gap, and conclusion.

2.1 Theoretical Literature Review

To identify key ideas, theories, gaps, and debates in the literature and provide a theoretical framework for future research, this provides a comprehensive analysis and synthesis of scholarly literature and other published works that are pertinent to a particular theoretical framework or concept.

2.1 Theoretical Literature Review

2.1.1 Definitions of Key Terms and Concepts

Talent - refers to personal characteristics (talent as object), and is typically described as an innate ability that manifests in a particular field. It constitutes a collective knowledge, skills, capabilities, experiences, values, habits, and behaviors of the employees.

Talent Management - is defined as the organization's mandate to recruit, sustain and develop talented workers in the labor market, and this has a positive impact on organizations through improving employees' performance and productivity, increasing job satisfaction, commitment and retaining, improving service quality and market share.

Hospitality Industry—This is a broad category of fields within the service industry that includes lodging, food and drink service, event planning, theme parks, travel and tourism. It includes hotels, tourism agencies, restaurants and bars.

Human resource performance- Refers to the degree to which the employees working in the organization, with some informational, financial, and human resources, positions themselves effectively on the business market to conduct their tasks and deliver output.

2.1.2 Theories Adopted for the Study

This study will be guided by the human capital theory, although it is true that the subject of talent management can be explained by a number of theories in human resources management. Other various theories which highlight the relationship between various variables including the contribution of Talent Management on human resources performance are demonstrated in the theoretical literature review. The theories provide a foundation for the designing of the talent management strategies as well as assessment on the impact of Talent Management practices in Hospitality industry. These theories demonstrated are; the Resource Based View Theory (RBV), Human Capital Theory, Social Exchange Theory, Expectancy Theory and Psychological Contract Theory.

i) Human Capital Theory

Human capital Theory explains the relationship between investment expenditures on education, training, health, information, and labor mobility to build human capabilities in knowledge, skills, attitudes, aptitudes, and other acquired traits which contribute to production (Kichuk, 2017). The human capital theory was first developed by Becker (1962) and Rosen (1976) building on three basic assumptions; one, the intellectual abilities of human resources are durable and can be influenced, two, current productivity performance of human resource contributes to current earnings thereby affecting future productivity, three, there is positive association between amounts schooling and individual earnings of human resource.

The human capital theory has been useful in the analysis of the effects of allocating resources like funds to the human capital formation on the rate of company or economy growth. Loosely speaking, the human capital corresponds to any stock of knowledge or characteristics the worker has (either innate or acquired) that contributes to his or her “productivity”. Human capital theory is one of the most influential theories on talent development is which refers to the studies of investments of individuals and organizations in skills and technical knowledge. Human capital theory refers to enhancing human productivity and efficiency with a greater emphasis on education and training. The study of human resources constitutes the study of human capital.

The theory discusses the formation of economic value based on how our society functions. To enhance or accumulate such traits, training or education is essential. Hence, every day managers must be able to teach, train, and lead their employees. They should serve as a focal point for workplace guidance. And strive to retain excellent organizational, social, and operational skills.

Managers should seek to comprehend how their team members operate and develop their abilities. According to this theory, sufficient investment in people will initially give them knowledge, skills, experience, capability, motivations and consequently will lead to more productivity, engagement and quality improvement of organizations. As these are significant dimensions of organizations therefore human resources performance improvement can lead to economic growth (Wallstreetmojo Team, 2023).

ii) Resource Based View Theory (RBV)

The Resource Based View Theory describes that resources possessed by an organization or community are the primary determinants of its performance and contribute to a sustainable competitive advantage (Ranjan and Read, 2016). The theory was developed by Barney in (1990s) and Penrose in 2009, as cited in Kakoli, (2019), with two fundamental assumptions; one, resources used by the organizations and communities are heterogeneous that means the bundles of resources owned by organizations are different from each other, two, resources used by the organizations and communities cannot move from one place to another. The second assumption could be interpreted as the complexities of exchanging resources across organizations may sustain contributing to differences in resources. The focus of the RBV to this study is on strategies to attract, select, engage, develop, and retain individuals who harbor valuable, rare, inimitable, and non-substitutable knowledge, skills and attitude (Kakoli, 2019).

The Resource Based View Theory (RBV) by Barney (1990s) is an influential approach in strategic management. It has been widely applied as a managerial framework to determine vital resources for a firm to achieve a sustained competitive advantage. The theory provides an essential framework to

explain and predict the fundamentals of a company's performance and competitive advantages (Utami, H. & Alamanos, E., 2022) like revenues, cost efficiency and service quality.

(iii) Social Exchange Theory (SET)

Social Exchange Theory (SET) began in the late 1950s and early 1960s. Many scholars contributed to this renowned theory and these include, George Homans, John Thibaut, Harold Kelley, and Peter Blau. Also, disciplines like Psychology, Sociology and Economics among others have contributed to its development. This theory is one of the widely used and researched in organizational behavior and other disciplines, and is based on the assumption that in organizations positive emotions produced as a result of exchange social intimacy create trust and solidarity effects or rewards on job performance in organizations.

It is basically about the social exchanges and interactions that generate obligations within the relationship. It involves inter-dependent interactions where the actions and reactions of one person depend on the other person the basic ideas are based on (a) rules and norms of exchange, (b) resources exchanged, and (C) relationships that emerge. Most management studies focus on rules and norms of exchange, resources in the words of Homans Social Exchange theory depicts "an influential paradigm in examination of any exchange relationship and posits that human relationships are formed by the use of a subjective cost-benefit analysis".

In practical terms, the theory posits that where an action has been rewarded in the past, followers think that when such an action is repeated, there is a higher possibility for one to receive a reward and for that matter, they would like to repeat actions that will attract rewards based on the rules of engagement. SET is applicable in diverse areas including leadership and the spheres of management. It must be emphasized that the Social-Exchange Exchange theory, the talent

management and human resources management have elements inherent in the Social exchange theory, thus, the use of SET as part of the foundational theories in human resources management and in this study.

The theory posits that talent management practices foster a reciprocal social exchange between an organization and its employees. According to this theory, when employees perceive that an organization is investing in their development through talent management initiatives, they are more likely to develop a deeper commitment to the organization.

iv) Expectancy Theory

The Expectancy theory is a model of human resource management that describes the relationship between employee practices and specific organizational situations. The expectancy approaches include the model developed by Victor Vroom (1964), Fiedler and his associates, the situational theory of Hersey and Blanchard, the path-goal theory presented by Evans and House and the substitute-for-management concept. Fiedler's expectancy Theory: The idea behind Fiedler's expectancy theory of management that, there is the need to match the human resource management style with the situation most favorable for his or her success by identifying the working facilities, motivations and the organizational situation and then arranging the correct fit.

Fiedler postulates that effectiveness of a worker depends on the interactions of workers and organizations work incentives to maximize the mutual gains and minimize pains. It calls for leadership styles which embrace individuals' different sets of goals which can be motivated by identifying their expectations.

According to this theory by Victor Vroom (1964) the level of motivation and engagement that employees exhibit is shaped by their expectations regarding the outcomes of their work and how well those outcomes correspond with their personal goals and values. When talent management practices are aligned with the goals and values of employees, their motivation and engagement tend to increase.

v) Psychological Contract Theory

This was developed by Denise Rousseau (1989) and is a framework that suggests that the relationship between an employee and an organization is based on an unwritten set of expectations and obligations. These expectations may include job security, career development opportunities, and fair treatment in the workplace. The theory of psychological contract is based on the assumption that violations of the expectations of employees and employers can lead to organization poor performance due to low morale, organization commitment and service quality. Talent management practices play an important role in shaping the psychological contract between employees and the organization.

When organizations invest in talent management practices such as training, mentoring, and career development opportunities, they are seen as fulfilling their obligations to employees. This can lead to greater commitment and motivation among employees. Conversely, when organizations fail to meet employees' expectations regarding talent management practices, it can lead to decreased job satisfaction and increased turnover rates.

Effective talent management practices that align with the psychological contract can also enhance an organization's employer brand, making it a more attractive place to work for talented individuals. This in turn, can help an organization to attract and retain top talent, leading to improved performance and competitive advantage.

2.2 Empirical Review

The study also intends to focus on empirical literature. An empirical literature review is more commonly called a systematic literature review and it examines past empirical studies to answer a particular research question. A literature review is a summary of research that has been conducted in the past on a certain subject of interest. The purpose of the literature review is to discover the gaps in literature. The literature review helps to form the theoretical basis of the research (Gohavacyf, 2020).

2.2.1 Talent management in the staff recruitment and human resource performance in the Hospitality Industry

Modern tourism organizations operate in an extremely turbulent and complex business environment. Survival in the marketplace requires highly developed skills in order to adapt to constant change, be flexible and act swiftly. In this age of the rapidly expanding knowledge-based economy, the quality of human resources has assumed crucial importance. This complex and demanding market environment has generated a demand for outstanding and talented specialists (Niedźwiecka, 2016).

According to Sreejith & Murugesan (2020); success of any industry is not alone measured by the money but the talent it possesses in the form of its employees' skills and competencies, which has become the key to success in today's highly competitive business world.

One of the fastest growing sectors of the economy of our time is the hospitality industry. The hospitality industry alone is a multi-billion dollars and growing enterprise. It is exciting, never boring and offer unlimited opportunities. As a service industry these are highly people intensive, and in this context, it is a critical function for the management of employees working in the hospitality industry.

In global context; the hospitality industry is more dependent on human resources and being aware of the essential role of recruitment of employees and their performing in an organization, there is also a bigger focus on the importance of having valued employees in the industry. Profitability is no longer metric of measuring an organization's success and efficiency rather, it is by the talent it possesses in the form of the skills and competencies of its personnel (Sharma, 2023).

In that regard, talent management is based on the idea that employees are an organization's most valuable asset. This is particularly true in the hotel industry where ongoing success is driven by the quality of customer service delivered to guests. Employees have a direct impact on customer's willingness to become repeat customers or to recommend the hotel to others (Sreejith & Murugesan, 2020).

Talent management is one of the critical resources for organizations such as hotel to attain advantage since it aims at ensuring the right job placements at the right time, in the right position for the right candidate to deliver their best and remain committed hence perform better (Christopher, 2015).

But there are many challenges for employees faced by hotel managers in terms of the difficulty of obtaining experienced talented employees and skilled leaders in light of the serious competition in the hospitality market. By following the talent management approach, hotels can determine the type and

number of talent needed, identify and prioritize talent gaps, take measures to close those gaps and achieve sustainable competitive advantage (Krishnan, 2015).

The interest in talent management practices in the hospitality field is due to many internal and external challenges. On the internal level, there is a need to manage the talents of employees to develop its human resource management systems, from planning the workforce, appointing employees, developing their performance, empowering them and benefiting from their capabilities. On the external level, talent management is needed to help hotel management to face the changing global challenges of fierce competition in the hospitality industry (Ibrahim, 2018).

One of the biggest challenges facing companies all over the world is building and sustaining a strong talent. In luxury hospitality industry, the quality of the staff and the services they provide directly affects the organization. As the frontline brand ambassadors, the employees' performance is what drives the organization's true competitive advantage. To succeed, they need to attract, develop and retain competent, enthusiastic and accountable employees, and keep them engaged and motivated (Sreejith & Murugesan, 2020).

Kichuk (2017) argues that hotels need to respond quickly to the several changes in the business environment with its unique ways of working, recruiting, monitoring performance, rewarding and managing in order to attract and retain vital talent. At this point, the fast progress of technologies has had an especially significant impact because employees have to be able to use advanced technologies, including information technologies, digital devices and new hospitality applications.

Hotels need to empower their employees and develop a sense of belonging to the organization. Employees tend to prefer organizations that enable them to continually improve themselves maintain

their education and have a high level of organizational trust. Talent management provides that concept to employees; It unifies current employment trends in a more flexible way and enables employees to gain personal development and work-life balance (Altinoz et al., 2013).

Inter Globe Hotels (IGH) which leads the mid-market hotel segment in India with its Ibis brands of hotels, invests substantially in developing its talent domain and skill needs internally through on the job mentoring and lateral job deployments. Vinay Jaswal, Vice President-HR at Inter Globe Hotels argues that the hospitality industry needs a heterogeneous talent force which is good at financial modeling, market mapping and project management for asset construction and they focus on training people in these skills (Kakoli, 2019).

Furthermore; large groups of Hotels Companies have realized that it is their own people who drive business value and have therefore made the changes in their systems with reference to attracting and managing their talent. Manpower issues have long persisted in the hospitality sector and it needs to be constantly reviewed and revamped to ensure alignment with what people want and need and how added value can be created. Talented Attracting and managing talent staff will be restless and will likely move on if they are not convinced that they are valued and will be given the opportunity to grow (Kakoli, 2019).

Countries such as Switzerland, where the hotel and tourism market is mature, will have to attract talented people in a multitude of ways. At the moment, most industries are competing for the same employees, the same skills, and given that working conditions in the hospitality industry may not always seem attractive, students from hospitality schools often choose a different career path. This means that hoteliers need to be proactive and learn how to attract new talent to come and work at their hotel in the future, as offer will surpass demand (Ward, 2023).

