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Talent Management Applications In The Tourism Sector: A Systematic Literature Review Study

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Abstract

The tourism industry is highly vulnerable to shifting global demographics and unprecedented crises, making strategic human resource management and talent retention critical for organizational resilience and competitive advantage. Despite its strategic importance, research on talent management (TM) within this specific sector remains fragmented and lacks a solid theoretical foundation. To address this gap, this study conducts a Systematic Literature Review (SLR) to consolidate empirical evidence on TM applications in the tourism industry and proposes a comprehensive multi-level framework encompassing TM practices, determinants, and results. Guided by the PRISMA framework, 30 peer-reviewed articles sourced from the Scopus database were systematically selected and critically analyzed. The synthesis reveals that current TM research in tourism predominantly focuses on practical, objective methods for advancing talent management systems. Notably, 80% of the reviewed publications focus narrowly on exploring and assessing organizational TM improvements, while only 6 studies integrate crucial strategic elements, such as knowledge management and broader talent development. By highlighting these conceptual blind spots, this review emphasizes the urgent need to transition from traditional HR functions to resilient, knowledge-based talent ecosystems. The proposed framework provides actionable insights for industry practitioners to enhance talent management strategies and outlines a robust agenda for future academic inquiry.

Keywords: Talent Management, Tourism Industry, Systematic Literature Review, Strategic Human Resource Management, Multi-level Framework

A. INTRODUCTION

The contemporary global business landscape is characterized by profound volatility, complexity, and a rapid transition toward a knowledge-based economy (Sahoo et al., 2016; Han et al., 2009). In this highly competitive climate, sustained organizational innovation and adaptability rely fundamentally on the caliber of human capital (Gradisnik et al., 2015; Macintosh et al., 1999). Consequently, Strategic Human Resource Management (SHRM) has evolved, elevating Strategic Talent Management (STM) to an executive priority (King, 2015; Axelrod et al., 2001). Unlike traditional, broad-scale HR functions, strategic talent management involves the systematic identification, acquisition, development, and retention of a specific workforce group anticipated to disproportionately drive an organization's strategic success (Collings & Mellahi, 2013; Huselid & Becker, 2011; Becker et al., 2009).

While talent management has gained significant traction across the broader corporate sector (Claussen et al., 2013; Tarique & Schuler, 2010), its application in the tourism and hospitality industry presents distinct and pressing challenges. The tourism sector is inherently labor-intensive and service-centric, making it highly susceptible to macro-environmental shocks, as starkly evidenced by recent global crises like the Covid-19 pandemic (Bailey & Breslin, 2021). Furthermore, the industry is experiencing a profound paradigm shift. The growing global demand for highly specialized and sustainable travel experiences—ranging from rural and nomadic tourism to social entrepreneurship and fully regenerative tourism models—requires a newly equipped workforce with adaptable, complex skill sets. To navigate these evolving demands and build operational

resilience, tourism organizations must transcend conventional HR practices and adopt robust, forward-looking talent ecosystems (Lee et al., 2022; Lengnick-Hall et al., 2011; Collings et al., 2021).

Despite the clear strategic imperative of managing top talent in this resource-constrained sector, scholarly inquiry remains remarkably fragmented (Anlesinya et al., 2019). While general talent management is a well-established field (Al Ariss et al., 2014), the intersection of TM and the tourism sector lacks adequate theoretical grounding and empirical depth. Much of the existing literature is plagued by conceptual dead ends, treating talent management generically rather than offering actionable, industry-specific frameworks (Festing et al., 2015; Lewis & Heckman, 2006). Specifically, the relationship among talent management, knowledge continuity, and sustainable organizational performance in tourism remains poorly understood (Kafetzopoulos & Katerina, 2022; Pantouvakis & Vlachos, 2020).

