

# TALENT MANAGEMENT AND RESILIENCE OF HOSPITALITY INDUSTRIES AMID POST-COVID-19

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**Abstract:** *The hospitality industry has witnessed huge losses in terms of talent shortage and profit during the recent COVID-19 pandemic that ravaged and dislocated many countries' economic fortune. It is based on this premise that this study investigates the effects of talent management on organisational resilience of hospitality firms in the Sub-Saharan Africa work environment. The target population is made up of 60 four-star hotels registered with the Enugu State Ministry of Culture & Tourism, Nigeria, while 40 registered four-star hotels were selected from the target population with simple random sampling technique. Formulated hypotheses were analysed with linear regression. The study found that talent management dimensions have a significant positive effect on the measures of organisational resilience. This study concludes that talent management, measured with talent attraction, talent development, and talent retention, enhances organisational resilience of hospitality firms. This study has contributed to human resource management literature with regards to talent management and organisational resilience.*

**Keywords:** *Talent Management, Organisational Resilience, Crisis Anticipation, Recoverability, Organisational Robustness*

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## INTRODUCTION

The effect of the COVID-19 pandemic on hospitality businesses across the globe has given rise to changes in the modes of operation, technology, structures, culture, as well as the quest for talent, that would assist the industry in functioning effectively in the new normal. Thus, the capacity to bounce back after the COVID-19 pandemic depends on the resilient capacities of hospitality businesses. One of the significance of this study is that firms with resilience-consciousness possess all it takes to withstand unforeseen circumstances in the future (Chioma et al., 2020; Kim, 2020; Edeh et al., 2020). What this implies is that resilience

capacity strengthens organisational capital whenever there are external disruptions, just like the COVID-19 pandemic that ravaged many countries' hospitality industries. Investigations revealed that measures taken by many authorities to curtail the outbreak of COVID-19 pandemic, such as travel restrictions, quarantine measures, and border closures caused many employees to stay away from work for a long period of time, which affected the revenue base of hospitality businesses (Bell & Bello, 2021; George, 2021). It has been revealed that due to the adverse effect of the COVID-19 pandemic, managers and hospitality professionals adopted downsizing as a last resort, to enable them to remain in business (Aharon et al., 2021; Dogan & Christina, 2020). Using another binocular, Aharon et

al. (2021) assert that managers of hospitality businesses should not have downsized their workforce as a result of the pandemic; rather, they should build their resilience structure to withstand future disasters.

Another significance of this study is that resilience has proven to be a strategy and remedy for organisational disruptions, apart from structural dislocations and distortions (Edeh et al., 2019a; Edeh et al., 2019b). Organisational resilience is not just a solution to ailing organisations, but a predictor of organisational well-being (Xiang et al., 2021). Thus, when organisations experience disruptions in its functional areas of management, the way out is to build resilience across the structures. Organisational resilience has been described as lubricants for empowering the worn-out wheels of the organisation (Edeh et al., 2021; Kim, 2020). Zhang and Pan (2020) and Motoc (2020) are of the view that after passing through the pandemic, hospitality organisations must be ready to embrace resilience consciousness, so that in the future, they can withstand shocks that maybe greater than the recent COVID-19 pandemic. In addition, Motoc (2020) maintained that in the world of uncertainties, organisations must be acquainted with all the instruments of resilience. since the global business environment is not under their control. Prior studies revealed that organisational resilience can be attained by possessing anticipatory crisis strategy, the ability to adapt in a turbulent circumstance, situation awareness, flexible organisational structure, proactive-consciousness, and the ability to recover quickly from disruptions, and build robust organisations (Rai et al., 2021; Fani et al., 2017).

Drawing from the above, scholars have advocated the importance of talent management on the resuscitation of ailing organisations in the post-COVID-19 work culture (Moslem et al., 2020). Talent management is a revitaliser of ailing hospitality businesses begging for recovery from the COVID-19 pandemic. Talent management has been shown to have predicted workers' effectiveness and commitment (Edeh & Dialoke, 2017; Edeh & Mlanga, 2019). Prior investigation revealed that talent management has a strong relationship with employee retention, organisational sustainable performance, and engagement (Sopiah et al., 2020; Aina & Atan, 2020; Tetik & Zaim, 2020; Hughes & Rog, 2008), but very little investigation was carried out in the hospitality industry. Secondly, none of the studies investigated the predictability of talent management on organisational resilience in the hospitality sector, with specific focus in the Sub-Saharan African work environment. This has created a huge lacuna, which this study intends to fill. This is what motivated the researchers to investigate the effect of talent management on organisational resilience of hospitality firms in Nigeria.

## LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

### Talent Management

Talent management has dominated human resource management literature as a result of its relevance in the contemporary dynamic global work atmosphere. Scholars have advocated that talent management became a nomenclature among practicing human resource professionals, based on the growing concern for skill shortage in the 21<sup>st</sup> century industry work settings (Al-Dalameh et al., 2020; Edeh & Mlanga, 2019; Barani et al., 2018). The word talent refers to the totality of the employees' skills, experience, knowledge, ability, intelligence, and competences required to solve the challenges faced by the organisation (Armstrong, 2009; Michaels et al., 2001). Talent was first introduced in human resource management literature by the McKinsey Consulting Group in 1998, when the war for talent among the multinationals dominated the discussions globally (Aina & Atan, 2020; Michaels et al., 2001). Till date, talent has not left the doorstep of human resource, as many human resource consulting firms and scholars are still dissecting the concept when it comes to filling vacancies and succession planning (Edeh & Mlanga, 2019). Further, talent management is concerned with the human resource processes of attracting, selecting, placing, developing, rewarding, retaining, and retiring. Other human resource scholars perceived talent management as the new HR strategy for selecting the best brains and placing them where their skills will be relevant for the purpose of fulfilling the goals of the organisation. In a nutshell, talent management comprises skill identification, skill development, and skill retention (Negi & Patel, 2021; Moslem et al., 2020; Edeh & Mlanga, 2019). Dagogo and Ogechi (2020) have another view, which posits that talent management is a new nomenclature in human resource management practices, which includes recruitment, selection, placement, training, performance management, compensation, and retirement. Meanwhile, Thunnissen (2016) is of the view that the issue of talent does not concern skill, but the capacity and willingness of individuals to think outside the box. In another dissection, Edeh and Dialoke (2016) maintained that individuals who possess intangible ideas and physical ability may not be regarded as talent, not until such competencies help solve the problems faced by the organisation.

Drawing from the above discussion, talent management is beyond a process; it is a systematic approach to managing employees with the special skills and knowledge that is relevant and required to solve organisational problems.

What this implies is that an individual (employee) who possesses special skills not required in the workplace cannot be regarded as talent. On the other hand, Thunnissen (2016) contended that employees' competencies do not represent talent management, until problems can be solved by the employees with such competencies. Talent management has promoted organisational success in different sectors of the economy. Talent management engenders the sustainability of organisational life, through succession planning (Edeh & Mlanga, 2019). Thunnissen (2016) stressed that talent management is a driver of high performance, discretionary behaviour, and resilience. Supporting the above contention, Tatoglu et al. (2016) elucidated that well-implemented talent management reduces conflicts within the workplace. In terms of conflict resolution, McDonnell et al. (2017) maintained that talent management is a new strategy for maintaining the peace and harmony in a formal organisation. However, talent management, measured in terms of skill identification, skill placement, skill reward, and skill development, predicts

employee commitment (Ali & Rehman, 2018; Mkamburi et al., 2017). It has been shown that talent management stimulates organisational justice due to the managerial enforcement of equal distribution of resources among the workforce (Dehghanan et al., 2018; Krishnan & Scullion, 2017). In addition, talent management is a medication to an ailing organisation, affirming its potency in building resilience for a healthy living.

In line with the above contentions, the hospitality industry requires talent with diverse ideas and skills, to be able to withstand disruptions emanating from external forces. Hence, talent management is relevant for the sustainability of hospitality firms across the globe, by identifying, placing, developing, retaining, and compensating the talent, to keep the industry sailing. This is because of the sensitive nature of the hospitality industry, which renders services to visitors every hour of the day. Researchers across the world have validated dimensions of talent management, which are shown in Table 1.

