

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

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Abstract

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

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

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

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

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

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

Introduction

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

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

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

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3 adopt a wellbeing approach to TM, and discuss key debates related to TM's conceptual
4 development, within both hospitality and general business research. Johnson *et al.* (2019)
5 discuss the 'how, why and who' of talent development in H&T. Barron (2008) explores issues
6 that are prevalent in H&T education and suggests how educators can address the needs of new
7 generations. Hughes and Rog (2008) stress the role of TM in enhancing employee recruitment,
8 engagement and retention, and discuss TM antecedents and outcomes. Watson (2008)
9 examines issues of management development, which is considered to be an integral part of
10 TM. Sanjeev and Birdie (2019) offer more general observations about the H&T industry in
11 India, and discuss TM as a factor affecting competitiveness in the next decade. Finally, Scott
12 and Revis (2008) in their selective bibliographic review, draw on the experience of graduates
13 and discuss issues related to talent education, career development, retention and motivation.
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23 Thus, given the growing, but varied and scattered scholarly output in the field, a
24 rigorous SLR that evaluates extant research on TM in the H&T context, is much needed. Based
25 on an analysis of 74 articles, we set forth to: (1) offer an empirical mapping analysis of TM
26 research in H&T; (2) identify and discuss key research topics in the literature; and (3)
27 recommend avenues for future research. Our first unique contribution is a holistic review of
28 articles published on a range of TM topics within various H&T sectors. In so doing, we offer
29 a sectoral analysis and discussion of the field. Our second significant contribution is to provide
30 a synopsis of advancements made thus far—both major and minor—serving to frame this
31 research stream *de novo*. Dominant research topics include: TM practices; conceptualisation of
32 talent and TM; and TM antecedents and outcomes. Topics such as key TM stakeholders, and
33 talent education and graduate careers are less prevalent in this body of literature. We argue that
34 TM in H&T taps into already known research topics, but in a highly applied way and that the
35 literature adopts an object approach to talent. We also provide support for the argument in the
36 broader TM literature (Gallardo-Gallardo *et al.*, 2020) that TM research tends towards
37 examining the contextual nature of TM. Finally, we establish that TM research in H&T is in a
38 growth stage and offer suggestions on how to advance the field.
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51 **Research method**

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55 A SLR methodology was adopted because of its empirical nature (Tranfield *et al.*, 2003). This
56 methodology has been used in previous reviews of TM research (e.g. Kravariti and Johnston,
57 2020). It also minimises biases because it requires the predevelopment of a 'fit-for-purpose'
58 research protocol consisting of clear steps towards validating review results, thus ensuring
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3 quality in the findings (Denyer and Tranfield, 2009). As per the recommendations of Danese
4 *et al.* (2018), we developed a structured research protocol (see Figure 1), briefly explained
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11 12 13 *Conceptual boundaries*

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16 The first step of our research protocol was to clarify our review's boundaries in congruence
17 with our three research objectives, following Denyer *et al.*'s (2008) recommendations. In terms
18 of context, we adopted ILO's (2010) wider definition of H&T, which includes transportation,
19 travel, food and beverages, event planning, recreation, hotels, and other lodging establishments.
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21 TM is an emerging field of study that has attracted scholar attention over the last twenty years
22 (Kravariti and Johnston, 2020) and which calls for the identification of pivotal positions, as
23 well as the development of high performers/potential to fill those positions (Collings and
24 Mellahi, 2009). Within H&T in particular, we subscribe to Baum's (2008, p. 720) definition,
25 which suggests that TM refers to 'the strategic management of the talent as it enters, is deployed
26 and moves within an organisation'.
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35 Consistent with our three research objectives, we scrutinised scholarship focusing on
36 the areas of 'talent/TM conceptualisation' and 'TM practices' that are important in the broader
37 TM literature (see Gallardo-Gallardo and Thunnissen, 2016) and have also been identified in
38 the H&T scholarship (see Shulga and Busser, 2019). We therefore holistically reviewed
39 empirical, conceptual, review, and meta-analytical studies that primarily discussed the
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98 *Data collection*

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

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

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

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28 [Insert Figure 2 about here]

29 30 31 *Data analysis*

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

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50 To validate the data coding, the three coders compared and contrasted their independent
51 entries into the shared spreadsheet, solved any discrepancies in coding by re-analysing and
52 discussing relevant articles, and thereby developed the final entries for the review (see
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3 Appendix 1). Coding each article three times and solving any discrepancies with the assistance
4 of all co-authors in cases of disagreement helped to ensure a high level of inter-rater reliability.
5 Inter-rater reliability was thus achieved through several iterations: (1) at the beginning of the
6 screening phase, (2) at the end of the screening phase, (3) at the beginning of data coding, and
7 (4) at the end of data coding. This served to ensure both the validity and consistency of the
8 process (Belur *et al.*, 2021). Finally, all co-authors reflected upon the content of the data
9 covered in each of the nine themes and clustered them into five research topics, namely: (1)
10 TM practices; (2) conceptualisation of talent and TM; (3) TM antecedents and outcomes; (4)
11 key TM stakeholders in H&T; and (5) talent education and graduate careers (see Table II). In
12 the following section, we provide a bibliometric overview of the articles analysed and present
13 the results per research topic.
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27 Results

