

UNRAVELLING THE THREADS OF SUCCESS: AN INVESTIGATION INTO EFFECTIVE TALENT MANAGEMENT IN HOTEL OPERATIONS

Mr. Dheeraj Sharma¹, Dr. Amrik Singh²

¹Ph.D. Research Scholar, School of Hotel Management & Tourism, Lovely Professional University, Punjab, India.

²Professor, School of Hotel Management & Tourism, Lovely Professional University, Punjab, India.

ABSTRACT

Talent management is the cornerstone of the hotel sector, which involves interconnecting facets like career progression, organizational culture support, work-life balance, and diversity and innovation. The present study draws upon a quantitative survey of 120 hospitality professionals to explore the relationship between these dimensions and their effect on organizational performance. Descriptive data, ANOVA, correlation analysis, and factor analysis were used to carry out the data analysis. The outcome of this study shows that career development, organizational culture support, work-life balance, and diversity innovation are highly related, which underlines the necessity of an integrated talent management strategy. In addition, the study points out the main elements of talent management effectiveness, which include career advancement, organizational cultures with support, and work-life balance. Hotel directors can increase employee contentment, engagement, and organizational productivity by considering these determinants.

Keywords: Talent management, hotel industry, career development, organizational culture, work-life balance, diversity innovation, employee satisfaction, organizational productivity.

I. INTRODUCTION

The hotel industry is a moving and driving force in international tourism, bringing about immense economic growth and employment. The Indian hospitality industry has recorded tremendous growth for more than a decade. As the figure.1 depicts, that the market has posted a steady rise throughout 2019, and the projection shows that the growth will continue up to 2032. Thus the trend shows that the hospitality sector is evolving into a vital element in the economy of India.

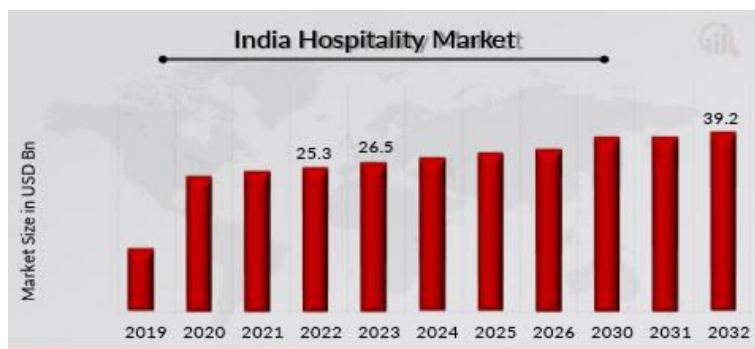


Fig 1: Source: <https://www.marketresearchfuture.com/reports/india-hospitality-market-21425>

According to data, the market size was estimated to be around \$23 billion in 2019 and is expected to span to \$39. 2 billion by 2032. Such growth results from many factors, for instance, the growing domestic and business tourism, higher incomes, and expanding middle class. The World Travel & Tourism Council (WTTC) has underscored the enormous role of travel and tourism in propelling India's GDP growth and its importance to the country's economy.

Technology is also helping to boost the growth of the Indian hotel industry; it helps to streamline booking systems and improve customer service to present a better experience to the guests. Along with that, the increase of online travel agencies (OTAs) and the case of the Airbnb market expansion enable hotels to compete for a more representative audience. Furthermore, business travel is becoming important and the proliferation of the middle class in developing markets has also added to the demand for hotels.

Besides a few issues such as personnel change and a scarcity of required skills, the hotel industry is very dynamic and stable. Developing quality talent management strategies is key to attracting, retaining and developing the most competent human workforce and consequently maintaining the industry's growth and performance. This study aims to analyse these elements through career support development, organizational culture, work-life balance, and diversity/innovation to provide practical tips on improving talent management in the hotel industry.

The hotel business is known for its dynamism and competitiveness, with success dependent on the provision of outstanding guest services. The core of the industry are the people who operate the hotels, the front-line workers as well as the managerial staff whose competencies, dedication and love are the key factors for the level of satisfaction of the guests and the success of the organization. Consequently, talent management, the tactical process of recruiting, training, and maintaining skilled people is vital in the hotel business.