Sadek (2020) in his study in Cairo City argued that; talent management practices are more effective in achieving high performance; it plays an important role in the hospitality industry strategy since it manages one of the important assets of the organization "its people". Talent management does not take its place in many hotel organizations, most participants in the investigated hotels are aware about the benefits of talent management but the implementation was not at the required level due to the absence of overall talent management strategy.

Talent management has a significant impact on employee performance. Talent management helps in ensuring the right person is deployed in the right position, contributes in retaining their top talent, better hiring by hiring assessments, and promotes effective communication across different disciplines.

However, the implementation of talent management program could be expensive in terms of time, resources and financial costs, and lack of support from line managers can impede the level of commitment from employees. Talent management aims to secure employee engagement with the purpose of employee retention, while performance management aims to give employees direction by developing their goals in line with the business' need.

2.2.2 Talent management in the staff development and human resources performance in the hospitality industry

Most hospitality businesses in Sub-Saharan Africa especially in Nigeria have been faced with numerous challenges ranging from poor service delivery, low customer patronage, social loafing, inability to assist other coworkers without expecting a reward in return, lack of sportsmanship, inability to prevent problems before they occur, employee unwillingness to identify threats that could

affect the smooth running of the organization, and employee inability to go beyond their job description (Nelson 2021; Ampofo 2020; Gbadeyanka 2016).

The above maladies can be resolved when hospitality organization's implement talent management practices which would motivate employees to engage in discretionary work behavior. Studies have shown that talent management has significant relationship with workers' effectiveness, workers' commitment, employee performance, employee turnover, organizational engagement, employee retention, and job satisfaction (Tetik and Zaim 2021; Ingram and Nitsenko 2021; Al-Dalahmeh et al. 2020; Yousuf and Yan 2019; Edeh and Dialoke 2016).

The study conducted by Omae (2021), findings indicated that hotels did not have a unanimous definition of talent management. This signaled that, the manner of adopting talent management is also different from one another. Findings also revealed that approximately 59.09% of the hotels in Nairobi City County conceptualized talent Management based on the exclusive perspectives which TM researchers found to create competitive advantages for organizations. However, approximately 40.91% of the hotels that leaned towards an inclusive perspective were less likely to draw competitive benefits created by talent management. Hotels that adopt an inclusive perspective ought to interrogate the benefits of the exclusive approach and adopt it to draw optimum talent management benefits. The majority of the informants who adopted TM's exclusive perspective approach indicated that they created competitive resources. In contrast, less than 50% of those that adopted an inclusive approach thought that talent management did not influence the competitiveness of the five-star hotels in Nairobi City County.

Burbache et al, (2010) in Germany postulated that all employees have to be identified according to their knowledge, intellectual abilities be developed according for attainment of productivity and other

performance measures of the organization. Staff development be involved during the first step of the strategic management process of human capabilities, namely planning for human resources. Human resources planning is not only the executive management's responsibility but should filter down to the lower levels of employment, as strategy implementation at the end involves all employees. Olaka et al, (2018) proposed that a 'bottom up' approach should be used, which enables junior managers to participate in some way in the human resources planning process of staff development.

Chung et al, (2018) is of the opinion that staff development is the determinant of talent management outcome of human resource management identified during the empirical research. With the process of strategy formulation being primarily the task of top management and the fact that strategy implementation being regarded as a less formal process than strategic planning. Furthermore, lower management levels, which are responsible for driving strategy implementation of talent management through staff development process, are faced with daily operational challenges in making sure potentialities of employees, are identified. Daily activities are therefore supposed be centered more on discovering operational challenges and opportunities, rather than devoting resources to implement development strategies with ignoring staff development process.

The approaches relating to talent management implementation have not adequately focused on intangibles such as the human resources and processes necessary to develop ongoing and sustainable implementation contexts to address what could be the impediments of performance.

2.2.3 Talent management in the employee reward system and human resources performance in the hospitality industry

Tanzania is a major tourism destination and in 2018, the Russian National Geographic Traveler named it the best exotic destination. Tanzania remains one of the fastest-growing economies in Africa with an average growth rate of 7%.

The country's real GDP is expected to increase at a 6.5% compound annual rate over the when reached 2023. It should come as no shock to anyone when it is said that the hospitality industry in Tanzania is not only becoming an important sector in the economy but very lucrative one as well (Shikana Group, 2018).

As a service sector, it is widely accepted that the hospitality industry is highly dynamic and labor-intensive. The employees reward system is an element directly related to service quality, customer satisfaction and loyalty, competitive advantage, as well as overall organizational performance (Kusluvan et al., 2010).

All organizations, regardless of sector, size or industry require motivated workforce that ensures the efficiency, high organizational output and prosperity of the organization. De-motivated employees are likely to put in little or no effort in their jobs, produce low quality work, mostly avoid their workplace and even exit the organization if provided opportunity. On the other hand, employees who are motivated to work are likely to be determinant, innovative and competent (Mustafa & Ali, 2019).

As cited in Mani & Mishra (2020), Maslow's theory (1987) showed that one of the most significant factors, which are able to motivate people at workplace, is freedom. Management of organizations

can give flexibility and freedom at work place to improve job performance through the following non-monetary factors related to freedom.

Other factors that may operate as rewards for job performance in organizations are promotions, training, allowances, and medical insurance and so on. Promotion influences employee performance in different styles taking as ladders as motivator but sometimes as prize and sometime as taking as incentive and recruitment. Dina and Olowosoke (2018) examined the effect of promotion and job performance on library personnel effectiveness in universities libraries in Nigeria, the result indicated that more talented workers are usually high productivity its assigns according to their skills quickly move toward talented workers. There are some other purposes of the promotion it can help as rewards for past employee effort, promote investment improve productivity, reduce workplace stress and increase self-confidence among employees both rewarded and the rest.

Furthermore, Bintang and Musa (2018) conducted a study on the role of incentive, work satisfaction and employment motivation with implications on performance of marketing employee at Bank Dki indicated that different organizations or institutions use promotion as a reward for high productivity of their workers which accelerate their efforts. It can be only useful way of compensation where employee gives significant value to promotion, if not then pay or wage increment is best reward for more exertion. The study however indicated that promotion can be the best reward when used properly.

In their study on the unique motivational factors affecting teacher's performance among senior high schools in Kumasi Metropolis by Danquah, et al, (2019) indicated that the major cause of low performance of teachers at the senior high schools was as a result of low promotion motivation. The study further reported that pay levels and structure are relatively fixed and it is difficult for the head of

schools to use the compensation system as a tool to motivate teachers. Promotion is, therefore, the most valuable reward that the head of schools can use as a motivational factor for teachers.

Onanda (2015) studied the effects of motivation on job performance a case study of KCB Coast Region in Kenya. The study revealed that reward had been seen to be a vital instrument in employee performance. A well rewarded employee feels that he/she is being valued by the company that he/she is working for. They are also encouraged to work harder and better if they are aware that their well-being is taken seriously by their employers, and that their career and self-development are also being honed and taken care of by their company. Employees are the engine of organization vehicles while reward is the fuel. No organization can achieve its stated objectives without its employees.

Kunchala, (2017) in his study of influence of rewards on employee performance observed that more trained workers are usually highly productive, according to their skills levels of output move toward trained workers. There are some other purposes of the training it can help as rewards as past employee effort, promote innovativeness in some specific manner in human capital and reduce turnover.

A study by Muganyizi (2018) postulates that, employees' competencies have to be improved through effective training programs. Employee's training does not only improve overall performance of an employee in current jobs but also increases employees' attitude, skills and knowledge for the future job, thus contributing to superior organizational performance. The branch of earlier research on training and employee performance has discovered interesting findings regarding this relationship. Training has been proved to generate performance improvement related benefits for the employee as well as for the organization by positively influencing employee performance through the development of employee knowledge, skills, ability, competencies and behavior (Jyothi, (2016).

Despite the contribution of Hospitality Industry on Tanzania GDP that contributed/ facilitated of employee who are working on those hospitality establishments, no evidence of study conducted concerning contribution of talent management on the area of human resources performance.

2.3 Research Gap

Studies have been carried out to a very large scope on the concept of talent management and retention in Hospitality sector in the developed countries while very few exist in the developing countries especially in the emerging economies like East African Countries including Tanzania. Little attention had been paid to this sector by both researchers and practitioners.

In Tanzania studies on contribution of Talent Management on improving human resources performance were not evidence rather Talent Management related studies were recognized. A number of studies have been conducted on the study of Talent Management in Hospitality Industry. However, most of these studies have been conducted abroad not in Tanzania.

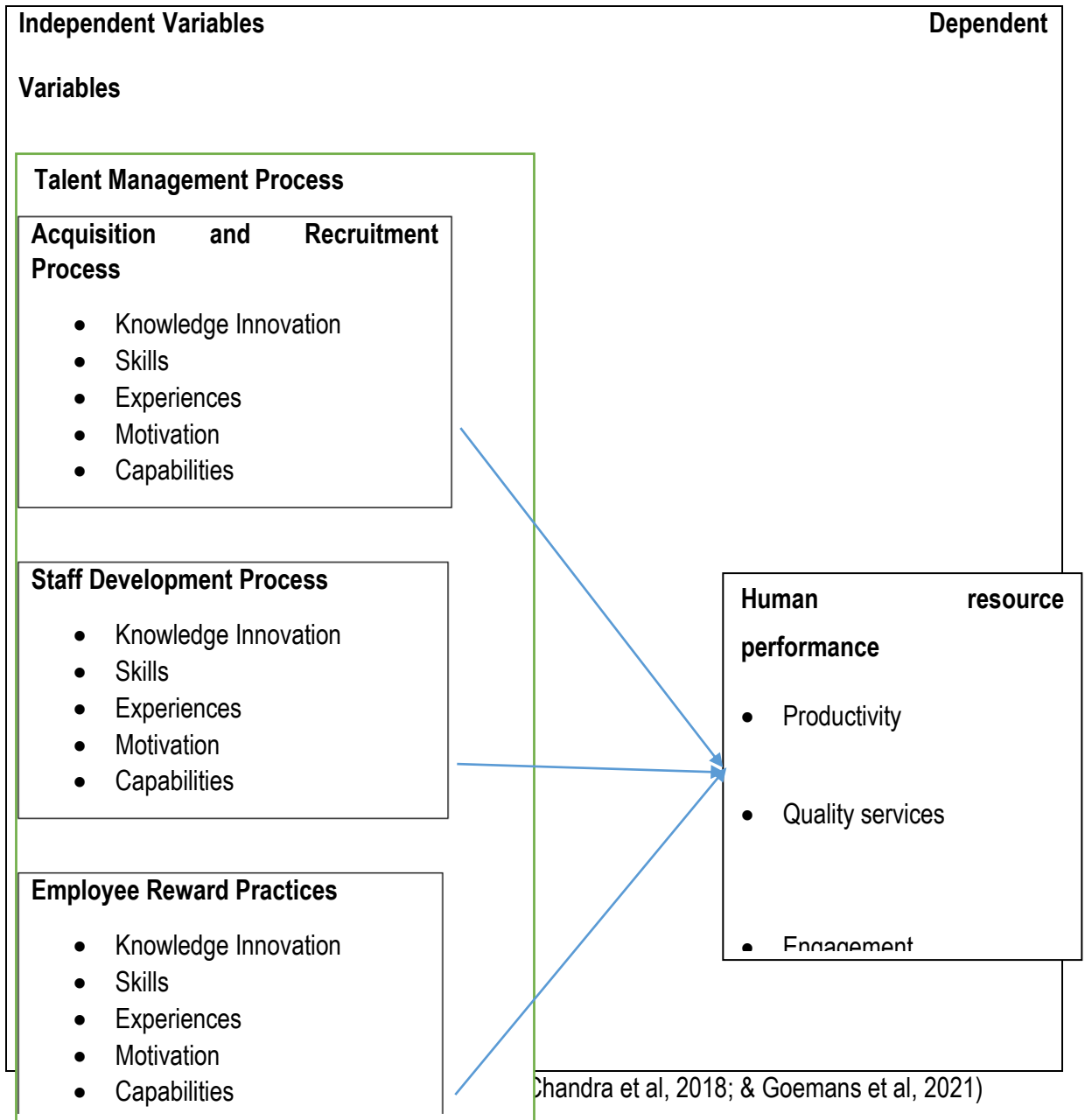
Therefore, there is a need of conducting a study concerning the contribution of Talent Management on improving human resources performance in the hospitality industry with special reference to the four stars' hotel. The present study aims at assessing the present day talent management practices adopted in the industry with a view to developing ways to improve it so as to benefit this major and fast growing service industry in Arusha City and the whole industry elsewhere.

2.4 Conceptual Framework

A conceptual framework is a graphic depiction used in research to help show how cause and effect should be related (Varpio *et al.*, 2020). A conceptual model or research model are other terms for it.

The model includes several variables and assumes relationships between those variables that correspond to the expectations. The independent variable (s) can be described as the variables which change the values of the dependent variables (Kumari and Yadav, 2018). They can also be considered as input.