**Table 1: Validated Dimensions of Talent Management**

Author(s)	Dimensions
Dehghanan et al. (2018)	Talent search, talent recruitment, talent placement, talent retaining, talent development.
Barani et al. (2018)	Recruit talent, train, develop talent, retain talent, evaluate talent, talent excellence.
Lukman et al. (2020)	Talent attraction, talent retention.
Dagogo and Ogechi (2020)	Talent acquisition, talent development, talent retention.
Al-Dalahmeh et al. (2020)	Workforce planning, attracting talented employees, developing talented employees.
Appau et al. (2021)	Talent attraction, talent engagement, talent development, talent retention.
Ochieng (2016)	Workforce planning, recruitment and selection, learning and development, performance management, compensation and reward management, succession planning.
Yener et al. (2017)	Talent planning, workplace culture, talent recruitment and retention, talent development, professional advancement, rewarding.
Jayaraman et al. (2018)	Identifying critical positions, competence training, development, reward management.
Edeh and Dialoke (2016); Edeh and Mlanga (2019)	Talent attraction, talent development, talent retention.

Source: Author's compilation (2022).

Drawing from Table 1, talent management has been investigated empirically by scholars in different industries using different dimensions. Sopiah et al. (2020) investigated the moderating role of work engagement on talent management and employee performance, and discovered that talent management significantly influences work engagement as well as employee performance. Olufemi, Afegbua and Etim (2020) examined talent management and public sector performance, and found that talent management is a prerequisite for enhancing the performance of public sector organisations. Al-Dalahmeh et al. (2020) examined the effect of talent management practices on employee turnover intention in ICT firms in Jordan, and found that talent management significantly predicted employee intention to leave. Tetik and Zaim (2020) examined the effects of talent

management practices on organisational engagement and found that talent management has a significant impact on employee engagement. Mohana et al. (2020) investigated the impact of talent management on employee job performance in information technology and found that talent retention, leadership, and rewards have a significant impact on employee work performance.

## ORGANISATIONAL RESILIENCE

In this study, resilience refers to a state of reformation or a state of change, where an object assumes a shape different from its original state, due to external turbulences, and later regains its original shape. Prior definitions revealed

that resilience implies the ability and capacity of a system to anticipate, adjust, and return to its original shape (Edeh et al., 2020). On the other hand, organisational resilience deals with the organisation's capacity to return to its original state, after undergoing a turbulent crisis. Edeh et al. (2021) believed that organisational resilience refers to a situation whereby an organisation returns to normal after having passed through environmental disruptions. Disruption represents unplanned, as well as unanticipated events that affect the smooth running of the organisation (Bode & Wagner, 2015). Deviating from the above arguments, Rai et al. (2021) contended that workplace resilience refers to the state of returning to normal after facing challenges orchestrated by external forces. Prior empirical organisational resilience investigations were visited to find the results and implications. Rai et al. (2021) investigated how social and economic sustainability would predict organisational resilience during the COVID-19 pandemic. Their result showed that organisational robustness, recoverability, and crisis anticipation have a positive effect on social and economic sustainability. Mama and Onuoha (2020) carried out an investigation on the relationship between sensing and organisational resilience of oil and gas firms in Nigeria and found that sensing has a significant positive association with organisational resilience. Edeh et al. (2021) investigated the effects of green HRM on organisational resilience in Nigerian financial institutions, and found that green human resource management enhances the resilience structure of the organisations.

Thus, measures of organisational resilience are numerous, but not all have been validated. Some of the measures of organisational resilience, drawn from different researchers, are: situation monitoring (situation awareness and digital application), management of keystone vulnerability, and adaptive capacity (McManus et al., 2008); staff engagement, innovation, and creativity (Edeh et al., 2021); adaptive capacity and organisational agility (Mama & Onuoha, 2020); and crisis anticipation, organisational robustness, and recoverability (Rai et al., 2021). Crisis anticipation is concerned with the firm's ability to be ready or be prepared for uncertainties that may affect the organisation negatively (Motoc, 2020). Anticipation begins with the collection of relevant information concerning the policies of the government, global events, labour market reports, and the products of new entrants, customer complaints, and suppliers' behaviour, apart from employees' suggestions. Recoverability is the organisation's ability to restore its systems to the original or enhanced state (Brusset & Teller, 2017; Chowdhury & Quaddus, 2017). Organisational robustness is the capacity and capability of being proactive, by putting in place relevant infrastructure that could withstand or reduce any disruptive changes in the environment (Brusset

& Teller, 2017; Chowdhury & Quaddus, 2017). Based on the above validated measures of organisational resilience, this study drew its indicators from the work of Rai et al. (2021), in conjunction with talent management dimensions from Yener et al. (2017) and Edeh and Mlanga (2019), and formulated the preceding research hypotheses.