In the last few years, experts and practitioners have started to see talent management as becoming more and more important in hotel performance and competitiveness. Dartey-Baah, Anlesinya, and Lamptey (2019) reiterate the crucial role of leadership behaviours in developing OCB among hotel employees, stressing the importance of competent talent management measures aimed at creating a culture of excellence. Furthermore, the research by Kim (2022) stresses the individual and organisational factors on hotels' green performance and suggests that strategic personnel practices are the key to making employees' behaviours aligned with green initiatives.

One of the main reasons for the increased attention to talent management in the hotel sector is the labour intensity of hotel operations. Hotels, characterized by high human capital, offer personalized services and create unforgettable guest experiences. Therefore, it is paramount to recruit and retain competent people who have the desired skills, capabilities, and attitudes to set a company apart from the others on the market. Ababneh (2021) addressed the role of green human resource management practices in influencing an employee's green behaviour, suggesting that talent management also contributes to environmental sustainability activities within hotels.

Moreover, human resource management in the hotel industry plays a significant role in the organization's performance and financial results. According to Mwita (2019), green human resource management practices have the potential to increase the sustainability and competitiveness of the organization. Through the process of recruiting, developing, and retaining high-value workers, hotels can enhance service quality, raise operational efficiency, and ultimately become more profitable. Pham et al. (2019) integrate the link between green human resource management and organizational citizenship behaviour in hotels, evidence that talent management strategy can shape employee attitudes and values about environmental sustainability.

Apart from its operational and financial impacts, the talent management function is, in fact, a key factor in the cultural makeup of the hotels as well as the level of employee engagement of hotels. The staff members who feel that they are valued, well taken care of, and entrusted are prone to develop the attitude of being responsible to and loyal to the organization. This is especially significant because the retention of employees and the prevention of burnout often represent a critical challenge for the Industry of hotels as well. Hence, introducing productive talent management techniques which are centred on employee wellness, professional growth, and appreciation has the potential to create a conducive work environment that supports higher job satisfaction.

II. LITERATURE REVIEW

A. Hotel Operations

Hotel management is a broad sphere that includes numerous activities that enable the hotel to operate normally while providing guests with various services. These--their work--includes areas such as front office management, housekeeping, food and beverage services, and facility maintenance. Successful hotels should make sure that guest satisfaction remains high and that the financial success of the hotel is determined by the quality of their operations. Some of the research has brought attention to the competent management of hotels as a determinant in the development of customer experiences. These researchers (Harrington & Ottenbacher, 2011) pointed out that higher operational efficiency contributes to service quality in hospitality thus resulting in client satisfaction. Without any doubt, this is the fact that just like Enz (2010) has mentioned strategic management of hotel operations including the implementation of modern technologies and staff training programs is so important for the preservation of competitive advantages.

Among various technologies which have been adopted in real-time in recent years, there is no doubt about the importance of technology in hotel operations. The computerized systems for choosing rooms, check-in, and check-out processes are time-saving and systematic, thus leading to fewer chances of errors. Ivanov and Webster (2017) commented that the introduction of robotic systems into menu assortment and housekeeping has enabled the provision of better quality and also more consistent service delivery. On the other hand, the adoption of this technology has helped hotels to better understand guest needs through data mining and customer relationship management (CRM) systems, which was started by Berezina et al (2016).

While the hotel industry still has to tackle the associated operational challenges, its ongoing development is astounding. Constant employee turnover, frequent demand peaks of working hours and continuous training of staff are ones of such problems as well. Inspirationally, proactive HRM practices related to hotel operations addition to sustainable management can be used to confront these challenges (Enz and Siguaw, 2000).

B. Workforce Management in the Hotel Industry

A professional, talented workforce is essential to hotel managers because it helps attract, develop, and retain skilled employees, a strategy ultimately necessary for profitability and sustained operations. Implementing sophisticated human resources techniques is accredited to the high service quality maintained by hotels and their market edge. The role of the human factor in the hospitality sphere is a crucial topic that is supported by the literature. Baum (2008) thus stated that the hospitality sector is hence based on the availability of human capital which makes management of talent the key factor to organizational success. Also, emphasises that effective recruiting, training and career development processes would be useful in improving employee performance and reducing the chances of high turnover rates (Davidson, Timo and Wang, 2010).