Figure 2.1: Conceptual Framework



For successful human resources performance, the organization administrative apparatus is expected to involve directly in ensuring that activities of the organization among others are promoting talent management process through practices of acquisition, recruitment and retention of employees,

through staff development process and through employee reward practices. The ultimate aim of talent management is to ensure productivity, quality services delivery and engagement in the organization. Lack of decisive efforts to promote talent management would result into low productivity, quality and poor engagement. On the contrary effectively performing policy and practices that increases knowledge innovations, skills, experiences, motivation and capabilities can deliver success in organizations. Capacity building of human resources among labor force is among the pillars of the Tanzania development vision 2025. When looking it in terms of performance relations organizations talent management means building human capital, an asset which drives organization and country development.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

The chapter presents the research methodology. It introduces the chapter, describes study area, research design, research approach, targeted population, sample size, sampling strategies, data collection methods and data analysis methods. Also, the chapter describes research validity and reliability which includes credibility, transferability, dependability and conformability. Ethical consideration, limitations that may influence the research methodology and conclusion have been presented also.

3.1 Study Area

This study was conducted in Arusha region in the Arusha City where the two hotels are located. The reason for conducting the study in this area was that one of the identified pillars of hospitality industry in the mentioned hotels Strategic Plan 2020-2025 is talent management in their Development process (Mount Meru Hotel, 2020; and Arusha Coffee Lodge, 2020). In order to achieve the goal of increased human resources performance the two hotels have determined to engage themselves in acquisition, developing and retention of personnel with knowledge innovation, skills, experiences, motivations and capabilities through various programs like building capacity, education, health, reward systems, recruitments and addressing challenges of human resources as demonstrated in the hotels objectives. The two hotels acknowledge the engagement of best performing human resources in bringing success to organizations.

3.2 Research design

This study used case study as a research strategy due to its suitability for the focus of this study. Bhawna, & Gobind, (2015), explains the three major criteria which can be used to guide a choice for a research strategy being type of the research questions, the control in which the investigator has on the actual behavioural events and the status of the studied phenomenon whether it is a contemporary or historical phenomenon (Bhawna, & Gobind, 2015). The fulfilment of these criteria suggest that case study may be appropriate strategy. In addition, case study is considered relevant because it allows the use of mixture of methods which can be used to collect and analyse both qualitative and quantitative data.

3.3 Research Approach

The researcher used quantitative research approach whereby quantitative information is applied. Quantitative approach to the study was considered on the basis of understanding the contributions of talent management on human resources performance in activities of hospitality industry which need formulation of constructs that are organized into nominal, ordinal, interval and ratio scales of measurement with differences in their precision to make the best use of level, direction, and strength of the constructs (Kumar, 2018).

3.4 Target Population

The target population of the study will comprise two (2) hotels which contains 330 workers according to their reports of (Mount Meru Hotel, 2020; and Arusha Coffee Lodge, 2020). Arusha is among of tourist destination where hospitality activities are running such as accommodation services, food and beverage services and laundry services. Arusha City is relatively accessible by guests in terms of distance to tourism sites and other non-tourism customers.

3.5 Sampling Techniques

The sampling techniques are the methods to be used in selecting respondents (Etikan & Bala, 2017). Specifically, this study used probability and non-probability sampling techniques. Probability sampling technique in this research are that involve simple random sampling procedures in selecting the representatives ensuring that all departments targeted in a study. Simple random procedure was used to ensure all employees have equal chance of being selected in the sample. For non-probability sampling technique in this research are that involve purposive sampling procedures in selecting the representatives ensuring that all departments targeted in a study. Purposive sampling picked the employees in respective departments with working experience of not less than five years to be included in a sample.

3.6 Sample Size

The sample size is influenced by several factors which include access, funding, overall size of population and number of variables (Kothari & Gaurav, 2019). In this respect based on the target population of 330, the appropriate sample size for this research is calculated by the Taro Yamane formula as indicated by (Sanrattana, 2018) using the margin error (e) of 0.05 as suggested in social science where 'n' is the sample size and N is the targeted population.

Number of respondents: sample size $n = \frac{N}{1+N.e^2}$ respondents from all 9 departments

Where "N" is target population "n" is the sample size and "e" is the margin error

$$\text{Sample size } n = \frac{N}{1+N.e^2} = \frac{330}{1+330 \times 0.05^2} = 165 \text{ respondents}$$

A total of 165 respondents were selected. In order to ensure reliable representation in each department a proportional form was considered, with each department contributing not less than 7 selected representatives in the study. The selected sample size was 165 as a total number of participants of the study from those two (2) Hotels in Arusha City.

3.7 Data Collection Methods

Data collection is the process of gathering, compiling and measuring information on variables employed in the study with a specific purpose of addressing research questions. Data collection is important in research as it allows for the dissemination of accurate information and development of meaningful programs (Kumar, 2018; Kothari & Gaurav, 2019). This study used primary method to collect quantitative information. The primary methods of data collection that used are questionnaires supplemented with other sources like document reviews by hotels performance reports. The questions to be formulated based on research objectives.

It be noted that primary data is information that is collected from first-hand experience, not been published yet, and mostly this data is more objective, authentic and reliable for evaluating outcomes is known as primary data. The primary data are originally collected direct from the respondents through questionnaires, interviews (Cresswell, 2018; Taber, 2019) thus in this study the questionnaire was used to collect primary data from the expected respondents.

3.7.1 Questionnaire

This is an instrument of data collection which constitute of series of questions and other prompts systematically designed to gather information from respondents. Questionnaire was adapted on the basis of literature review and the developed objectives. In this study respondents were distributed

with questionnaires to all participants during the field. All members were required to put a tick to the correct answer. The first part of questionnaire constituted some demographic questions concerning gender, age, highest education level, professional qualification and experience. The second part of questionnaire sought data related to various issues among the specified objectives of research. The questionnaire was systematically developed to ensure that the accuracy and precise meanings are relayed to the respondents, and taking into consideration the psychological rules and regulations.

3.8 Data Analysis Methods

For questionnaire data are aimed to explore the talent management process and their contribution to human resources performance of hospitality industry. Quantitative data analysis will be used by considering both descriptive and inferential statistics. Data analysis was done on a software namely IBM SPSS version 23. Frequencies with measurements of central tendencies (mean scores) and percentages were used to interpret demographic characteristics of respondents. For correlation analysis calculating correlation coefficients was performed in IBM SPSS version 23.

3.9 Validity and Reliability of the Study

3.9.1 Validity of Data

This refers to the quality that an instrument used in research is accurate, correct, true, meaningful and right. For the purpose of quality and to minimize biasness the study data collection instrument was refined through the comment from research supervisor to the researcher to ensure that the instruments focus on the purpose of the study.

Validity is defined as the instrument's ability to measure exactly what concept it is supposed to measure (Cresswell, 2018). It also refers to the credibility or believability of the research. In order for the researcher to validate the data and instruments (questionnaires) to be used in the research

experts were asked to recommend on their representativeness and suitability. Besides, he allowed suggestions to be made to the structure of the questions as argued by (Taber, 2019).

The validity of the instrument ensured by use of the following strategies: through researcher computing the validity coefficient using the content validity index (CVI), which considers the items declared valid over total items declared invalid. Theoretically the minimum value of validity measure should be 0.5. And the CVI index in the questionnaires found to be far greater than the critical minimum value of 0.5 confirms that the instrument is valid and excellent (Cooper & Schindler, 2018).

The validity coefficient value was obtained using the formula below:

$$V = \frac{CVI}{TI}$$

Where CVI = number of items declared valid

TI = total number of items

3.9.2 Reliability of Data

This is the extent to which the results are consistent over time and an accurate representation of the total population. In order to ensure reliability of data the same and uniform research instruments are to be administered to all respondents as well as through pilot study.

Reliability refers to the consistency of a research study or measuring test or the repeatability of findings. If findings from research are replicated consistently they are reliable. To ensure reliability repetitive test were used and the results were observed for the consistency. A correlation coefficient can be used to assess the degree of reliability. If a test is reliable it should show a high positive correlation (Cresswell, 2018). In this study pilot study is carried out to test the questionnaires in the respective study area for their reliability; afterwards corrections are done, in order to obtain reliable

data for the research. Since the reliability of data goes with the accuracy or precision of a measuring instrument, in this research study, reliability will be concerned with the questions' consistency of responses in repeated measurements (Taber, 2019).

The results were coded into the SPSS program to establish the Cronbach's alpha, which has the purpose of confirming the internal consistency of the questionnaire items.

3.10 Ethical Consideration

There were numerals of key points that describe ethical protection that the study was conducted while protecting and improving the rights of the research participants. The following were taken into account:

Voluntary Participation: the study retained the principle of voluntary participation which requires the participant in the study not to be pressured into participating in the research or misled.

Privacy and confidentiality: the research treated information collected with utmost confidentiality to ensure all participants are not affected by providing invaluable information for the study

CHAPTER FOUR

PRESENTATION OF FINDINGS AND DISCUSSION

4.0 Overview

This chapter presents the study findings. The findings are presented according to research objectives so as to respond to the research questions that guided the study. The Findings presented the response rate and the structure of data collection on the identified ways through which talent management in the staff recruitment can improve human resource performance in the Hospitality Industry. The process on how talent management in the staff development can improve human resources performance in the hospitality industry. And, the ways through which talent management in the employee reward system can improve human resources performance in the hospitality industry for the past five years also other information are collected to justify specific objectives.

4.1 Socio-demographic characteristics of the respondents

Socio-demographic characteristics were important parameters in this study since they have economic and socio influence in facilitating talent management as tool of improving human resources performance. The characteristics of the sampled respondents are summarized in Table 4.1. This section described data collected on gender, age, work experiences, and educational level of respondents. In sum, out of the 165 questionnaires distributed to 165 respondents, all 160 were returned. Eventually, a total of 160 responses, that is a response rate of 96.9% were deemed good and usable hence, the 160 responses were exported into SPSS version 23 for analysis.

Table 4.1: Socio-demographic characteristics

Variable	Category	Total n(160)	Percentage (%)
Type of respondent	Mount Meru Hotel	90	56.2
	Arusha Coffee Lodge	70	43.8
Sex	Female	98	61.3
	Male	62	38.8
Age group	18-27	51	31.9
	28-37	41	25.6
	38-47	28	17.5
	48-57	23	14.4
	58 and above	17	10.6
Education Level	No formal education	0	0.0
	Primary Education	8	5.0
	Secondary Education	11	6.9
	Certificate Education	26	16.3
	Diploma	46	28.8
Work experience	Bachelor and above	69	3.2
	5-8	89	55.6
	9-13	42	26.3
	14-18	29	18.1

Source: Field data, 2023

The socio-demographic characteristics of respondents at the two hotels namely; Mount Meru Hotel and the Arusha Coffee Lodge in Table 4.1 shows that, there were more female respondents 98 (61.3%) as compared to male respondents 62 (38.8%). High percentage of female was due to the fact that male gender is taking care of many other employment responsibilities and hotels employers finds more potentials in female to perform in the hospitality industry than male. However, sex of the respondent influences resource marketing as well as customer care decisions. This finding is also supported by Olaka *et al.* (2018) in a study on hospitality industry marketing that revealed that most of the employees preferred in the sector are females than their male counterparts.

The results (Table 4.1) show that the majority (75%) of the respondents were aged between 18 and 47 years, and this is within the economically active age group. This is in line with the URT (2015) definition of economically active age group which includes all the persons in the age-group of between 15 to 64 years. This age group is considered as economically very active age group and a workforce for engagement in various economic activities. They also have great economic potentials for talent development as youth age. The findings also indicate that this is the age group that has a longer planning horizon and more willing to discover new opportunities for more productivity with corresponding returns and investments. This implies the potential availability of the most active working age groups in the hospitality industry as a labor force for organization performance rather than the elderly age groups is impressive. As observed by Sareen and Mishra, (2016), age is an important parameter in the business analysis since it has a great influence on different opportunities. These findings are similar to those reported by Tetik and Zaim, (2021) who observed that most people that are found in the hospitality industry organizations are those who can be reoriented to different capabilities as are mostly youth.

The education level of individuals within a particular community is an indicator of the level of community's human capital. In business and social analysis, education level of the respondent is an important factor that can help in estimating the adoption rate, the degree of risk taking and the ability of diversifying the available resources for organization performance support. Table 4.1 shows the education level of the respondent whereby majority 152(95%) had secondary education and above while only 8 (5%) had attained the primary education. The high number of respondents with relatively high education level in hospitality industry implies that there is high degree of human capital formation and talent management for better human resources performance.

As Wangechi *et al.* (2020) showed, education plays a major role in the hospitality industry development of many organizations through the adoption and innovation of new initiatives in the effort of improving the human resources productivity performance. Also, Kakoli (2019) ascertain that, education broadens individuals' understanding and physical abilities or skills of pursuing their task practices. Thus, higher level of education puts hotels in a better position of understanding the existing development opportunities and challenges and the right decision making that can lead to better alternatives and utilization of the available natural resources and technologies for successful performance.

Table 4.1 depicts working experience of respondents at the current hotels and shows that, the vast experiences of the majority of the respondents have as revealed in the results (see table 4.1) implies that there is a substantial practical knowledge of talent management practices and human resources performance in the study sample and worth responding to the questions.