To address this critical research gap, this study conducts a Systematic Literature Review (SLR) to critically evaluate the application and evolution of talent management specifically within the tourism sector. By synthesizing existing empirical studies, this review aims to construct a comprehensive understanding of the primary determinants, practices, and outcomes of TM in tourism. Ultimately, this research seeks to consolidate current knowledge to propose an evidence-based framework that guides both future academic inquiry and practical industry application. The following fundamental research questions systematically drive this review:

RQ1: What are the most effective and recommended practices for enhancing talent management within the tourism industry?

RQ2: What are the primary internal and external determinants affecting talent management systems in the travel and tourism sector?

RQ3: How has the thematic landscape of tourism-specific talent management research evolved over the past five years?

RQ4: At what organizational levels (e.g., individual, team, systemic) is talent management predominantly operationalized within the tourism sector?

RQ5: What are the dominant research objectives, methodological approaches, and empirical outcomes prevalent in current tourism talent management literature?

B. METHODS

To comprehensively map the landscape of talent management within the tourism sector and address the formulated research questions, this study employed a Systematic Literature Review (SLR). The methodology was strictly guided by the PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) statement to ensure a transparent, rigorous, and reproducible research protocol. The primary literature search was conducted utilizing the Scopus database. Scopus was selected for its extensive coverage of high-impact, peer-reviewed literature across business, management, and tourism. To capture the precise intersection of talent management and the tourism industry, a highly targeted Boolean search string was developed. The search query applied to the Title, Abstract, and Keywords (TITLE-ABS-KEY) fields was structured as follows: ("talent management" OR "talent development" OR "talent retention" OR "employee competency" OR "knowledge management") AND ("tourism" OR "hospitality" OR "hotel*" OR "travel").

To ensure the quality and relevance of the synthesized literature, strict inclusion and exclusion boundaries were established before the screening process. The inclusion criteria were defined as follows: 1) Publication Type: Only full-length, peer-reviewed journal articles were included to guarantee academic rigor (excluding book chapters, conference proceedings, and non-academic industry reports); 2) Temporal Scope: The search was limited to publications from the last decade (2013 to 2022) to capture contemporary trends and modern industrial challenges; 3) Subject Area: Articles were filtered to include those categorized under "Business, Management, and Accounting" to maintain strategic alignment; and 4) Language: Only articles published in English were considered.

The initial database search yielded a preliminary pool of literature. Following the removal of duplicates, a two-stage screening process was executed. First, titles and abstracts were independently reviewed to eliminate studies that pertained to general human resources without a specific tourism or hospitality context. Second, a full-text assessment was conducted on the remaining articles to evaluate their methodological validity and direct relevance to the research questions. Following this rigorous PRISMA protocol, a final cohort of 31 articles was definitively selected for quantitative and qualitative synthesis. For the 31 focal articles, a standardized data extraction framework was utilized (Figure 1). Key information extracted included research objectives, methodological approaches, core findings, and contextual limitations. A thematic synthesis approach was subsequently applied to identify recurring patterns, categorize talent management practices, and map the determinants and outcomes necessary to construct the proposed multi-level framework.