### Talent Attraction and Crisis Anticipation

Attracting talent is one of the major roles of the human resource department in every organisation. Therefore, in the midst of economic crisis faced by different nations, organisations must attract people with competencies that are in consonance with the environment to which they are likely to be posted. This is because people who understand the cultural functionality of the hospitality industry will be more effective, compared to those who are entering the industry as newcomers. In terms of recruiting new talent into the hospitality industry, care is always taken to select individuals who have a passion for hospitality passion; otherwise, high turnover is likely when they are placed in various positions. In addition, talent attraction would have a strong significant effect on crisis anticipation when the individual being attracted comprehends the business environment well. In addition, Dogan and Christina (2020) posit that when individuals who have hospitality vision are attracted as employees, anticipating and preparing for a crisis would become much easier, based on the knowledge they possess concerning environmental turbulences. In addition, Moslem et al. (2020) elucidated that the essence of attracting talent in the hospitality industry is to build forces that would withstand a crisis in the future. It is against this premise that the first hypothesis is formulated.

*H01: Talent attraction has no significant effect on crisis anticipation.*

### Talent Development and Recoverability

Organisational recovery from external turbulence is dependent on the development of its workforce (talent). Attracting talent into the workplace is a brilliant process, but the continuous development of their skills is also a strong predictor of resilience (Gautam, 2021; Atalla, 2020). Thus, it is on this premise that (Edeh et al., 2021) asserts that skills development is very important when it comes to resilient consciousness. Another HR scholar posits that talent development keeps organisations alert in terms of turbulences and disruptions orchestrated by uncontrollable forces from the external environment (Weerakoon & Dilanthi, 2019). This means that developing talent promotes

and enhances the rate of recoverability of the hospitality firms across the globe. This is notwithstanding the fact that the external environment is always in a mode of constant change, which requires hospitality firms to be acquainted with resilience knowledge of recoverability. Recoverability is a term that needs to be in tandem with the hospitality firms' strategy, intent especially on the functional level implementation, in which human resource development takes preeminence. Talent development ranges from upskilling and reskilling employees' skills where necessary, as determined by the human resource manager or the head of the personnel department as the case maybe. Prior study has shown that talent development enhances the chances of recovery from economic crisis (Gautam, 2021; Younas & Bari, 2020; Ali & Rehman, 2018; Ali & Rehman, 2018). Nonetheless, developing talent with the aim of preparedness for external invasion is the best strategy that would prevent the hospitality industry from collapsing. Based on this contention, the second hypothesis is hereby formulated.

*H02: Talent development has no significant effect on recoverability.*

### **Talent Retention and Organisational Robustness**

Most problems facing hospitality firms today is the capacity to keep talent that have been developed with the shareholders' wealth. The collapse of several hospitality firms across the globe has been linked to the inability to retain valued employees (Amushila & Bussin, 2021; Sen & Bhattacharya, 2019; Ali & Rehman, 2018). Therefore, building organisational robustness depends solely on the rate of retention of talent. The robustness of the hospitality firms is based on how the industry retains its talent (Amushila & Bussin, 2021; Younas & Bari, 2020; Sen & Bhattacharya, 2019; Hughes & Rog, 2008). It has been revealed that firms that will stand the test of time must be robust, in terms of strategy, structure, and flexible retention policies (Dagogo & Ogechi, 2020; Dogan & Christina, 2020; Deery & Jago, 2008). Firms that keep talent are robust, progressive, and strategically positioned to withstand external aggressors (Gautam, 2021). In line with the above, hospitality resilience, based on robustness, is maintained through the retention of its talent. Retaining talent who have received training in various sectors of the hospitality business is essential for the industry's effectiveness and sustainability. It should be noted that any firm that does not retain its talent is bound to lose its secrets to competitors, because the latter are always looking to hire employees of their rivals, so that they can obtain certain information that would assist them in attacking their competitors. Hence, organisational robustness would be a

wish that could not be attained if talent, on whom money has been spent on training, were not retained. In line with the above premise, the third null hypothesis is hereby formulated.