4.2 Presentation of results according to objectives

4.2.1 To identify the way through which talent management in the staff recruitment can improve human resource performance in the hospitality industry.

In a descriptive form, this section presents the means and standard deviations of the dimensions of the constructs of the staff recruitment process used in explaining talent management in the study. The dimensions were analyzed to identify the items that largely explain the measurement constructs and worth considering by the hospitality industry in executing the talent management mechanism and researchers who may be using them in the field of work or academia.

Acquisition and recruitment of staff

The respondents were asked to rate the items within each of the specified attributes are used in the process of staff recruitment in acquisition of new employees as it applied to defining the main functions of talent management. The items were measured using a five Likert scale. The respondents rated the knowledge innovation (KIN) as the most likely determinant of the acquisition and attracting new employees in the hotels which has the mean value of ($M = 4.95$, $SD = 0.71$), followed by searching motivated workers (SMW) as the next likely determinant of the acquisition and attracting new employees in the hotels which has the mean value of ($M = 4.81$, $SD = 0.59$), followed by skills attraction (SAT) which has the mean value of ($M = 3.65$, $SD = 0.68$), and identifying capabilities in employees (ICE) which has the mean value of ($M = 3.44$, $SD = 0.96$). This is all the four dimensions defined from staff recruitment process particularly are very important determinants of talent management that the hospitality industry has to pay attention into when managing human resource performance, but experiences attraction in the hospitality industry (EAC) is the least rated item defining staff recruitment process with mean value of ($M = 2.38$, $SD = 0.18$) see Table 4.2.

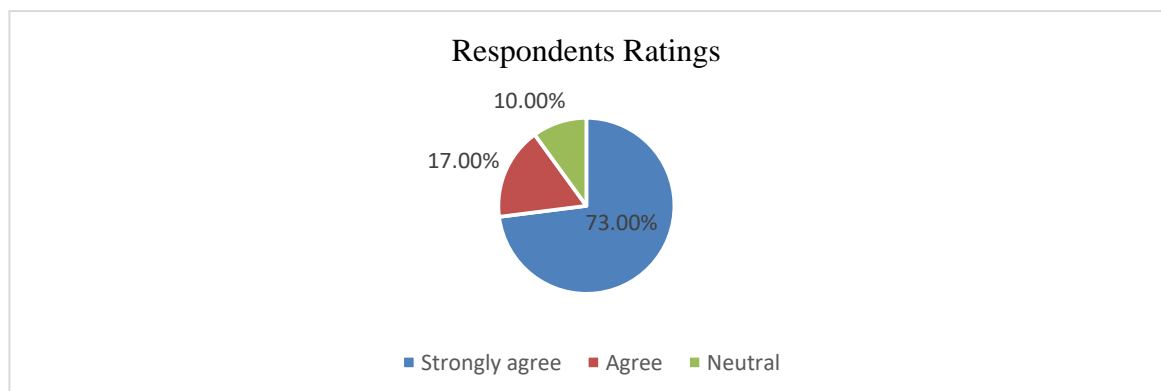
Table 4.2: Acquisition and recruitment of staff

Acquisition and recruitment process items	Mean	Std. Dev.
Identifying capabilities in employees (ICE)	3.44	0.90
Experiences attraction in the hospitality industry (EAC)	2.38	0.18
Skills attraction (SAT)	3.65	0.68
Knowledge innovation (KIN)	4.95	0.71
Searching motivated workers (SMW)	4.81	0.59

Mean value of the recruitment process is 3.82, computed from the average of the total mean values of the individual items.

Majority of the respondents revealed that acquisition and recruitment of staff exists on moderate degree in the two hotels operating in the hospitality industry in Arusha Region as demonstrated by mean value of 3.82. In terms of numbers the four determinants (KIN, SMW, SAT, ICE) were rated with strongly agree by 73% of the respondents in the study sample, only 17% rated with agree and 10% were neutral on the aforementioned items, as the determinants of talent management which exist in the two hotels.

Figure 4.1 Perception on existence of talent management in staff recruitment process (n = 160)



Source: Field Data, 2023

Improvement of human resource Performance

“Improving human resource Performance” used here refers to the company’s utilization of employees’ abilities in terms of their skills, experiences, efforts and commitment and meeting the demands of effectiveness of employees to accomplish their responsibilities. There are diverse measures of human resource performance when evaluating the practices of organizations and the notable ones in literature include the specified changes of worker’s productivity, change in attitude towards work integrity, preference for retention and change in job commitment as indicated in the definition of performance in this research. The selected items measuring human resource performance in this study are; productivity, quality of services and employee engagement. The items were rated using 1 = strongly disagree to 5 = strongly agree. In this study, the respondents were asked to tick (✓) one of the responses to determine the probability of the human resource performance in the organization that respondents have worked on within the last five years being a performance that can be explained by acquisition and recruitment process of staff.

Among the items, the participants rated “employee’s productivity in terms of accomplishing assigned duties per time by the management”, “quality of services in terms of systematic and organized way of meeting specified customer needs”, and “Engagement of employees resulting from balancing employees and organization culture”. The staff recruitment process operates on improving human resources performance through the following aspects:

“Staff recruitment strategies are aligned with the overall business objectives of your organization” (M = 3.87, SD = .22), “Organization focus on attracting talent in its staff recruitment strategy”(M = 4.12, SD = .09),“Organization focus on retaining talent in its staff recruitment strategy” (M = 3.61, SD =

.17), “Diversity and inclusion are considered important aspects of the organization's staff recruitment strategy” (M = 3.98, SD = .29), “Organization invest in employer branding to attract top talent” (M = 3.77, SD = .81), “There is a formal mentorship program for employees in the organization after recruitment” (M = 4.21, SD = .21), “There are key performance indicators (KPIs) set to measure the effectiveness of employees” (M = 4.66, SD = .98), “There is a strong emphasis on employee productivity in the staff recruitment process” (M = 4.08, SD = .56), “There is a strong emphasis on employee quality service delivery in the staff recruitment process” (M = 4.96, SD = 1.12), “There is a strong emphasis on employee engagement in the staff recruitment process” (M = 3.66, SD = .87), and “Organization have a structured process for identifying high-potential employees” (M = 4.29, SD = 1.08) were rated the most among the observable constructs explaining human resources performance see Table 4.3.

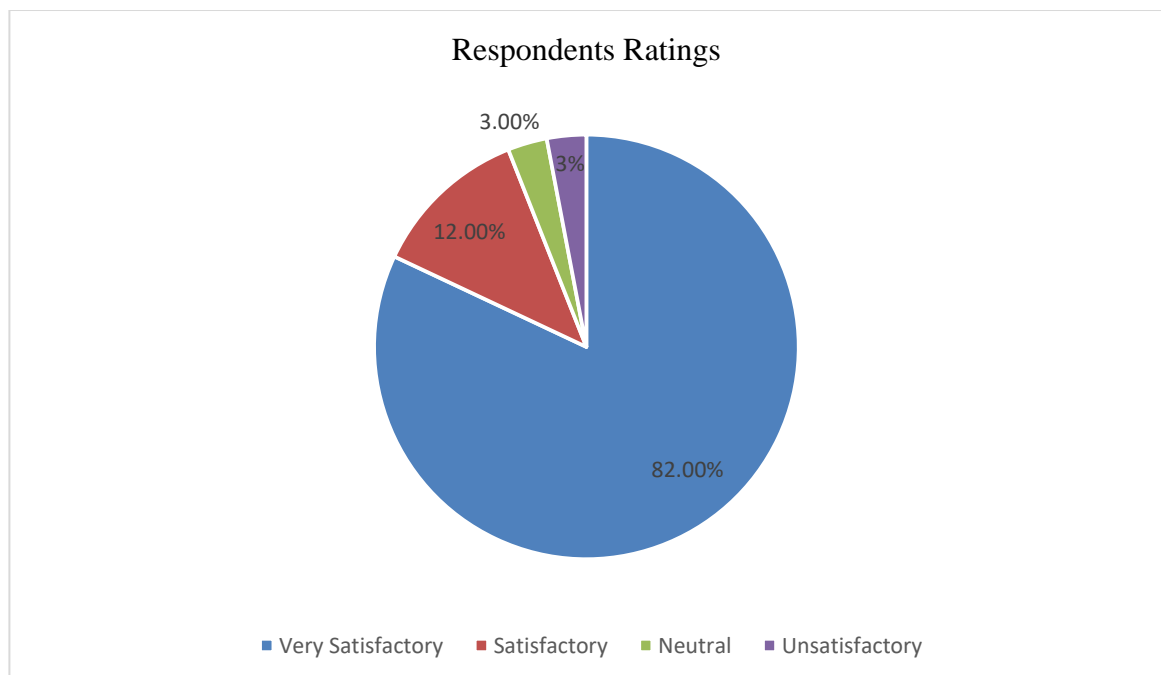
Table 4.3: Human resources Performance

Human resource Performance items	Mean	Std. Dev.
Staff recruitment strategies are aligned with the overall business objectives of your organization.	3.87	.22
Organization focus on attracting talent in its staff recruitment strategy.	4.12	.09
Organization focus on retaining talent in its staff recruitment strategy.	3.61	.17
Diversity and inclusion are considered important aspects of the organization's staff recruitment strategy.	3.98	.29
Organization invest in employer branding to attract top talent.	3.77	.81
There is a formal mentorship program for employees in the organization after recruitment.	4.21	.21
There is key performance indicators (KPIs) set to measure the effectiveness of employees.	4.66	.98
There is a strong emphasis on employee productivity in the staff recruitment process.	4.08	.56
There is a strong emphasis on employee quality service delivery in the staff recruitment process	4.96	1.12
There is a strong emphasis on employee engagement in the staff recruitment process	3.66	1.08
Organization have a structured process for identifying high-potential employees.	4.29	.79

*Mean value of the Human resources Performance is 4.08, computed from the average of the total mean values of the individual items.

Majority of the respondents revealed that human resource performance in relation to staff acquisition and recruitment is a priority and existing above average and very satisfactory degree in the hospitality industry operating in Arusha region as demonstrated by mean value of 4.08. In terms of numbers on eleven items whose results were rated with mean values above 4.0 were also rated that staff recruitment is very satisfactorily linked to human resources performance by 82% of the respondents in the study sample, only 12% rated satisfactory on the aforementioned items, 03% of the respondents were neutral and 3% were unsatisfactorily linked the two see Figure 4.2.

Figure 4.2 Perception on link between staff recruitment and human resources performance (n = 160)



Source: Field Data, 2023

4.2.2 To examine how talent management in the staff development can improve human resources performance of hospitality industry

For this research objective data were first analysed descriptively into three measures of improving human resources performance namely; productivity change, quality services and engagement of employees related decisions as follows:

“Performance appraisals are conducted regularly for employees in the organization” with mean values of (M = 4.23, SD = .26), “Organization provide training and development opportunities for employees” with mean values of (M = 3.12, SD = .12), “Formal succession planning process are in place for key positions” with mean values of (M = 3.69, SD = .16), “Employees are given opportunities for cross-functional or cross-departmental mobility” with mean value of (M = 2.98, SD = .18), “There is a structured on boarding process for new hires in your organization” with mean value (M = 2.79, SD = .43), “Organization offers competitive compensation packages to attract talented workers” with mean value of (M = 4.21, SD = 1.04), “Organization offers competitive compensation packages to retain talented workers” with mean value of (M = 4.66, SD = .88), “There are clear career paths defined for different roles within the organization” with mean value of (M = 2.08, SD = .16), “Feedback from employees are regularly collected to improve Talent Management practices” with mean value of (M = 2.96, SD = 1.12), and “Organization emphasize promoting from within rather than external hiring” with mean value of (M = 2.66, SD = 1.08) as presented in Table 4.4.