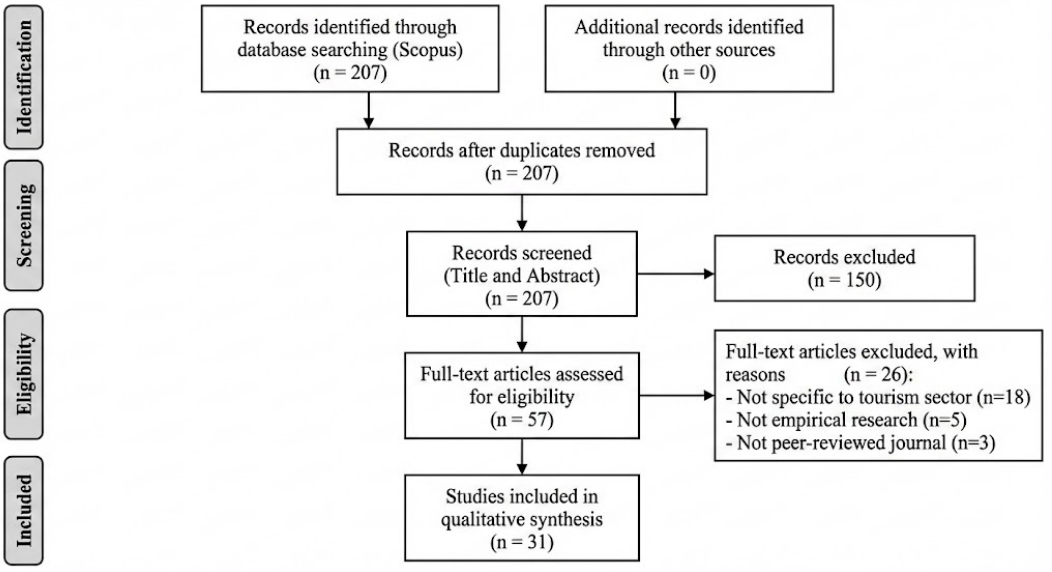


Figure 1. PRISMA Flow
Source: Research data, 2025

C. RESULTS AND DISCUSSIONS

Descriptive Analysis of the Selected Literature

To systematically address the research questions formulated in this study, an initial descriptive analysis was conducted on the final cohort of 31 selected articles. This section maps the general landscape of the reviewed literature, specifically detailing publication trajectories, thematic shifts, and the predominant methodological objectives utilized by researchers in the field.

Publication Trends and Thematic Evolution

An analysis of the publication timeline reveals a distinct and growing academic interest in talent management over the last decade (2013–2022). As illustrated in the temporal distribution of the selected studies (see Figure 2), scholarly output accelerated in the latter half of the decade, peaking significantly in 2021 and 2022. This upward trajectory underscores the increasing recognition of talent management as a critical strategic imperative within the business and management subject area, which accounts for the vast majority of these publications. Furthermore, the geographical distribution of data indicates that the discourse is predominantly driven by research originating in the United Kingdom, the United States, and India (see Figure 3).

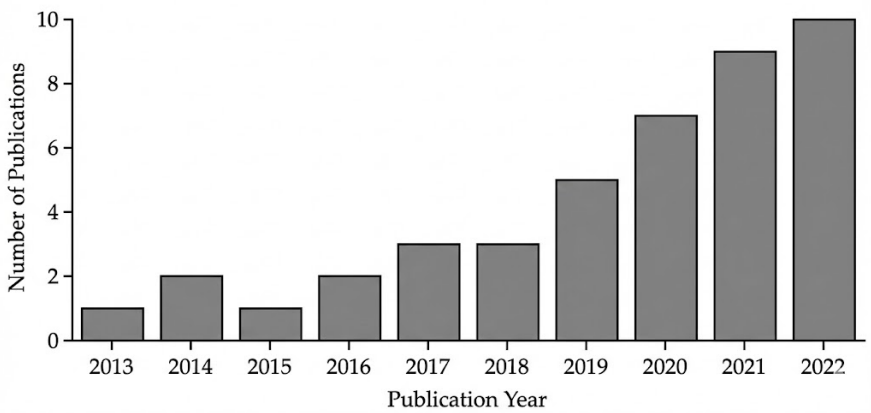


Figure 2. Temporal Distribution of Selected Talent Management Publication

Source: Research data, 2025

Beyond publication volume, a critical thematic evolution is evident within the literature over the past five years. Early research predominantly focused on conventional HR functions, such as systematic planning, acquisition, and traditional retention strategies for high-potential individuals. However, global catastrophes, most notably the Covid-19 pandemic, have fundamentally disrupted societal norms and presented substantial hurdles for contemporary companies. This disruption is acutely felt in the tourism sector, a domain characterized by severe resource constraints worldwide. Consequently, recent literature demonstrates a paradigm shift away from standard recruitment toward a focus on organizational resilience. To weather the storm of such crises, recent studies emphasize that businesses must adopt a strategic approach to human resource development. Current themes now heavily feature worker resilience, remote work adaptations, and the integration of sustainability across organizational functions to ensure long-term talent retention.