Career progression is one of the principal parts of talent management in the hotel industry, as well as in many other industries. It is necessary to establish open career advancements and professional development opportunities that are continuous to strengthen retention and employee satisfaction. The conclusion shared by Baum et al. (2016) further added by saying that employees will probably love to stay with an organization that provides growth and development opportunities for them.

Organizational culture influences talent management as much as it does. A positive organizational culture that promotes employee well-being creates feelings of belonging and satisfaction, and encourages job retention should be achieved. In line with the findings of Pimenta et al. (2024), socially responsible human resource management practices requiring perceived organizational support and emotional bonding are the key elements resulting in hospitality employees' work engagement. The study of Del-Castillo-Feito, Blanco-González, and Hernández-Perlins (2022) showed that effective socially responsible human resource management promotes organizational legitimacy, which has as a consequence enhanced employee retention and attraction.

The other important issue we are looking at is work-life balance as part of talent management. The hospitality industry is often applauded for its gruelling work schedules which then can push employees to burnout and create a high employee turnover. Christian, Garza, and Slaughter (2011) have demonstrated the role played by work-life balance programs as efficacious in improving employee well-being and lowering distress. Along with that, authors Deery and Jago (2009) stressed that those hotels that allow flexible work arrangements and encourage work-life balance, in turn, would lead to better employee retention. Nowadays, diversity and creativity are acknowledged as crucial features in the talent management strategies of hotel enterprises. This diverse pool of employees contributes different prospects and ideas, leading to the stimulation in innovation and better services.

Hsiao, Auld, and Ma (2015), this implies that diversity management practices in the hospitality industry create better organizational performance and employee job satisfaction. Along with this, innovations in human resource practices including the use of technology in recruitment and training may enhance the efficiency and effectiveness of talent management.

Talents are often regarded as the most valuable asset to help ensure the sustainability of the hotel industry. Different aspects of environmental sustainability, organizational culture, and leadership influence the area of talent management. This research attempts to pull together notions from recent studies to create an understanding of how talent management can be carried out in the hotel industry where the main subject of augmenting efforts on sustainability and good human resource management and its impact on employee engagement and organizational performance.

Functional theoretical frameworks based on the Resource-Based View (RBV) and Green Human Resource Management (GHRM) contain economic guidance about talent management and strategies for the achievement of a sustainable competitive advantage (Ercantan & Eyupoglu, 2022). RBV stresses the worker endowment as a major asset that a business can use to enhance its performance, indicating that a business can improve its competitiveness through improvement in its personnel, development growth, and retention (Singh et al., 2020). SGA supports, as well, this GHRM which could be built on the base of the community of environment-friendly principles that contribute to employee engagement and organizational sustainability (Malik, 2021).

Recent studies have focused on various issues related to hotel talent management, including leadership styles, employee development, and volunteerism (Nguyen et al., 2023). Dartey-Baah, et al. (2019) tried the association between leadership behaviours and organizational citizenship behaviour in hospitality employees. Also noticed how leadership impacts employee behaviour and attitudes, thus, there is a real connection between the two (leadership behaviours and organizational citizenship behaviour). Pham et al. (2019) investigated the role of organisational support as it is related to hotels. They focused on how environmentally friendly HRM affects the level of organizational citizenship behaviour in the hospitality industry. They found out that green HRM creates and supports employees' level of engagement and commitment as well as their performance.

There are several determinants of which workplace practices are successful in the hotel industry, among them organizational culture, leadership styles, and employees' personalities (Hughes, et al. 2015). As Kim (2022) proposed, individual and organizational factors can have a significant influence on hotels' green performance, therefore leaders' support and organizational culture are among the most important factors in providing the backing of sustainability initiatives. The study showed that the characteristics of workers and how they partake in work are among the main qualifications for the creation of citizenship behaviours in hotels as indicated by Ababneh (2021), which served the purpose of highlighting the fact that intrinsic motivators and organizational support mechanisms are the crucial things to do to foster the environmentally friendly concerns necessary among employees.