Table 4.4: Components of staff development process

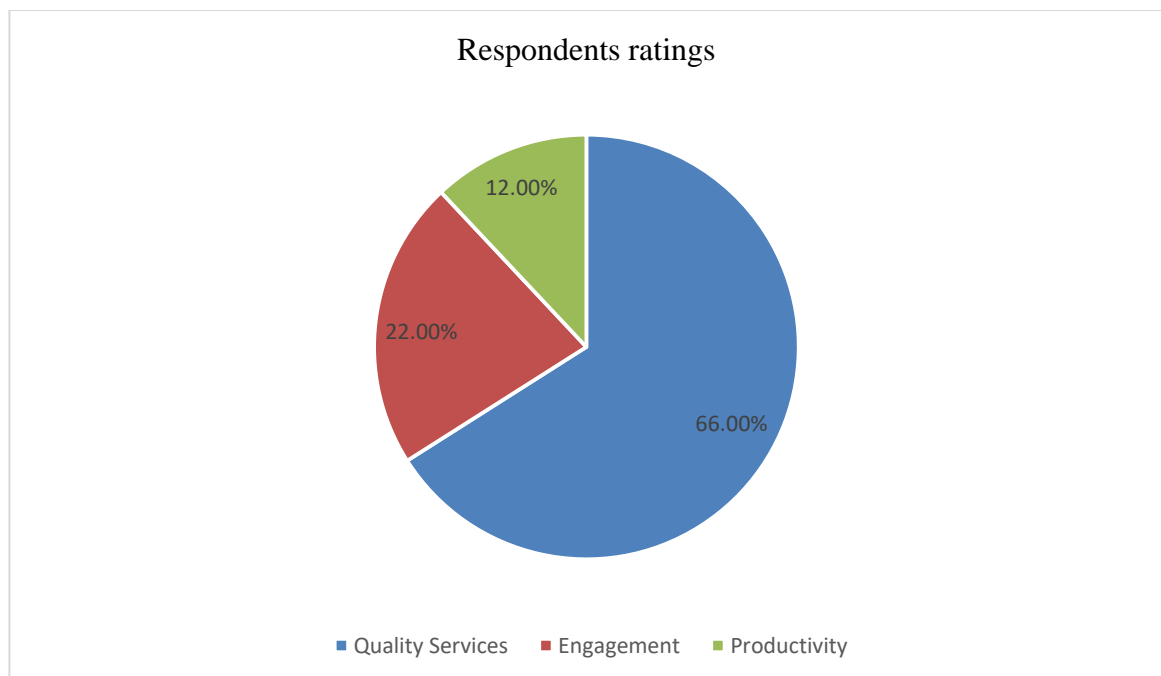
Staff Development process items	Mean	Std. Dev.
Performance appraisals are conducted regularly for employees in the organization.	4.23	.26
Organization provide training and development opportunities for employees	3.12	.12
Formal succession planning process are in place for key positions.	3.69	.16
Employees are given opportunities for cross-functional or cross-departmental mobility.	2.98	.18
There is a structured onboarding process for new hires in your organization.	2.79	.43
Organization offers competitive compensation packages to attract talented workers.	4.21	1.04
Organization offers competitive compensation packages to retain talented workers.	4.66	.88
There are clear career paths defined for different roles within the organization.	2.08	.16
Feedback from employees are regularly collected to improve Talent Management practices.	2.96	1.12
Organization emphasize promoting from within rather than external hiring.	2.66	1.08
There are initiatives to recognize and reward outstanding employee performance.	4.29	1.09

*Mean value of the staff development process is 3.28, computed from the average of the total mean values of the individual items.

Figure 4.3 summarizes the findings on staff development process for improving human resources performance. According to the findings, the respondents strongly agree or agree, become neutral, disagree or strongly disagree with the statements outlined in regard to the three measures of improving human resources performance. The mean scores and standard deviations were computed and tabulated as shown in table 4.6. The table reveals that respondents were in agreement on the view that staff development improved human resources performance affecting more the area of quality services delivery to customers of hotels than the other dimensions of engagement and productivity, the computed average mean value is 3.28. Maximizing employee quality services on customer cares and administering tasks were rated highest by the respondents.

Majority of the respondents revealed that staff development in relation to human resources performance is a priority as 66% of the respondents strongly agreed that in the hospitality industry operating in Arusha region management target trainings through seminars and workshops to improve customer care as demonstrated in Figure 4.3. Furthermore, the respondents in the study sample, only 22% rated with strongly agree on the engagement practices fostered in staff development, 22% of the respondents rated with strongly agree on the productivity outcomes see Figure 4.3.

Figure 4.3 Perception on ways of staff development effect on human resources performance (n = 160)



Source: Field Data, 2023

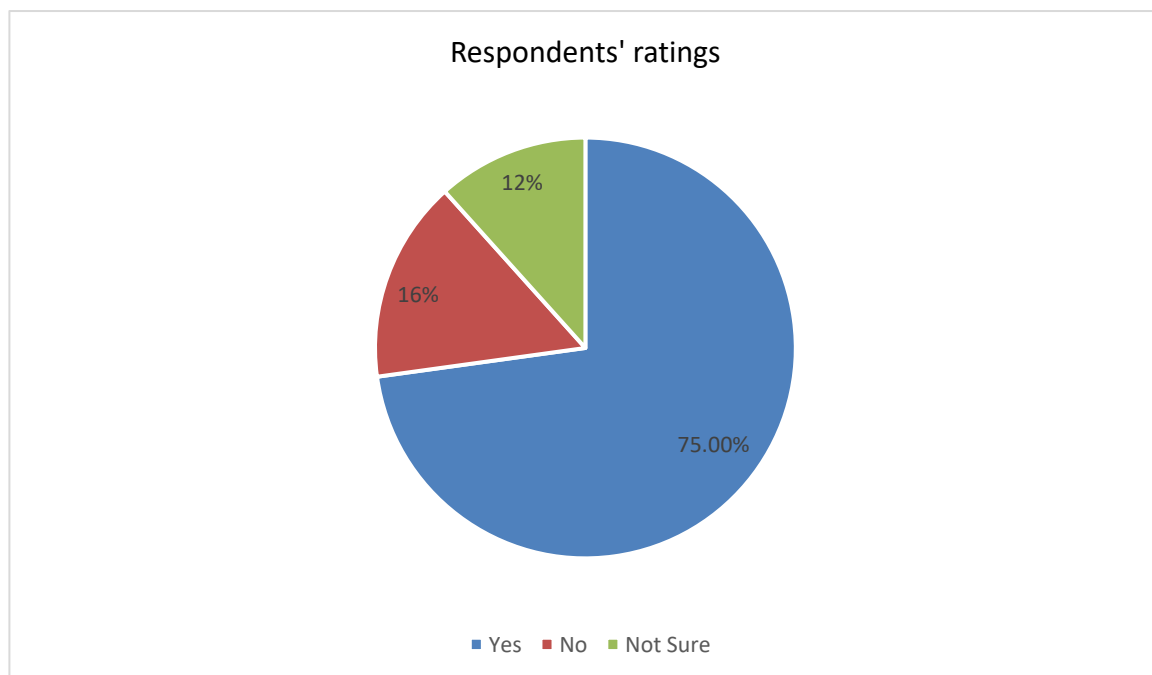
These findings conform to the studies of Burbach et al, (2010) in German tourism sector, Kakoli, (2019) in India who revealed in their empirical works that talent management operating through staff development improves human resources performance to a greater extent. Furthermore, Gbadeyanka, (2016) in Africa tourism sector observed that talent management through staff

development improves human resources performance of organizations through quality services and productivity. This however, is contrary to Cheraiasi and Busilo, (2020) in Kenya observed that staff development through long education influences human resource performance to less extent in the hospitality industry.

Staff Development

The study assessed the perceptions of the participants about the staff development process that have connections to human resources performance in the hospitality industry. The researcher asked participants questions on knowledge innovations, Skills development, Experience, Motivations and Capabilities development and staff performance. Three-quarter (75%) of the participants believed that staff development is key to promoting human resources performance:

Figure 4.4. Application of Staff Development in enhancing human resources performance



Source: Field Data, 2023

Table 4.5: Perception of respondents on application of staff development in enhancing human resources performance

Management factors items	Mean	Std. Dev.
I feel that staff development increases my understanding the organization	3.99	0.06
I feel that staff development increases my efficiency to work	2.86	0.36
I feel that staff development increases my understanding of work	4.85	0.35
I feel that staff development increases my task management	4.34	0.65
I feel that staff development increases ability to serve customers	3.44	0.06
I feel that staff development increases my delivery of output	4.14	0.36
I feel that staff development increases my working team engagement	2.86	0.36

*Mean value of the Management factors is 4.50, computed from the average of the total mean values of the individual items.

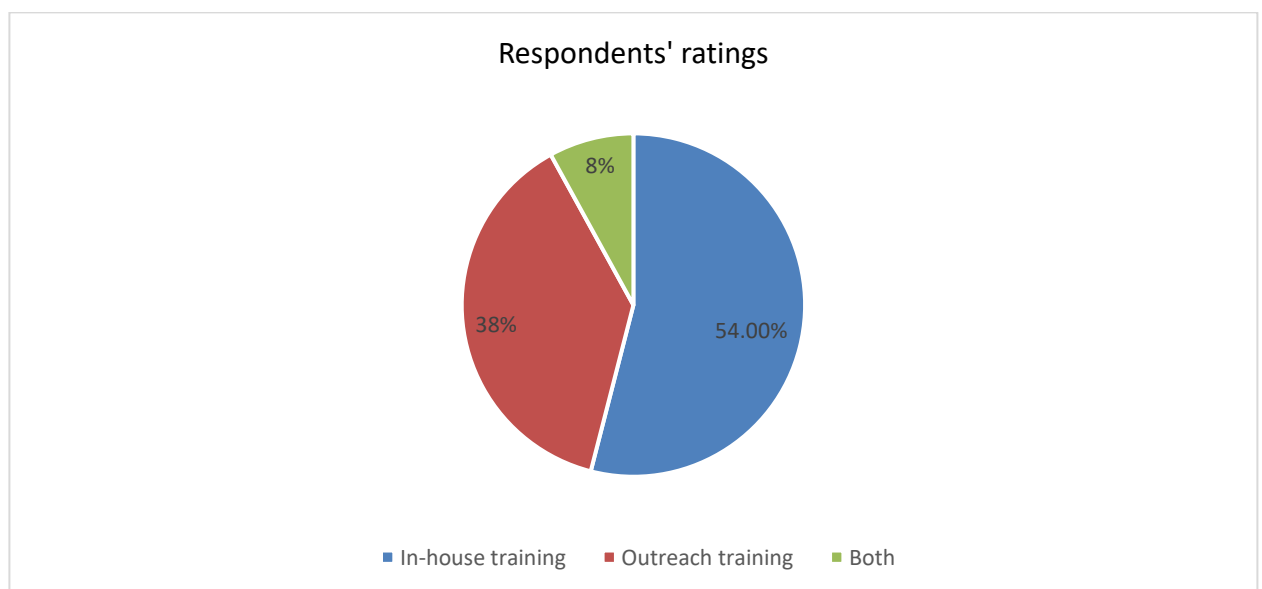
Among the items, the respondents rated “I feel that staff development increases my understanding of work” (M = 4.85), “I feel that staff development increases my task management” (M = 4.34), “I feel that staff development increases my delivery of output” (M = 4.14), “I feel that staff development increases my understanding the organization” (M = 3.99), and “I feel that staff development increases ability to serve customers” (M = 3.44) as items that largely measured staff development determining factors of human resources performance. This is in agreement with existing literature that staff development through training build knowledge innovation are significant elements mentioned (Stojic, et al, 2020; and Elsharnouby & Elbanna, 2021). All the items were rated the highest on human

resources performance above 3.00 except for the item “I feel that staff development increases my efficiency to work” (M = 2.86), and “I feel that staff development increases my efficiency to work” (M = 2.86) which are rated the least however above 2.00 among the observable constructs see Table 4.5.

Modes of Provision of Staff Development

According to figure 4.5, the majority of the respondents reported to receive in-house staff development through seminars and these are 54% of the respondents. While 38% of the respondents reported to receive both in-house and outreach staff developments in the period of five years, and only 8% reported to receive only outreach staff development. Primarily, these individual or personal based ratings were focused on understanding the mode of staff development mostly used in the hospitality industry. It is therefore evident that in-house staff development is mostly used.

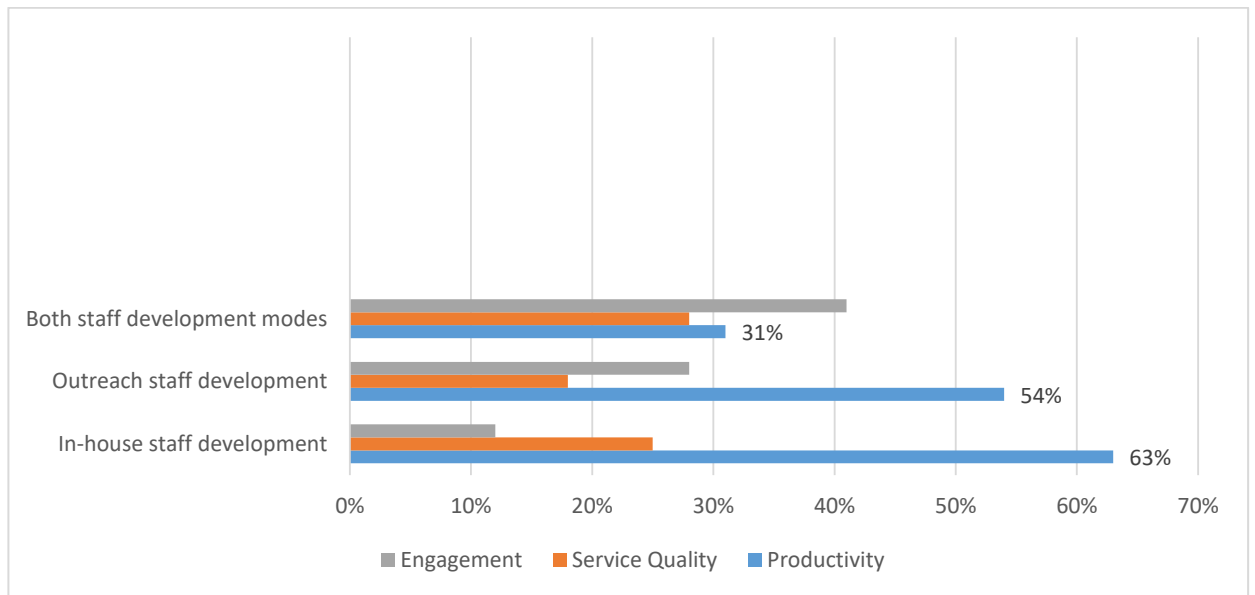
Figure 4.5. Perceived mode of skills development used



Source: Field Data, 2023

Explaining the human resources performance areas influenced by staff development

Figure 4.6. Perceived human resources performance areas influenced by staff development



Source: Field Data, 2023

According to figure 4.6, the majority of the respondents reported to feel more performance outcomes obtained in the use of both modes of staff development with more engagement rated by 41%, more productivity rated by 35% and service quality rated by 14% of the total respondents. In-house staff development has scored 63% of the ratings of the respondents on influencing productivity, 25% on influencing service quality and 12% on influencing engagement. While outreach staff development score is 54% of the respondents reported to be determining productivity outcomes, and the same dimension score is 28% of respondents reported to determine engagement outcomes, while service quality improvement score is rated by 18% of the respondents.