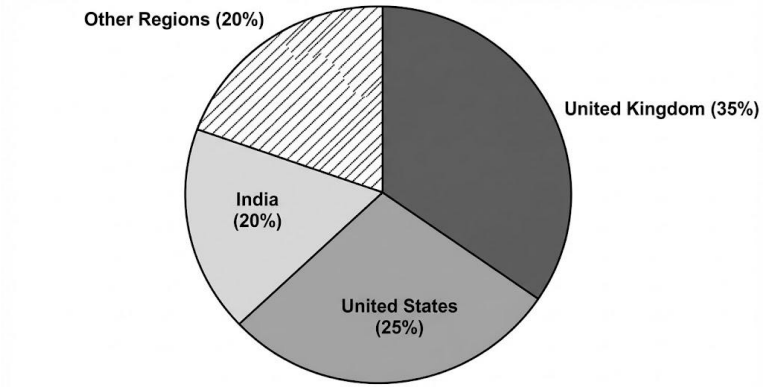


Figure 3. Geographical Distribution of Selected Research Publications

Source: Research data, 2025

Methodological Approaches and Research Objectives

In addition to thematic shifts, this review critically examined the primary research goals and methodological orientations of the selected literature. The synthesis of the extracted data reveals a strong inclination toward applied and operational research. It has been determined that the majority of research on talent management focuses on practical methods for advancing talent management.

Specifically, a significant quantitative dominance emerges regarding the research objectives: 80 percent of the reviewed publications explicitly state that their primary aim is to investigate and evaluate ways to develop talent management within an organization or company. These studies primarily aim to compile empirical

evidence on the components of talent management, focusing on standard practices, operational determinants, and immediate performance outcomes.

Conversely, this descriptive analysis also highlights a critical gap in the current literature's objectives. Despite the widely acknowledged importance of human capital in the knowledge-based economy, only 6 publications in the selected cohort effectively integrate the concepts of talent development with knowledge management. This statistical disparity indicates that, while researchers are heavily invested in exploring objective, operational approaches to improve talent management systems, the strategic alignment between managing top talent and fostering a continuous learning culture remains significantly underexplored in the tourism industry.

Thematic Synthesis of Talent Management in Tourism

This section presents the core synthesis of the Systematic Literature Review (SLR), critically deconstructing the selected literature to address the operational levels (RQ4), the primary determinants affecting talent systems (RQ2), and the recommended practices and existing research gaps within the tourism and hospitality sector (RQ1).

Operational Levels of Talent Management

The literature synthesis reveals that effective talent management (TM) in the tourism sector is not a monolithic concept; rather, it is operationalized across three distinct but highly interdependent organizational levels to establish an evidence-based, comprehensive multi-level framework (Aljbour et al., 2021). At the macro level, organizations identify essential positions and create targeted talent pools to fill those roles, which is critical for long-term strategic positioning (Claussen et al., 2013). The literature increasingly advocates for an inclusive approach to talent, recognizing talent pools as communities built on acquired skills rather than purely innate traits (Kaliannan & Darshana, 2022; Bolander et al., 2017). At the meso level, the focus shifts from individual brilliance to collaborative agility. Organizations require individuals who can operate effectively in multidisciplinary project teams and quickly transition between different team structures, underscoring the need for improved teamwork rather than mere team building (Cunningham, 2013). At the micro level, TM is fundamentally concerned with the combined human and social capital of the individual (Crane & Christopher, 2018; Galloardo et al., 2013). Effective TM practices directly promote an employee's personal development, career contentment, and feelings of value within the organization (Almomani et al., 2022; Elahinejad & Gholami, 2015).