While talent management is recognized as a vital component of all business, many hotels still have a substantial need for effective practices. Baum (2015) underlined that high turnover due to the hospitality workforce's dynamic nature, as well as the staff that are hired on an occasional and part-time basis, are actual challenges for talent management. Moreover, the hotels need to devote continuous training and development for industry evolution; this demands a large number of funds, but all hotels may not be ready to spend the required capital. Through the management of talent, the success of hotels is sustained. Successful career outlook, competitive culture, balanced life between work and life, and innovative practices for diversity can lead to a high degree of employee satisfaction, loyalty, and productivity. While the hotel business needs to lay hold on persistent issues like high turnover and the requirement of constant staff training to secure a sustainable future,

III. RESEARCH GAP

Many studies on the hospitality environment shed light on the interlocking context of talent management but have been inconclusive on that matter. This aspect has not been widely explored in scientific literature, with few studies investigating the intervening role of career development in the relationship between organization performance and employees' experience of satisfaction and effectiveness (Enz & Siguaw, 1999; Wan et al., 2017). Also, organizational culture which can be very important in determining the effectiveness of talent management is rarely studied regarding mechanisms where cultural factors affect employees' engagement and performance particularly related to environmental sustainability and diversity (Boiral, 2009; Bohdanowicz, 2006; Harb & Ahmed, 2019).

In addition, the exact nature of how work-life balance support practices as a tool for enhancing employee welfare and retention is unclear with a few research studies being done to address the specific strategies hotels can use other than these (Luu, 2019; Reinholt et al., 2011). Thirdly, although there is a general acknowledgment of the positive relationship between diversity, innovation, and creativity, there is a dearth of research on how diversity and inclusion practices foster innovation and creativity within hotel operations. In this regard, more studies on the dynamics of this area are needed (Appelbaum, Fish & Keum, 2000; Darvishmotevali & Altinay, 2022). Filling these gaps through empirical research will entirely outline how human resources practitioners and hotel managers can use this to have better talent management practices thereby leading the hotel to success.

IV. RESEARCH METHODOLOGY

Quantitative research was undertaken to assess the role of talent management practices in the hospitality industry by surveying 120 employees from different roles and units in the industry. The study adopted a structured questionnaire constructed around factors emerging through exploratory research such as Career Development, Organisational Culture Support, Work-Life Balance, and Diversity Innovation. Instruments (questionnaire items) were derived from an extensive literature review, and they were measured using scales that were internally developed. The reliability of the questionnaire was assessed internally, and it got a score of 0.854. Summary of demographic data and response distributions were made using descriptive statistics and ANOVA (Analysis of Variance) to compare means between different groups. Furthermore, the correlation analysis was conducted to identify the connection between talent

management and the principal organizational outcomes which are employee satisfaction and performance.

V. STATEMENT OF THE PROBLEM

Despite its importance, talent management in the hotel industry faces several difficulties such as recruiting, training, and engaging staff to reduce turnover. Ababneh (2021) highlights the necessity of green human resource management to facilitate employees' green behaviours as well as to realize sustainability goals in the hospitality sector. Nevertheless, hotel companies cannot often implement successful talent management strategies that suit the specific needs of the hospitality industry (Mwita, 2019).

VI. OBJECTIVES OF THE STUDY

- To study talent management practices on employee satisfaction and performance in hotel operations
- To study intends to evaluate the effectiveness of present talent recognition and rewards systems in enhancing employee motivation and engagement.

VII. HYPOTHESES

H1: Significant difference between the socio-demographic profile and constructs (Career Development, Organisational Culture Support, work-life balance & Diversity Innovation)

H2: Significant correlation among the variables Career Development, Organisational Culture Support, work-life balance & Diversity Innovation)

VIII. DATA ANALYSIS

A. Factor Analysis

Table 1: Components

S.No	Components	Score
1	Career Development and Satisfaction	
	Career Advancement Opportunities	0.737
	Training Programs Satisfaction	0.698
	Communication Effectiveness	0.667
	Feedback Mechanisms Satisfaction	0.644
2	Organizational Culture and Support	
	Continuous Improvement Culture	0.712
	Well-being Support Satisfaction	0.695
	Performance Expectations Clarity	0.657
	Learning and Development Investment	0.55
3	Diversity and Innovation	
	Diversity and Inclusivity	0.542
	Innovation and Creativity Culture	0.511

	Talent Recognition and Reward Impact	0.317
	Teamwork Satisfaction	0.623
4	Performance Management and Work-Life Balance	
	Performance Evaluation Effectiveness	0.566
	Talent Retention Strategy	0.684
	Work-Life Balance Support Satisfaction	0.612