The second part of analysis of research objective two was to use correlation analysis of data. Using SPSS the relationship between staff development and human resources performance were computed; results came up with targeted variables with label of staff development, and the dimensions of human resource performance (Productivity, Quality of services and Engagement). After that the Pearson's correlation test was run to come up with the following results shown under table 4.6

Table 4.6: Staff development influencing human resources performance

		Staff development	Productivity	Quality services	Engagement
Staff development	Pearson Correlation	1	.684**	.821**	.515*
	Sig. (2-tailed)		.001	.004	.036
	N	160	160	160	160
Productivity	Pearson Correlation	.684**	1	.027	.318*
	Sig. (2-tailed)	.001		.839	.013
	N	160	160	160	160
Quality services	Pearson Correlation	.821**	.027	1	.289*
	Sig. (2-tailed)	.004	.839		.025
	N	160	160	160	160
Engagement	Pearson Correlation	.515*	.318*	.289*	1
	Sig. (2-tailed)	.036	.013	.025	
	N	160	160	160	160

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

*. Correlation is significant at the 0.05 level (2-tailed).

With a Pearson Correlation coefficient of .684 (Sig. of .001), there is a strong and positive correlation between staff development and human resource performance in the aspect of maximization of productivity. Therefore, staff development positively influences the human resource performance in the hospitality industry. Furthermore, with a Pearson Correlation of .821 (Sig. of .004), there is a strong and positive correlation between staff development and human resource performance aspect of enhancement of quality services in the two hotels. Lastly, with a Pearson Correlation of .515 (Sig. of .036), there is a moderate yet positive correlation between staff development and human resource performance of tourism hotels in the aspect of enhancing engagement among employees and the organization culture.

4.2.3 To evaluate the ways through which talent management in the employee reward system can improve human resources performance in the hospitality industry

The research question demanded to establish the relationship between the employees reward system and human resources performance in the hospitality industry of Arusha region. To find out the relationship, the researcher begun by seeking to understand the mechanism of reward system in the hospitality industry and how it influences employee job performance, the responses were as shown below.

“Performance appraisals are conducted regularly for employees in the organization for reward system” with mean values of (M = 3.22, SD = .56), “Organization provide training and development opportunities for employees based on their abilities” with mean values of (M = 4.12, SD = .32), “Formal succession planning process are in place for key positions rewarding the talented staff” with mean values of (M = 4.69, SD = .26), “Employees are given allowances to motivate them perform

more” with mean value of (M = 2.98, SD = .28), “There is a structured on boarding process for promotions in the organization” with mean value (M = 3.79, SD = .43), “Organization offers competitive compensation packages to motivate performance of human resources” with mean value of (M = 4.41, SD = .84), “Feedback from employees are regularly collected to improve Talent Management practices” with mean value of (M = 4.66, SD = .68), “Organization emphasize promoting from within rather than external hiring” with mean value of (M = 3.08, SD = .26), “There are initiatives to recognize and reward outstanding employee performance” with mean value of (M = 4.29, SD = .79), as presented in Table 4.7.

Table 4.7: Components of staff reward on human resources performance

Staff Development process items	Mean	Std. Dev.
Performance appraisals are conducted regularly for employees in the organization for reward system	3.22	
.56		
Organization provide training and development opportunities for employees based on their abilities	4.12	
.32		
Formal succession planning process are in place for key positions rewarding the talented staff	4.69	
.26		
Employees are given allowances to motivate them perform more	2.98	
.28		
There is a structured on boarding process for promotions in the organization	3.79	
.43		
Organization offers competitive compensation packages to motivate performance of human resources	4.41	
.84		
Feedback from employees are regularly collected to improve Talent Management practices	4.66	
.68		
Organization emphasize promoting from within rather than external hiring	3.08	
.26		
There are initiatives to recognize and reward outstanding employee performance	4.29	
.79		

*Mean value of the Staff Development process is 3.98, computed from the average of the total mean values of the individual items.

In measuring the level of satisfaction among employees in the hospitality industry, in the study the respondents were asked to rate their satisfaction level in regard to the reward system practiced by the two hotels and the results are presented in table 4.8.

Table 4.8: Level of satisfaction with the employee reward system

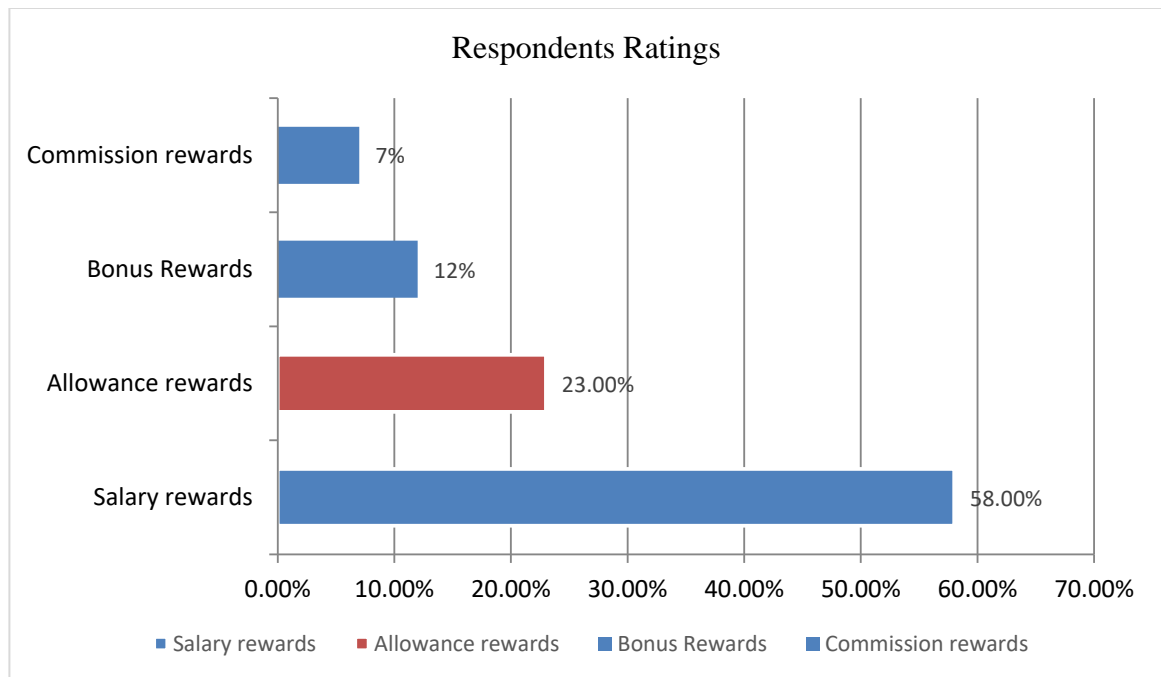
	Criteria	Frequency	Percent	Valid percent
Valid	Partly satisfied	27	16.9%	16.9%
	Satisfied	88	55%	71.9%
	Not satisfied	08	5%	76.9%
	Others	24	15%	91.9%
	Do not know	13	8.1%	100%
	TOTAL	160	100%	100%

Source: Field Data, 2023

Table 4.8 summarizes the findings on levels of employees' satisfaction. According to the findings, majority of the respondents shared that they are satisfied with the employee reward system of the hospitality industry. The table reveals that 88 (55%) of all respondents indicated that they are satisfied with the reward system, 27 (16.9%) of the respondents are partly satisfied and 08 (5%) are not satisfied.

For the relationship, the researcher again had to seek to understand the rewards most likely in awarding to employees for meeting the performance targets and how it influences on employee job performance, the responses were as shown below.

Figure4.7: Employee preferred rewards for job performance



Source: Field Data, 2023

Figure 4.7 summarizes the findings on employees' perception on the preferred rewards provision for their job performance at the two hotels. Results revealed that about 58% of the respondents prefer to receive salary rewards for their working. Results also revealed that about 23.0% of the respondents prefer to receive allowances rewards for their job performance. In addition, results revealed that about 12% of the respondents prefer to receive bonus rewards for their job performance. Furthermore, results revealed that about 7% of the respondents prefer to receive commission rewards for their job performance in the hospitality industry.

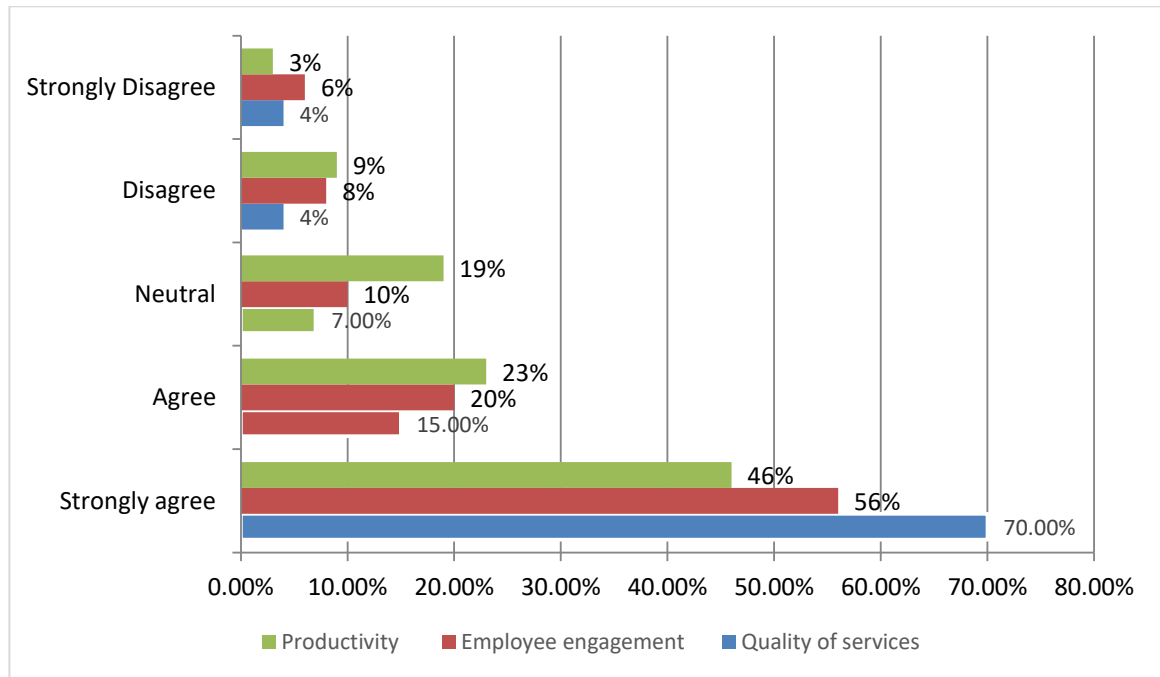
These findings conform to the studies of Dialoke (2016) in Nigeria who studied the relationship between incentives that motivates employee performance and revealed in their empirical works that salary motivations, allowances, and other forms of financial incentives are among the rewards

preferred most by workers to enhance performance. Furthermore, Kichuk, (2017) study on employees' job performance observed that employee job performance is influenced by rewards practiced by entities to workers in the organization in the areas of commitment to job productivity, motivations to deliver quality services and any aspect which the employer want the employees to exhibit greater contributions in the organization like working by following the organization culture that is engagement.

Commitment to job performance

Majority of the respondents revealed that talent management through reward system in relation to human resources performance is a priority as 70% of the respondents strongly agreed that in the hospitality industry operating in Arusha region granting rewards to better performers improve commitment to provision of customer care as demonstrated in Figure 4.7. Furthermore, the respondents in the study sample, only 56% rated with strongly agree on the commitment to engagement practices of the organization culture fostered in the hospitality industry, 46% of the respondents rated with strongly agree on the commitment to productivity outcomes see Figure 4.8.