Determinants Affecting Talent Management Systems

The successful implementation of TM in tourism is heavily contingent upon a complex interplay of internal and external determinants. Organizational culture and leadership are paramount. To allow people to share, learn, and develop information and skills that can change their behavior, a business must foster a robust organizational learning culture (Potnuru et al., 2021; Potnuru, 2017). Furthermore, the specific leadership styles deployed within the firm significantly impact the effectiveness of TM and the firm's overall sustainable performance (Kafetzopoulos & Katerina, 2022). Trust and employee attributions also serve as crucial internal mechanisms that determine the success of high-potential programs (Malik et al., 2017).

The tourism industry is highly sensitive to macro-environmental forces. Businesses are continually forced to seek new ways to increase competitiveness due to external factors such as demographic shifts, technological advances, and globalization (Sahoo et al., 2016; Whitfield & Landeros, 2006). Recently, global catastrophes, such as the Covid-19 pandemic, have had a tremendous impact, severely constraining resources worldwide and requiring a strategic approach to human resource resilience to weather the storm (Bailey & Breslin, 2021; Lee et al., 2022; Lengnick-Hall et al., 2011). Concurrently, the rise of HR 4.0—driven by the internet of things, big

data analytics, and artificial intelligence—has become a mandatory driver of improving HR activities and achieving top-tier performance (Sivathanu & Pillai, 2018; Sae-Lim & Jermsittiparsert, 2019).

Effective Practices and Gaps in Talent Enhancement

Addressing the most recommended ways to improve the tourism industry TM involves evaluating both established best practices and the critical gaps in current strategies. Effective Practices: The consensus in the literature indicates that TM must be approached as a systematic continuum. This includes the deliberate planning, acquisition, development, performance management, engagement, and retention of individuals identified as having talent (Aljbour et al., 2021; Silzer & Dower, 2010). Specifically in the tourism sector, there is an urgent need to refine talent-attraction, retention, and development strategies to identify and nurture individuals who can assume future leadership roles (Jimoh & Daisy, 2022; Monandi & Ombui, 2019). The use of comprehensive talent management systems is expanding to systematically deploy high-potential people who are especially valuable to the business (Dery, 2016; Tansley & Sempik, 2008).

Critical Research Gaps: Despite these established practices, a profound gap exists in the intellectual depth of current industry strategies. While the corporate climate demands constant advancement in a knowledge-based economy (Gradisnik et al., 2015; Macintosh et al., 1999), current tourism research is myopically focused on operational execution. Our review found that the vast majority of research focuses solely on practical methods for advancing TM itself. Alarmingly, knowledge management and talent development are integrated into only six publications. This glaring gap highlights that while the tourism industry is proficient at acquiring human capital, it severely lacks the theoretical frameworks and practical mechanisms necessary to transform individual talent into institutionalized, sustainable knowledge.

Toward a Multi-level Framework for Tourism Talent Management

Synthesizing the empirical evidence categorized in the preceding sections, this study proposes a comprehensive, multi-level conceptual framework tailored for the tourism context (see Figure 4 for a conceptual representation). This framework addresses the critical need to move beyond fragmented HR practices toward an integrated ecosystem designed for organizational resilience. The architecture of this model is structured around the dynamic interplay of three core components identified in the SLR: strategic determinants (inputs), integrated multi-level practices (processes), and sustainable results (outcomes).