The components are categorized as follows: Career Development and Satisfaction, which estimates the “career advancement opportunities”, “training programs satisfaction”, “effective communication”, and “feedback mechanisms” Organizational Culture and Support excel in demonstrating the areas of continuity improvement culture, well-being support satisfaction, clarity in performance expectation, and investment in learning and development. Diversity and Innovation give priority to diversity and inclusiveness situations; hence they result in creativity and innovation culture, talent recognition and teamwork satisfaction. Performance Management and Work-Life Balance scrutinizes efficient performance assessment, smart retention strategy, and work-life balance satisfaction support.

Table 2: Total Variance Explained						
Component	Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.333	27.084	27.084	2.722	17.014	17.014
2	1.606	10.036	37.120	2.486	15.540	32.554
3	1.372	8.575	45.694	1.869	11.681	44.236
4	1.096	6.848	52.542	1.329	8.307	52.542

The total variance explained shows the degree to which the components, extracted through factor analysis, explain the variability in data. In this scenario, the four of them explain almost 52.542% of the variation in the data. Component 1 is the most important part of this explanation and it is followed by Component 2, Component 3 and Component 4. Rotation of the sums of squared loadings randomly allocates this variance among the components, ensuring that each of the components contributes independently to the overall variance of the data.

Table 3: ANOVA- Age & Constructs						
		Sum of Squares	df	Mean Square	F	Sig.
Career Development	Between Groups	22.518	4	5.629	2.828	.028

	Within Groups	228.949	115	1.991		
	Total	251.467	119			
Organisational Culture Support	Between Groups	24.024	4	6.006	2.833	.028
	Within Groups	243.842	115	2.120		
	Total	267.867	119			
Work-Life Balance	Between Groups	30.620	4	7.655	2.982	.022
	Within Groups	295.172	115	2.567		
	Total	325.792	119			
Diversity Innovation	Between Groups	28.702	4	7.176	3.136	.017
	Within Groups	263.164	115	2.288		
	Total	291.867	119			

The ANOVA results identify age group differences in the perceptions of Career Development, ($p = .028$), Organizational Culture ($p = .028$), Work-Life Balance ($p = 0.022$) and Diversity Innovation ($p = 0.017$). These outcomes imply that age might make an impact on the outlook regarding these concepts among staff in the hospitality industry.

Table 4: Multiple Comparisons

Tukey HSD

Dependent Variable			Mean Difference (I-J)	Std. Error	95% Confidence Interval	
					Lower Bound	Upper Bound
Career Development	Under 25	25-34	-.79412	.44728	-2.0338	.4455
		35-44	-.33333	.40731	-1.4622	.7956
		45-54	.39286	.39250	-.6950	1.4807
		55 & above	-.64815	.39584	-1.7452	.4489
	25-34	Under 25	.79412	.44728	-.4455	2.0338
		35-44	.46078	.44728	-.7789	1.7004
		45-54	1.18697	.43383	-.0154	2.3894
		55 & above	.14597	.43686	-1.0648	1.3567

	35-44	Under 25	.33333	.40731	-.7956	1.4622
		25-34	-.46078	.44728	-1.7004	.7789
		45-54	.72619	.39250	-.3616	1.8140
		55 & above	-.31481	.39584	-1.4119	.7823
	45-54	Under 25	-.39286	.39250	-1.4807	.6950
		25-34	-1.18697	.43383	-2.3894	.0154
		35-44	-.72619	.39250	-1.8140	.3616
		55 & above	-1.04101	.38058	-2.0958	.0138
	55 & above	Under 25	.64815	.39584	-.4489	1.7452
		25-34	-.14597	.43686	-1.3567	1.0648
		35-44	.31481	.39584	-.7823	1.4119
		45-54	1.04101	.38058	-.0138	2.0958
Organisational Culture Support	Under 25	25-34	-.38480	.46160	-1.6641	.8945
		35-44	0.00000	.42035	-1.1650	1.1650
		45-54	.57738	.40506	-.5453	1.7000
		55 & above	-.68981	.40851	-1.8220	.4424
	25-34	Under 25	.38480	.46160	-.8945	1.6641
		35-44	.38480	.46160	-.8945	1.6641
		45-54	.96218	.44772	-.2787	2.2031
		55 & above	-.30501	.45084	-1.5545	.9445
	35-44	Under 25	0.00000	.42035	-1.1650	1.1650
		25-34	-.38480	.46160	-1.6641	.8945
		45-54	.57738	.40506	-.5453	1.7000
		55 & above	-.68981	.40851	-1.8220	.4424
	45-54	Under 25	-.57738	.40506	-1.7000	.5453
		25-34	-.96218	.44772	-2.2031	.2787
		35-44	-.57738	.40506	-1.7000	.5453
		55 & above	-1.26720*	.39276	-2.3557	-.1787
	55 & above	Under 25	.68981	.40851	-.4424	1.8220
		25-34	.30501	.45084	-.9445	1.5545