*H03: Talent retention has no significant effect on organisational robustness.*

### **Theoretical Underpinning**

There are basically two theories that explain this study: human capital theory and resilience theory. Human capital theory was propounded by Gary Becker and Theodore Schultz in the 1960s (Becker, 1964), while resilience theory was formulated by a clinical psychologist, Norman Garmezy, in 1991 (Garmezy, 1991). Resilience theory was based on the fact that children have distinctive features that differentiate them from another; hence, those with resilience can withstand stress, while those who do not are vulnerable to experiencing stress (Garmezy, 1991). Garmezy's argument is that resilience is the capacity to recover and still maintain the adaptive behaviour that is required to withstand unforeseen circumstances in the future (Rutter, 2012). Masten (2011) asserts that Garmezy's resilience theory assumes that for individuals, groups, or corporate entities to remain steadfast in the midst of any crisis, they must possess adaptive features that would enhance their strategy to survive. Thus, drawing this to the organisational setting, resilience theory affirms that a firm's survival is dependent on their capacity, ability, and behavioural competencies to bounce back after passing through economic, political, technological, socio-cultural, or global instability (Zimmerman, 2013). On the other hand, human capital theory affirms that the organisation's real value depends on the skills, knowledge, ability, and core competencies of its workforce (Armstrong, 2009; Ayashree et al., 2013). Han et al. (2014) added that human capital theory constitutes the talent of individuals, which drives the organisational objectives. It is on this premise that talent management scholars maintained that human capital represents the intangibilities inherent in the attracted talent, which makes them function effectively and efficiently in their jobs (Mkamburi & Kamaara, 2017; Thunnissen, 2016).

### **RESEARCH METHODOLOGY**

The research design adopted for this study is survey. Survey design supports the use of a questionnaire to collect data from participants within a particular geographical area in months, weeks, or years (Sekaran & Bougie, 2016). The target population consists of 60 four-star hotels registered with the Enugu State Ministry of Culture & Tourism, Nigeria.

Around 40 registered four-star hotels were selected from the target population using simple random sampling. Thus, 250 workers were surveyed from the target population. To determine the sample size, the study of Krejcie and Morgan (1970) was used, and the result revealed 152 workers. Researchers administered 152 copies of the questionnaire to participants; however, it was discovered that not all the respondents completed all the sections correctly. Hence, copies that were not filled correctly were sorted and discarded. At the end, the researchers were left with only 144 copies of the questionnaire that were correctly filled and found valid. Participants' profiles, such as gender, age-

bracket, work experience, and educational qualifications, were analysed with frequency distribution, while the formulated hypotheses were analysed with linear regression. IBM statistical package for social sciences (SPSS) version 20 was used to carry out the analysis. A validated 26-item Talent Management Questionnaire (TMQ), comprising talent attraction, talent development, and talent retention, was adapted from Lyria (2014) and was further confirmed by Aina and Atan (2020). On the other hand, the 19-item Organisational Resilience Questionnaire (ORQ), comprising crisis anticipation, recoverability, and organisational robustness was adapted from Rai et al. (2021).

## RESULTS AND DISCUSSIONS

**Table 2: Demographic Profiles of Participants**

Demographic	Frequency	Percentage (%)
<b>Gender</b>		
Female	56	38.9
Male	88	61.1
<b>Age Bracket</b>		
41 years and above	40	27.8
31-40 years	78	54.2
18-30 years	26	18.1
<b>Work Experience</b>		
6-11 years	68	47.2
11 years and above	37	25.7
1-5 years	39	27.1
<b>Educational Qualifications</b>		
PhD degree	6	4.2
Masters' degree	17	11.8
Diploma certificates	32	22.2
Bachelors' degree	89	61.8

Source: Field Survey (2022).

The results of the participants' demographic profiles revealed that 88 participants, representing 61.1% of the respondents, are male, while 56 participants, representing 38.9%, are female. Age-bracket of participants shows that 40 participants, representing 27.8%, fall within 41 years and above; 78 participants, representing 54.2%, fall within 31-40 years; and 26 participants, representing 18.1%, fall within 18-30 years. Work experience results revealed that 68 respondents, representing 47.2%, have worked in the

hospitality industry between 6-11 years; 37 respondents, representing 25.7%, have worked 11 years and above; and 39 participants, representing 27.1%, have worked 1-5 years. Educational qualifications of the respondents show that six participants, representing 4.2%, hold a PhD degree; 17 participants, representing 11.8%, hold a masters' degree; 32 respondents, representing 22.2%, hold a diploma certificate; and 89 participants, representing 61.8%, hold a bachelors' degree.

**Table 3: Hypotheses Results**

R	R <sup>2</sup>	Adjusted R <sup>2</sup>	T-Stat.	Beta (β)	df	N	F Stat.	Std. Error	Sig.
.661 <sup>a</sup>	.437	.433	10.496	.661 <sup>*</sup>	3.91	144	110.168	.063	.000
.679 <sup>a</sup>	.469	.457	11.013	.679 <sup>*</sup>	3.91	144	121.291	.057	.000
.734 <sup>a</sup>	.538	.535	12.871	.734 <sup>*</sup>	3.91	144	165.651	.053	.000

Predictor: Talent management.