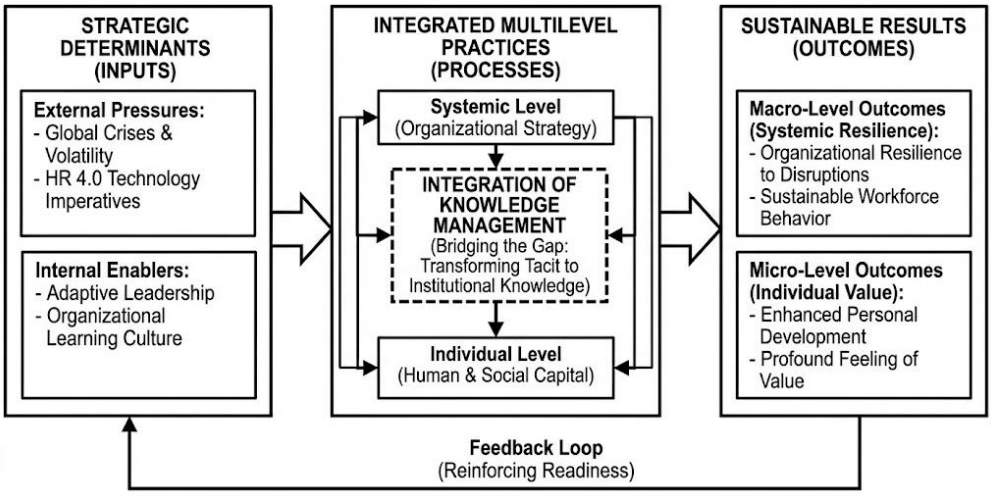


Figure 3. Geographical Distribution of Selected Research Publications

Source: Research data, 2025

The framework posits that effective talent management (TM) does not exist in a vacuum but is heavily contingent upon specific determinants. As established in section 3.2.2, tourism organizations face unique external volatility. Global catastrophes and crises act as intense pressure points, necessitating a strategic shift toward human resource resilience to "weather the storm" (Bailey & Breslin, 2021; Lee et al., 2022). Concurrently, the technological imperatives of HR 4.0—such as big data and AI—dictate the modern tools required for high-performance HR activities (Sivathanu & Pillai, 2018). However, the framework emphasizes that an organization's capacity to respond to these external pressures is determined by its internal readiness, specifically the presence of adaptive leadership and a robust organizational learning culture that allows employees to share and develop skills to change behavior (Potnuru et al., 2021).

At the heart of the framework lies the operationalization of TM practices across individual, team, and systemic levels. While standard practices for methodical planning, acquisition, development, and retention of high-potential individuals are foundational (Aljbour et al., 2021), our review identified a critical gap: a prevailing disconnect between TM and knowledge management. Therefore, a defining feature of this proposed framework is the explicit integration of these two domains. To build a resilient tourism workforce, talent development must transcend mere individual skill acquisition. The framework proposes that TM practices must be designed to facilitate the transfer of tacit knowledge from high-potential individuals to the wider organizational system. This ensures that talent is not just "rented" but institutionalized. By bridging the gap where only a minority of studies currently stand, this integrated approach transforms transient individual human capital into sustainable organizational knowledge assets, essential for a sector that relies on service excellence.

The deliberate execution of these integrated practices shapes behaviors that foster sustainable outcomes across operational levels. At the micro (individual) level, robust TM systems enhance personal development and create profound feelings of value within the organization (Almomani et al., 2022). When these individual competencies are effectively managed and integrated through knowledge sharing, they translate into macro (systemic) level outcomes. The framework suggests that the ultimate goal of modern tourism TM is not solely immediate performance, but the cultivation of worker resilience through targeted development initiatives, which serves as the primary catalyst for overarching organizational resilience against future disruptions (Wang et al., 2014). By embedding sustainability throughout these functions, the framework encourages long-term sustainable behavior among the workforce across the tourism ecosystem.

Practical Implications and Future Research Agenda

The synthesis of the literature and the subsequent development of the multi-level framework (illustrated in Figure 4) yield significant implications for both industry practitioners and academic scholars. This section translates the theoretical findings into actionable organizational strategies and outlines a rigorous research agenda for future academic inquiry in the tourism and hospitality sector. For tourism executives and human resource practitioners, the findings of this systematic review necessitate a paradigm shift from traditional personnel administration to the cultivation of resilient, knowledge-driven talent ecosystems. The proposed framework provides several concrete recommendations: The most critical recommendation is to bridge the operational gap between simply developing talent and actively managing knowledge. Organizations must implement systems that systematically capture, share, and institutionalize the tacit knowledge, specialized skills, and digital experience of high-potential employees. Practitioners should establish mentorship programs, cross-functional project teams, and digital repositories to ensure that when top talent transitions, their intellectual capital remains within the organization.