		35-44	.68981	.40851	-.4424	1.8220
		45-54	1.26720*	.39276	.1787	2.3557
Work Life Balance	Under 25	25-34	-.04902	.50787	-1.4566	1.3586
		35-44	0.00000	.46249	-1.2818	1.2818
		45-54	.83333	.44566	-.4018	2.0685
		55 & above	-.64815	.44946	-1.8938	.5975
		Under 25	.04902	.50787	-1.3586	1.4566
	25-34	35-44	.04902	.50787	-1.3586	1.4566
		45-54	.88235	.49260	-.4829	2.2476
		55 & above	-.59913	.49603	-1.9739	.7756
		Under 25	0.00000	.46249	-1.2818	1.2818
	35-44	25-34	-.04902	.50787	-1.4566	1.3586
		45-54	.83333	.44566	-.4018	2.0685
		55 & above	-.64815	.44946	-1.8938	.5975
		Under 25	-.83333	.44566	-2.0685	.4018
	45-54	25-34	-.88235	.49260	-2.2476	.4829
		35-44	-.83333	.44566	-2.0685	.4018
		55 & above	-1.48148*	.43212	-2.6791	-.2838
		Under 25	.64815	.44946	-.5975	1.8938
	55 & above	25-34	.59913	.49603	-.7756	1.9739
		35-44	.64815	.44946	-.5975	1.8938
		45-54	1.48148*	.43212	.2838	2.6791
		Under 25	.49265	.47954	-.8364	1.8217
Diversity Innovation	Under 25	35-44	.25000	.43669	-.9603	1.4603
		45-54	.66071	.42081	-.5056	1.8270
		55 & above	-.63426	.42439	-1.8105	.5419
		Under 25	.49265	.47954	-.8364	1.8217
	25-34	35-44	.74265	.47954	-.5864	2.0717
		45-54	1.15336	.46512	-.1357	2.4425
		55 & above	-.14161	.46837	-1.4397	1.1565
		Under 25	-.25000	.43669	-1.4603	.9603
	35-44	Under 25	-.25000	.43669	-1.4603	.9603

		25-34	-.74265	.47954	-2.0717	.5864
		45-54	.41071	.42081	-.7556	1.5770
		55 & above	-.88426	.42439	-2.0605	.2919
	45-54	Under 25	-.66071	.42081	-1.8270	.5056
		25-34	-1.15336	.46512	-2.4425	.1357
		35-44	-.41071	.42081	-1.5770	.7556
		55 & above	-1.29497*	.40802	-2.4258	-.1641
	55 & above	Under 25	.63426	.42439	-.5419	1.8105
		25-34	.14161	.46837	-1.1565	1.4397
		35-44	.88426	.42439	-.2919	2.0605
		45-54	1.29497*	.40802	.1641	2.4258

The Tukey HSD revealed that there were significant differences in mean scores among different age groups for all constructs. Indeed, for Career Development, remarkable differences were obtained for the age ranges of 45-54 and 55 & above and 25-34 and 55 & above. The age classification of 45-54 and 55 & above showed the most difference when it came to Organisational Culture Support. Referring to Work-Life Balance, we had significant differences between the age brackets of 45-54, and 55 & above. Lastly, there were significant differences in diversity innovation between the age groups of 45-54 and 55 and above as well. According to this information, seniority has an impact on how an employee's career, organizational culture, work-life balance, and diversity innovation are perceived by the employees in the field of hospitality.