Criterion: Organisational resilience.

Table 3 shows the regression results of the formulated hypotheses. From the table, it is clear that hypothesis one result shows that talent attraction has a significant positive effect on crisis anticipation, because  $p < 0.05$ ;  $\beta = .661^*$ . Secondly,  $R^2$  of the model shows that 44% of the total variation in talent attraction can be explained by crisis anticipation. In addition, the difference between  $R^2$  and adjusted  $R^2$  is less than 5%, thus indicating the absence of sample error. Again, the goodness-of-fit for the model was confirmed to be significant, since the F-stat (110.168\*\*) calculated is greater than the tabulated value (1, 142 = 3.91). It is based on these confirmations that the null hypothesis is rejected and the alternate hypothesis accepted.

Drawing from the above, result of hypothesis two revealed that talent development has a significant positive effect on recoverability, because  $p < 0.05$ ;  $\beta = .679^*$ .  $R^2$  of hypothesis two indicated that 47% of the total variation in talent development can be explained by recoverability. This is further affirmed by the difference between  $R^2$  and adjusted  $R^2$ , which is less than 5%, indicating the absence of sample error. The null hypothesis is rejected and the alternate hypothesis accepted, because the goodness-of-fit for hypothesis two was further confirmed as significant, since the F-stat (121.291\*\*) calculated is greater than the tabulated value (1, 142 = 3.91).

Hypothesis three results indicate that talent retention has a significant positive effect on organisational robustness, since  $p < 0.05$ ;  $\beta = .734^*$ , with  $R^2$  of the model indicating that 54% of the total variation in talent development can be explained by organisational robustness. Sample error was not recorded in the model, because the difference between  $R^2$  and adjusted  $R^2$  is less than 5%. In addition, goodness-of-fit for the hypothesis is significant. because the F-stat (165.651\*\*) calculated is greater than the tabulated value (1, 142 = 3.91). Therefore, the null hypothesis is rejected and the alternate hypothesis accepted.

In line with the above results, this study found that talent management dimensions have a significant positive effect on the measures of organisational resilience. This finding corresponds with prior investigations of Olufemi, Afegbua and Etim (2020); Al-Dalahmeh et al. (2020); and Tetik and Zaim (2020). Olufemi, Afegbua and Etim (2020) carried out an investigation on the effect of talent management on corporate performance and discovered that talent management has a significant positive effect on performance. Secondly, Al-Dalahmeh et al. (2020) investigated the predictability of talent management practices on the turnover intention of employees in Jordan. They found talent management to be a predictor of employee intention. Lastly, Tetik and Zaim (2020) investigated the effect of talent management policies on organisational engagement. Their results revealed that

talent management has a significant positive effect on the engagement of employees.

## CONCLUSION

Drawing from the discussion of the findings above, this study concludes that talent management, measured in terms of talent attraction, talent development, and talent retention, enhances the organisational resilience of hospitality firms. This implies that, as managers or the board of directors of hospitality firms encourage the practices of talent management, members of the organisation would be resilient-conscious in withstanding any unforeseen circumstances that maybe triggered by external forces. Again, identification of talent is one of the fundamental policies of human resource professionals. The very essence of attracting individuals who are talented in various job specifications is to create a harmonious work atmosphere, where every talented person would appreciate each other's competencies. The next talent management dimension is talent development, which falls within the arm of motivation and compensation administration. After attracting talent relevant to the organisation, the next process is to help them update their skills, to avoid becoming obsolete due to constant technological changes that usually take place in service and production companies. Thus, the implementation of these dimensions would boost the resilience capacity of hospitality firms in the post COVID-19 pandemic work culture, across the globe. One of the implications of this study is that human resource professionals should ensure that talent management is effectively implemented, to enhance the resilience of the hospitality industry.

## LIMITATION AND RECOMMENDATION FOR FUTURE STUDY

The findings of this study cannot be generalised for other sectors, especially government-owned agencies, because of the bureaucratic nature of rules and procedures. However, future researchers can use other methodologies to ascertain the effect of talent management on other criterion variables.

## Conflict of Interest

There is no conflict of interest among the authors of this research.

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