Figure 4.8 Perception on ways of employee rewards system improves commitment performance (n = 160)

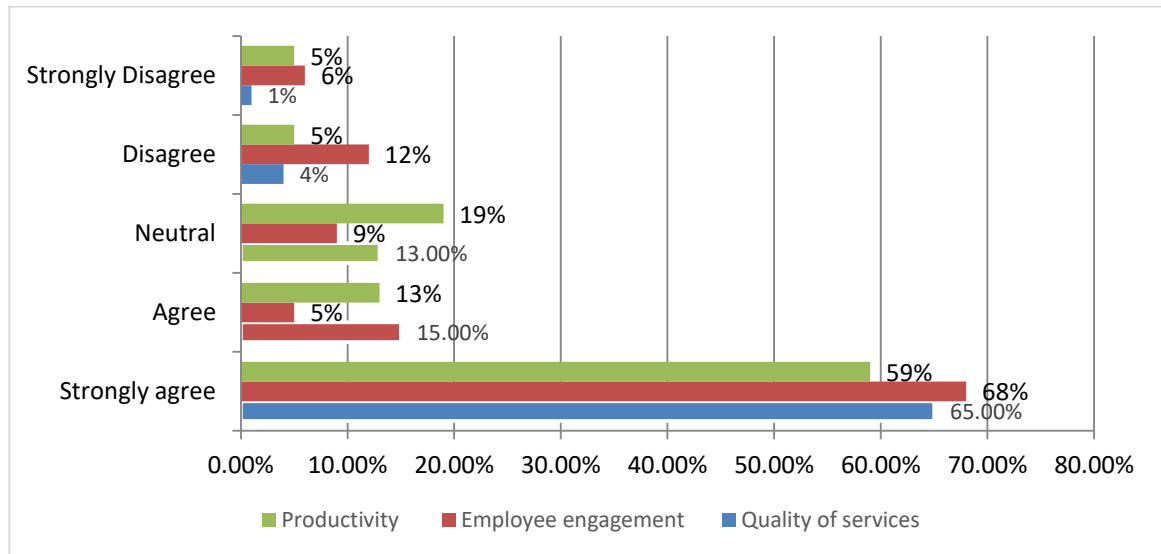


Source: Field Data, 2023

Motivations to job performance

Majority of the respondents revealed that talent management through reward system in relation to human resources performance is a priority as 65% of the respondents strongly agreed that in the hospitality industry operating in Arusha region granting rewards to better performers improve motivation to provision of customer care as demonstrated in Figure 4.8. Furthermore, the respondents in the study sample, only 68% rated with strongly agree on the motivations to engagement practices of the organization culture fostered in the hospitality industry, 59% of the respondents rated with strongly agree on the motivations to productivity outcomes see Figure 4.9.

Figure 4.9 Perception on ways of employee rewards system improves motivations to performance (n = 160)



Source: Field Data, 2023

These findings conform to the studies of Burbach et al, (2010) in German tourism sector, Kakoli, (2019) in India who revealed in their empirical works that talent management operating through reward systems improves motivations and commitment of human resources performance to a greater extent in the areas of quality services employees where employees are motivated to provide to customers. Furthermore, Gbadeyanka, (2016) in Africa tourism sector observed that talent management through staff reward systems improves human resources performance of organizations through quality services and productivity from motivations and commitments.

4.3 Summary of findings

The descriptive results for the study shown in Figures 4.3-8 were within acceptable limits thus supporting the previous findings. Moreover, the correlation coefficients were positive except for one dimension of productivity enhancement which is statistically significant but moderate while the last

two (quality services and engagement) were statistically significant with strong effect on improving human resources performance.

This research started by giving an overview of research that studied improving the human resource performance in the tourism sector and hospitality industry point of view.

Based on this over view the previous studies are limited in the sense that they do not provide a comprehensive overview of the dimensions of human resources management changes which the hospitality industry can use to promote employee performance, and do not explain which determinants of talent management among comply with human resource performance in the hospitality industry and how the varied dimensions are used to improve employee performance, and have thus far neglected the leadership evaluation scores practices of employees to measure performance. Hence several aspects of talent management and practices have been left uninvestigated.

Nevertheless, this research, therefore, contributes to a deeper understanding of the relationship between talent management used in the practices of the two hotels that involve employees and dimensions on their job performance.

4.4 Discussion of Findings

The aim of this study was to investigate the contribution of talent management on improving human resource performance of hospitality industry in Tanzania. Pertinent literature has been reviewed to ascertain the research gaps, outline the research objectives and questions. Consequently, the conceptual framework has been developed for further examination. The findings of this research have both theoretical and practical implications for the hospitality industry and human resource performance particularly within the discipline of talent management.

In the words of Emerald (2017), human resource management is context-specific centered on talent management. Owing to the fact that there are numerous ways of talent management and each one is appropriate within a particular organizational environment. Descriptive and correlation analysis were used to choose the human resources performance used for analysis. The literature revealed two relevant three ways of talent management in this study which are staff recruitment, staff development and employees reward systems.

This result is supported by a study in Burbach et al, (2010) in Germany who found that staff development process is the highest contributor to employee performance in the area of quality services among organizations working in the hospitality industry. It must be emphasized that there are other useful talent management dimensions used, however, the goal of this analysis is to identify the most powerful determinants in the three talent management approaches and design an appropriate policy strategy for entities to improve human resources performance. The study has come up with three determinants which are highly ranked human resources performance and these are human resources productivity, quality services and engagement in the organization culture.

5.2 Discussion of findings related to research questions

The results in figure 4.1 indicates that majority of the respondents surveyed 73%strongly agreed that talent management exists in the hospitality industry while only 17% only agreed and only 10% were neutral on the subject of existence of talent management.

4.5.1 Staff recruitment as talent management for improving human resource performance

The descriptive analysis shows that searching for motivated workers, knowledge innovations, skills attractions, identifying capabilities in employees are the key processes guiding staff recruitment and acquisition and contribute largely to talent management in the hospitality industry, when the mean

and standard deviation values were examined Emerald (2017; and Hisham, 2018). The respondents rated the knowledge innovation (KIN) as the most likely determinant of the acquisition and attracting new employees in the hotels which has the mean value of (M = 4.95), followed by searching motivated workers (SMW) as the next likely determinant of the acquisition and attracting new employees in the hotels which has the mean value of (M = 4.81), followed by skills attraction (SAT) which has the mean value of (M = 3.65), and identifying capabilities in employees (ICE) which has the mean value of (M = 3.44). This is all the four dimensions defined from staff recruitment process particularly are very important determinants of talent management that the hospitality industry has to pay attention into when managing human resource performance, but experiences attraction in the hospitality industry (EAC) is the least rated item defining staff recruitment process with mean value of (M =2.38). With respect to the aforementioned constructs of staff recruitment and acquisition the mean values were far above 2.0 given a five point likert scale and the standard deviations are small indicating homogeneous scores.

Also according to Figure 4.2 staff recruitment was rated by the respondents as a very satisfactorily linked to human resources performance by 82% of the respondents in the study sample, only 12% rated satisfactory on the aforementioned items, 03% of the respondents were neutral and 3% were unsatisfactorily linked the staff development and human resources performance.

4.5.2 Staff Development process as talent management for improving human resource performance

Majority of the respondents revealed that staff development in relation to human resources performance is a priority as 66% of the respondents strongly agreed that in the hospitality industry operating in Arusha region management target trainings through seminars and workshops to improve customer care as demonstrated in Figure 4.3. Furthermore, the respondents in the study sample,

only 22% rated with strongly agree on the engagement practices fostered in staff development, 22% of the respondents rated with strongly agree on the productivity outcomes

These findings are not unique, Kakoli, (2019) and Cheraisi et al,(2020) studied on staff development and employee's performance using correlational analysis; they also discovered that trainings particularly short courses were statistically significant in explaining higher productivity. Therefore, the results on staff development suggests that additional capacity empowerment mechanism beyond that of attracting knowledge staff need be addressed because of the demands of technology and competition in the global tourism industry(Chung, 2018).Primarily, the studies demonstrate a substantial impact of staff development strategies on raising human resource performance is needed particularly on addressing quality of services to customers and engagement of employees on organization cultural practices. The studies revealed that a significant improvement of staff development can take place when seeking to motivate workers.

It can be observed from the findings that staff development plays major role on understanding work, task management and better delivery of output in the hospitality industry at the selected hotels. A close scrutiny of modes of staff development and determining human resources performance varies from whether the staff development process is provided in-house, outreach or both among staff at the hotels under study. It is clearly evidenced that the in-house training is the main mode of staff development, however in terms of the influence on human resources performance it has major impact on productivity improvement among staff and less on engagement. Surprisingly, the outreach training also follows in terms of the main modes of staff development at the selected hotels with major impact on productivity performance of the human resources and least on service quality.

Sebola et al, (2019) did a study on the attitudes of institutional catering employees in Gauteng towards training programs. Contrary to findings of this study the study revealed that outreach staff development has the greatest impact on the productivity performance of the human resources followed by service quality provision and engagement was the least. Wessells et al, (2017) undertook a study on the key competencies and characteristics of accommodation managers in hotels dealing in the hospitality industry. In their findings both in-house and outreach staff development were excellent contributing factors on performance of human resources.

Jawabreh, (2020) on the factors influencing the employees service performance in hospitality industry case study Aqaba five-star hotel observed that the impact of staff development on performance of human resources have multiple dimensions. Staff development affects positively the customers, staff themselves and the organization at large. The aforementioned research recommends that staff development planning must incorporate elements knowledge, skills, experiences, motivations and capabilities should become targets of employers and organization in general.

4.5.3 Staff Reward system in talent management for human resources performance

From the results presented in chapter four of this study, numerous findings emerge. One of the most important outcomes of the research is the identification of the reward types that are connected to talent management strategy implementation and improvement of human resources performance within Tanzania hospitality industry, as presented in table 4.6 to 4.8. Although the literature review provided reference to a number of research studies on staff reward systems and employees performance, which identified the mostly used rewards, none has focused on the Tanzania hospitality industry.

Table 4.6 makes it quite evident that the organization offers competitive compensation packages to retain talented workers with mean value of ($M = 4.66$), performance appraisals are conducted regularly for employees in the organization with mean values of ($M = 4.23$), Organization offers competitive compensation packages to attract talented workers with mean value of ($M = 4.21$), as highest ranked procedures of staff rewarding process. Others are using formal succession planning process are in place for key positions with mean values of ($M = 3.69$), organization provide training and development opportunities for employees with mean values of ($M = 3.12$).

The findings also demonstrate that the hotels operating in the hospitality industry have realized a significant influence of reward system due to increased commitment for job performance and motivations. Results revealed that about 58% of the respondents prefer to receive salary rewards for their working. Results also revealed that about 23.0% of the respondents prefer to receive allowances rewards for their job performance. In addition, results revealed that about 12% of the respondents prefer to receive bonus rewards for their job performance. Furthermore, results revealed that about 7% of the respondents prefer to receive commission rewards for their job performance in the hospitality industry.

These findings conform to the studies of Dialoke (2016) in Nigeria who studied the relationship between incentives that motivates employee performance and revealed in their empirical works that salary motivations, allowances, and other forms of financial incentives are among the rewards preferred most by workers to enhance performance. Furthermore, Kichuk, (2017) study on employees' job performance observed that employee job performance is influenced by rewards practiced by entities to workers in the organization in the areas of commitment to job productivity, motivations to deliver quality services and any aspect which the employer want the employees to

exhibit greater contributions in the organization like working by following the organization culture that is engagement.

Staff rewarding system prove to be an effective strategy for more quality services to customers in the hospitality industry, have created numerous distinctive and cutting-edge motivations to take into consideration the opportunities of giving customers the services that meet their expectations. The underperformers are encouraged to work under high commitment and display of diligence as well in carrying the responsibilities of required in the tourism business entrepreneurship.

Many employees in the two hotels are more anxious about their experiences and expectations on performance appraisal system. Precisely, employees were more worried whether the tasks they take are tracked and used in reward decisions or whether they will be recognized in their more commitments and motivations by appropriate rewarding achieve their career goals. In fact, Kakoli, (2019) noted that many new employees in the hospitality industry report to the respective organizations with very high expectations to achieve because they are aware that the employment is sensitive to interacting with customers. As a results, employers who fall short of recognizing their experience and expectations lead employees to disengage with the organization. It is good to match each and every employee` experiences and expectations in job performance with respect to acquired capabilities are enhanced.

The results, as presented in table 4.7 to 8, also showed that 76% of respondents whom indicated that their organizations utilized more of the talent management strategic tools, rated the productivity, quality services and engagement performance of their companies as very satisfactory. This in comparison to 44% of respondents, whom indicated that their organizations utilized less than the talent management strategic tools, rated the productivity, quality services and engagement

performance of their companies as very satisfactory. The researcher therefore argues that the use of talent management strategic tools can provide hotels with a more effective means for human resources performance. The tools that help decision-making process, planning and policy were also identified. Those used most often were listed in table 4.9, and have the mean score values of above 3.0 in the analysis.

It should be noted that in this study, a very broad perspective on the talent management processes and what needs to be done, notably strategies to improve human resources performance such as those proposed by Chung et al, (2018), Hisham, (2018) and Cismaru et al, (2019). Other strategies have been developed but in the form of broad checklists of recruitment, and performance appraisal included that of Kakoli (2019), and Cheraiasi and Busilo, (2020). In addition, these talent management strategies describe systematic frameworks which were developed with the intention of addressing no specific industry or group of people. The instruments of strategy implementation to talent management are also generalized and cover all industries in the tourism sector. The development of applicable and relevant tools that are specific to the hotel practices in Tanzania would require further research, with the mentioned as primary research objectives. Consideration could be given to modifying the strategies in the existing literature frameworks to fit for purpose some of the existing implementation processes in the hotel sector.