Table 5: Descriptive Statistics

	Mean	Std. Deviation	N
Career Development	17.7333	1.45367	120
Organisational Culture Support	17.8667	1.50033	120
Work-Life Balance	17.7917	1.65461	120
Diversity Innovation	17.6333	1.56610	120

Table 6: Correlations

		Career Development	Organisational Culture Support	Work-Life Balance	Diversity Innovation
Career Development	Pearson Correlation	1	.535**	.497**	.547**
	Sig. (2-tailed)		.000	.000	.000
	N	120	120	120	120
Organisational Culture Support	Pearson Correlation	.535**	1	.808**	.659**
	Sig. (2-tailed)	.000		.000	.000
	N	120	120	120	120
Work-Life Balance	Pearson Correlation	.497**	.808**	1	.625**
	Sig. (2-tailed)	.000	.000		.000
	N	120	120	120	120
Diversity Innovation	Pearson Correlation	.547**	.659**	.625**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	120	120	120	120

The constructs that arrived here project a mean score of around 17.7 to 17.9, the standard deviations are moderate and range from about 1.45 to 1.65. The correlation matrix shows a pattern of positive correlations among all components which indicates their strong associations ($r = 0.535$), Organizational Culture Support and Work-Life Balance among Workers ($r = 0.808$), Work-Life Balance and Diversity in Innovation ($r = 0.625$), and the Career Development and Diversity Innovation ($r = 0.547$) at 0.01 significance level.

IX. DISCUSSION

The strong positive correlation between Career Development with other factors suggests that the establishment of career advancement opportunities, effective training programs, and effective communication and feedback mechanisms can improve the general performance of organizations and the level of job satisfaction in the hotel industry (Ercantan & Eyupoglu, 2022; Ababneh et al., 2021). Hotel managers should provide a basis for different levels of career paths and training initiatives to create a proper environment for the growth and engagement of the employees (Nguyen et al., 2023). The strong correlation between

Organizational Culture Support and other dimensions expresses no less the key role for improving a culture to support performance, dealing with organizational well-being, giving detailed and clear performance expectations, and investing in learning and development (Enz & Siguaw, 1999; Darvishmotevali & Altinay, 2022). The leaders of hotels should concentrate on creating an organizational culture that supports the psychological health of the employees, encourages innovation, and supplies clarity in the performance expectations, affecting the level of employee satisfaction and the general effectiveness of the organisation (Malik et al., 2021).

Finding that Work-Life Balance may serve as a mediator between other constructs empowers the significance of offering support to the staff that would help them deal with personal issues, as well as professional demands (Harb & Ahmed, 2019; Singh et al., 2020). In the context of hotels, it is prudent for hotel managers to accommodate flexible working hours, uphold a cordial working atmosphere and provide external resources for the handling of work-life balance difficulties (Bohdanowicz, 2006). These methodologies that help to cut the number of employees leaving, enhancement of productivity and improve employees' psychological state are crucial for the hospitality industry (Pham et al., 2020).

Diversity Innovation: The very high positive association between Diversity Innovation (Luu, 2019; Wells et al., 2015) is a confirmation derivation that promoting diversity and inclusive environments enhances the organization's innovation and teamwork. While managing the hotel, be sure that diversity and inclusivity programs get prioritized, implement diversity training programs, and make platforms open that make non-diverse employees communicate effectively. Diversity can be given a chance to mingle and make things more creative, make decision-making easier, and make business more viable in the hospitality world (Siebenhüner & Arnold, 2007).

X. CONCLUSION

This research draws attention to the importance of talent management in the hotel industry, including supporting career progression, organizational culture, work balance, and diversity innovations. Through the application of quantitative analysis techniques and correlation examinations, the reliance on the dimensions emerged, providing grounds for a holistic approach to talent management. Through the creation of career advancement opportunities, fostering supportive organizational cultures, promotion of work-life balance, and embracing diversity, hotel general managers can build a workplace that can permit the fulfilment of employees, innovation, and organizational success. These results therefore elicit the need for a more targeted approach to human resource management fitting the particularity of the hospitality business. The integration of these findings into HR strategies will allow hotels to facilitate talent development, improve innovations, and ensure a sustainable competitive advantage in today's evolving hospitality industry.

XI. REFERENCES

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