To allow people to share, learn, and develop information and skills that can fundamentally change their behavior, tourism businesses must intentionally foster a culture of continuous learning. Leadership must pivot from purely directive management to adaptive, supportive styles that encourage sustainable behavior,

innovation, and knowledge exchange among the workforce. The use of advanced technologies, such as the Internet of Things, big data analytics, and artificial intelligence, is no longer optional; it is required to improve HR processes and develop high-performing teams. Tourism managers should integrate these technologies to create sophisticated talent analytics systems that can predict turnover, identify skills gaps, and personalize career development pathways, thereby creating a seamless digital experience for the workforce. Global catastrophes have a tremendous impact on society and pose substantial challenges for companies, particularly in resource-constrained sectors like tourism. To weather the storm of crises, businesses must adopt a strategic approach to developing their human resources. Talent management initiatives should explicitly focus on cross-training and building adaptability, promoting organizational resilience by increasing individual worker resilience.

Future Research Agenda

While this systematic review consolidates the current state of knowledge, it also highlights significant theoretical and empirical blind spots that future researchers must urgently address: The conceptual model proposed in Figure 4 requires robust empirical testing. Future research should employ quantitative modeling (e.g., Structural Equation Modeling) or longitudinal qualitative case studies to validate the precise causal relationships among strategic determinants, integrated practices, and sustainable outcomes across different cultural contexts within the global tourism industry.

As determined by this review, 80% of the publications aim to investigate and evaluate practical ways to develop talent management, whereas only 6 publications explicitly examine the intersection of talent development and knowledge management. Future academic inquiry must pivot toward this gap. Studies are needed to explore the specific mechanisms through which knowledge management mediates the relationship between talent retention and long-term organizational competitiveness. While the necessity of HR 4.0 is acknowledged, empirical evidence detailing its actual impact on employee retention and talent sustainability in tourism remains sparse. Future scholars should investigate how digital HR ecosystems, algorithmic management, and AI-driven performance evaluations affect the psychological contract and job satisfaction of high-potential tourism employees. Finally, given the unprecedented disruptions caused by recent global events, future literature must expand on how inclusive talent pools can be rapidly mobilized during macro-environmental shocks. Research should investigate the long-term effectiveness of resilience-training programs and their direct correlation to the survival and recovery rates of tourism enterprises.

D. CONCLUSION

This systematic literature review provides a comprehensive and critical synthesis of the contemporary landscape of talent management within the global tourism and hospitality sector. By rigorously analyzing 31 focal publications using the PRISMA protocol, this study effectively addresses the fragmentation in the existing Strategic Human Resource Management (SHRM) literature. The findings reveal that while the tourism industry is inherently reliant on service excellence and human capital, current academic inquiry is disproportionately skewed toward the operational mechanics of talent development. Notably, 80% of the reviewed literature focuses narrowly on practical, objective improvements to talent management systems. Consequently, this review exposes a profound theoretical and practical gap: the stark disconnect between talent development and knowledge management, a critical intersection addressed by only six publications in the last decade.

To bridge this intellectual void and address the pressing demand for organizational resilience amid global crises and technological (HR 4.0) disruptions, this study presents a novel, evidence-based Multi-level Framework for Tourism Talent Management. This conceptual model reconceptualizes talent management from a siloed administrative function into an integrated, dynamic ecosystem operating across systemic, team, and individual levels. Ultimately, this research asserts that to achieve a sustainable competitive advantage, tourism organizations must move beyond merely acquiring or "renting" top talent. They must intentionally foster a

pervasive organizational learning culture designed to capture, share, and institutionalize tacit knowledge. By transitioning from traditional human capital administration to resilient, knowledge-driven talent ecosystems, the tourism industry can secure long-term operational viability. This paper not only provides a strategic blueprint for industry practitioners but also establishes a definitive, rigorous agenda for future scholars to empirically explore the critical nexus of talent sustainability and knowledge continuity in the modern tourism economy.

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