The need for employee engagement in the organization culture eludes the strategy of creating opportunities of working in a team when it comes to the communication, interpretation, adoption and ultimately the supporting of organization activities; this was noted in the questionnaires. In fact, about 69% of respondents rated significant need for communication, interpretation and understanding of organization cultural values and these have a large to very large effect on talent management

strategy implementation. With proper involvement and communication, employees can better understand the strategic intent of the organizations, and therefore be more willing to adopt and support the organization activities, which ultimately leads to more effective human resources performance. The literature also supports this view. Gbadeyanka, (2016) for example remarked that one of the most effective aids to enable talent management raise competitive quality services in the tourism sector is to involve people early on in the development and debate of strategic options and the core values of the enterprise. The success of strategy of engagement in the organization culture is therefore dependent largely on communication.

CHAPTER FIVE

CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

This chapter consists of the conclusion, recommendations, and future research directions. It highlights the major findings of the study which was obtained from the data analysis. It also presents the academic, leadership and policy recommendations. There are some questions and objectives which this study addressed. The achievement of those objectives culminated into policy implications which have been presented. The study makes some recommendations to guide future works in this subject area.

5.1 Conclusion

This research make use of the descriptive-correlation design based on staff recruitment, staff development and staff reward system and assessed the influence of these talent management strategies on human resource performance in the hotels services, specifically, from the context of Arusha region hospitality industry. The determinants were selected using a combination of a descriptive analysis and correlation analysis.

Based on literature references were gathered from books, publications in relevant international journals and the internet. The data analysis and result revealed that each of the talent management strategies has a significant positive influence on human resource performance. Also it is realized that the influence of talent management strategies on human resource performance can be improved when dealing with training and increased reward packages in the promotion of productivity, engagement and quality services through commitment and motivation behaviors.

The research has found that:

Leaders see the value of talent in quality services improvement, but most organizations are still struggling to systematize and integrate their talent management processes in their plans and policies.

There is a need for more direct involvement of the management in talent management, tangible accountability for supervising implementation of and developing more talent among employees, but this accountability needs to work both ways to management and individual employees.

Companies must provide the training and support on staff development need to build their human resources skills and capabilities.

Measurements are critical for connecting talent management initiatives in the hospitality industry and priorities to business results. While there are some clear innovations in this area particularly in quality services, most organizations need to push past static operational measures to more talent management strategies, for predictive human resource performance.

Ultimately, companies in the hospitality industry demonstrate both breadth and depth of their talent management practices with a clear alignment to overall business and talent management strategies.

Empirically, the contribution of staff development on human resources performance (productivity, service quality and engagement) have not been adequately studied within the Tanzanian context particularly in the hospitality industry, as such, this research has shown that substantial investment in knowledge innovation, skills, experience, motivations and capabilities among employees is highly demanded to achieve the desired goals of productivity, quality and engagement.

5.2 Recommendations

Based on above conclusions of the study, the researcher gives the following recommendations with regard to the perception of employees on talent management strategies and improving human resources performance in the hospitality industry of Arusha region:

The results of this study provide a new perspective on embarking in staff development in the hospitality industry, especially in a country like Tanzania with tourism attractions to foreign and domestic customers. This is a vital asset to develop so as to ensure competitiveness and sustainability of hotels. More importantly, hotels should embark on effective financial planning to ensure that human resources need of motivation and capacity building are not overlooked particularly in the areas of work engagement.

Since the employees' activities of hospitality industry are more dominated by more customer focus in their services, there is need to encourage leadership and management of employees' activities to pay more attention to the nature of needs, requirements and expectations of the employees. This can ensure that employees are committed and motivated in their working with and the environment in which they operate and switch between different strategies of talent management where the need be to ensure success on productivity, quality of services employees engagement performance. Besides, the hotels should create an environment where employees' trainings in particular would be given so that more commitment and motivations would spread across the structure of the hospitality industry in the country.

The complexity of the topic to the employees was evident by a variety of conditions within the hospitality industry. These conditions created barriers for the research. For example, there is a widespread inconsistent use of dimensions of achievement-orientated practices and rewarding

system throughout the hospitality industry institutions ensuring comprehensive employer-employees' practices of human resources in organizations. Furthermore, during the seminar on filling the questionnaire instruments, employees expressed a need for further guidance with regards to relating a specific organization determinant on a particular activity of the hospitality industry.

Furthermore, future research can explore the leadership style that is appropriate within each hospitality industry organization within Tanzania or other countries using mixed method rather than the quantitative approach alone. Finally, due to time constraints, cross-sectional data were used in the study and the influence estimates on correlation analysis are based on respondents' ratings and opinions. Such results are subject to biases of lack of quantifiable measures that may have influenced our analysis. Further study can use the regression model analysis to strengthen the findings.

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APPENDICES

APENDIX I: QUESTIONNAIRE FOR HOTEL MANAGEMENT/ SUPERVISORS / EMPLOYEES

My name is **JAMHURI SOLYA SYLA**, a Postgraduate student at the Institute of Accountancy Arusha pursuing Masters of Science in Human Resource Management. I am currently conducting a study on **Assessing Contribution of Talent Management on Human Resources Performance of Hospitality Industry in Tanzania: The case of Arusha City.**

Please assist me by answering the question provides. The research is purely for academic purpose, therefore information provided will remain confidential.

Department.....

Section A: Demographic Information

1. **Gender:** Male: () Female ()
2. **Education:** No Formal Education () Primary () Secondary () Certificate/Diploma () Degree ()
3. **Age:** 18-22 years () 23-27 years () 28-32 years () 33-37 years (✓) 48-52 years () 53 and above ()
4. **Working experiece with the current Organization:** 1-5years () 6-10 years() 11years and above ()

Please find below Likert scale statements to collect information on practices adopted by the
--

Hospitality Industry. Indicate your agreement or disagreement with each statement by putting a tick in the appropriate response box where by SA = strongly agree, A = agree, D = disagree, SD = strongly disagree

Section B: Staff recruitment practices adopted by the Hospitality Industry

Statement	SA	A	D	SD
i. Staff recruitment strategies are aligned with the overall business objectives of your organization.				
ii. Organization focus on attracting talent in its staff recruitment strategy.				
iii. Organization focus on retaining talent in its staff recruitment strategy.				
iv. Diversity and inclusion are considered important aspects of the organization's staff recruitment strategy.				
v. Organization invest in employer branding to attract top talent.				
vi. There is a formal mentorship program for employees in the organization after recruitment.				
vii. There are key performance indicators (KPIs) set to measure the effectiveness of employees.				
viii. There is a strong emphasis on employee productivity in the staff recruitment process.				
ix. There is a strong emphasis on employee quality service delivery in				

the staff recruitment process.				
x. There is a strong emphasis on employee engagement in the staff recruitment process.				
xi. Organization have a structured process for identifying high-potential employees.				

Section C: Staff development practices adopted by the Hospitality Industry

Statement	SA	A	D	SD
i. Performance appraisals are conducted regularly for employees in the organization				
ii. Organization provide training and development opportunities for employees				
iii. Formal succession planning process are in place for key positions				
iv. Employees are given opportunities for cross-functional or cross-departmental mobility				
v. There is a structured on boarding process for new hires in your organization				
vi. Organization offers competitive compensation packages to attract talented workers				
vii. Organization offers competitive compensation packages to retain talented workers				
viii. There are clear career paths defined for different roles within the				

organization				
ix. Feedback from employees are regularly collected to improve Talent Management practices				
x. Organization emphasize promoting from within rather than external hiring				
xi. There are initiatives to recognize and reward outstanding employee performance				

Section D: Staff rewarding practices adopted by the Hospitality Industry

Statement	SA	A	D	SD
i. Performance appraisals are conducted regularly for employees in the organization for reward system				
ii. Organization provide training and development opportunities for employees based on their abilities				
iii. Formal succession planning process are in place for key positions rewarding the talented staff				
iv. Employees are given allowances to motivate them perform more				
v. There is a structured onboarding process for promotions in the organization				
vi. Organization offers competitive compensation packages to motivate performance of human resources				
vii. Feedback from employees are regularly collected to improve				

Talent Management practices				
viii. Organization emphasize promoting from within rather than external hiring				
ix. There are initiatives to recognize and reward outstanding employee performance				

Section E: Talent Management and human resources performance

Statement	SA	A	D	SD
i. Talent Management strategies exist in the organization				
ii. Talent Management strategies are practiced in the organization				
iii. Staff recruitment as talent Management strategy increases output productivity of the organization.				
iv. Staff recruitment as talent Management strategy increases quality of services delivery of the organization.				
v. Staff recruitment as talent Management strategy increases employees retention in the organization.				
vi. Staff development as talent Management strategy increases output productivity of the organization.				
vii. Staff development as talent Management strategy increases quality of services delivery of the organization.				
viii. Staff development as talent Management strategy increases employees retention in the organization.				

ix. Staff rewarding practices as talent Management strategy increases output productivity of the organization.				
x. Staff rewarding practices as talent Management strategy increases quality of services delivery of the organization.				
xi. Staff rewarding practices as talent Management strategy increases employees retention in the organization.				
xii. Organization regularly reviews its Talent Management strategies to adapt to changing trends.				
xiii. Organization regularly updates its Talent Management strategies to adapt to changing trends.				

Section C: Staff development practices adopted by the Hospitality Industry

Please find below ten Likert scale statements to collect information on Staff development practices adopted by the Hospitality Industry. Indicate your agreement or disagreement with each statement by putting a tick in the appropriate response box where by SA = strongly agree, A = agree, D = disagree, SD = strongly disagree.

Statement	SA	A	D	SD
i. Performance appraisals are conducted regularly for employees in the organization				
ii. Organization provide training and development opportunities for employees				
iii. Formal succession planning process are in place for key				

positions				
iv. Employees are given opportunities for cross-functional or cross-departmental mobility				
v. There is a structured on boarding process for new hires in your organization				
vi. Organization offers competitive compensation packages to attract talented workers				
vii. Organization offers competitive compensation packages to retain talented workers				
viii. There are clear career paths defined for different roles within the organization				
ix. Feedback from employees are regularly collected to improve Talent Management practices				
x. Organization emphasize promoting from within rather than external hiring				
xi. There are initiatives to recognize and reward outstanding employee performance				

Section D: Staff rewarding practices adopted by the Hospitality Industry

Please find below ten Likert scale statements to collect information on Staff development practices adopted by the Hospitality Industry. Indicate your agreement or disagreement with each statement by putting a tick in the appropriate response box where by SA = strongly agree, A = agree, D = disagree, SD = strongly disagree.

Statement	SA	A	D	SD
i. Performance appraisals are conducted regularly for employees in the organization for reward system				
ii. Organization provide training and development opportunities for employees based on their abilities				
iii. Formal succession planning process are in place for key positions rewarding the talented staff				
iv. Employees are given allowances to motivate them perform more				
v. There is a structured onboarding process for promotions in the organization				
vi. Organization offers competitive compensation packages to motivate performance of human resources				
vii. Feedback from employees are regularly collected to improve Talent Management practices				
viii. Organization emphasize promoting from within rather than external hiring				

ix. There are initiatives to recognize and reward outstanding employee performance				
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Section E: Talent management and human resources performance

Here are ten Likert scale statements to collect information on current Talent Management strategies in the hospitality industry and human resources performance. Participants should indicate their agreement or disagreement with each statement by putting a tick in the appropriate response box.

Statement	SA	A	D	SD
i. Talent Management strategies exist in the organization				
ii. Talent Management strategies are practiced in the organization				
iii. Staff recruitment as talent Management strategy increases output productivity of the organization.				
iv. Staff recruitment as talent Management strategy increases quality of services delivery of the organization.				
v. Staff recruitment as talent Management strategy increases employees retention in the organization.				
vi. Staff development as talent Management strategy increases output productivity of the organization.				
vii. Staff development as talent Management strategy increases quality of services delivery of the organization.				
viii. Staff development as talent Management strategy increases employees retention in the organization.				

ix. Staff rewarding practices as talent Management strategy increases output productivity of the organization.				
x. Staff rewarding practices as talent Management strategy increases quality of services delivery of the organization.				
xi. Staff rewarding practices as talent Management strategy increases employees retention in the organization.				
xii. Organization regularly reviews its Talent Management strategies to adapt to changing trends.				
xiii. Organization regularly updates its Talent Management strategies to adapt to changing trends.				

APPENDIX II: Research Timeline

Research schedule is a plan for carrying out a process or procedure, giving lists of intended events and times. The thesis schedule table is described below:

Table 2: Schedule of Activities

Activities	Dates					
	Mar	Apr	June	Aug	Sept	Nov
Formulating and refining Research Problem						
Reviewing Literatures						
Draft of Research Proposal Writing to Supervisor						
Research Proposal Defense						
To Submit Proposal and Data collection letter processing						
Data collection.						
Data Processing/Management						
Data analysis						
Draft Report Writing to Supervisor						
Final Report Defense						
Final Report Corrections						
Binding and Final Submission						

Source: Researcher (2023).