28 29 *Publication trajectory of talent management research in hospitality and tourism*

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32 Figure 3 presents the trajectory of published TM scholarship in the context of H&T over the
33 past two decades. The majority of articles (52) were published post-2017, with only 22
34 published between 2000 and 2016 inclusive. Our analysis demonstrated a notable growth of
35 articles in 2008, all published by the *International Journal of Contemporary Hospitality*
36 *Management* (IJCHM) in its inaugural special issue dedicated to TM (D'Annunzio-Green *et*
37 *al.*, 2008). This increase could be explained by the growing publication trend in general TM
38 scholarship observed post-2008 (McDonnell *et al.*, 2017). We also observed an exponential
39 growth of publications post-2017 and—although our analysis revealed a decline of publications
40 between 2019 and October 2020—more articles were published by the end of 2020. TM has
41 been characterised as a ‘phenomenon’ and its growth can be described in four stages (Dries,
42 2013). Bibliometric data analysis indicates that TM research in H&T underwent a first wave
43 of publications between 2008 and 2016, an embryonic stage; and a second wave between 2017
44 and 2020, a growth stage. It could be argued that TM in H&T is an emerging field of study,
45 and as it advances, it will reach the maturity stage with a quantity and quality of scholarly
46 publications making a significant contribution to advancing the field of study.
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[Insert Figure 3 about here]

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

26 27 *Research of talent management in hospitality and tourism*

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30 One-third of the reviewed articles were either conceptual (13 articles) or review type of papers
31 (nine articles) or case-studies (two papers). This partially contradicts Shulga and Busser's
32 (2019) contention that there is a substantial number of conceptual papers focusing on TM in
33 H&T, with limited causal relationships developed. Our findings indicate that by the time TM
34 in H&T became popular, other TM research streams were much more developed (see
35 Thunnissen *et al.*, 2013), scholars derived and validated conceptual frameworks from those
36 streams in order to contextualise the empirical evidence in H&T. However, because context
37 matters in the development of theoretical models (Gallardo-Gallardo *et al.*, 2020), and given
38 the unique characteristics of H&T (Marinakou and Giousmpasoglou, 2019), more conceptual
39 developments related to TM in this particular context subsequently proved beneficial in, for
40 example, mapping the terrain and building clarity in the area of TM's contribution to these
41 sectors. It is therefore suggested that periodic reviews be conducted to map conceptual
42 advancements in the field and highlight key insights for academics and practitioners alike.

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45 In contrast to the findings of Shulga and Busser (2019), our review showed that
46 approximately two-thirds of TM research in H&T (50 papers) are empirical. Methodologically,
47 we found that the majority of empirical studies (26 papers) employed qualitative methodologies
48 mostly relying on interviews (e.g. Chen *et al.*, 2020). Fewer empirical studies (18 articles)
49 adopted quantitative methodologies, using either a questionnaire (e.g. Self *et al.*, 2019) or a
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3 web-based survey to conduct experiments (e.g. McGinley *et al.*, 2018). Mixed method studies
4 were adopted by only six papers and combined a questionnaire with focus groups or interviews
5 (e.g. Michopoulou *et al.*, 2020). The prevalence of qualitative methodologies can be explained
6 by the fact that TM in H&T became popular post-2017 and the scholarly focus has thus been
7 on understanding ‘how’ and ‘why’, before proceeding to statistically exploring relationships
8 among variables. This finding is explained by Shulga and Busser (2019), who reported the
9 absence of causal associations. The number of research participants in qualitative studies
10 ranged from 2 to 73 and, in quantitative studies from 8 to 2,509, demonstrating substantial
11 variation in the sample sizes. We also observed that the target research group comprised almost
12 equally of employees and managers, demonstrating that this body of literature acknowledges a
13 plurality of perspectives and interests.
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23 In terms of the geographical context, most empirical studies targeted Europe (22
24 articles), followed by North America (12 articles), possibly because those regions attract the
25 largest portion of tourists per annum (Statista, 2020) and it was perhaps more pressing to
26 understand the contribution of TM to respective countries’ sector sustainability. Less research
27 has been conducted in Australia, Asia, South America and Africa, despite these economies’
28 heavy reliance on H&T (Statista, 2021). In addition, TM studies in H&T focused mainly on
29 the hotel sector (26 articles), with fewer studies addressing the food and beverages sector (8
30 articles) and even fewer dealing with event planning (4 articles) and transportation (3 articles).
31 Two studies investigated sub-sectors of tourism—cruises (Papathanassis, 2020) and rural
32 tourism (Nieto *et al.*, 2011)—while empirical evidence from the recreation, travel and lodging
33 sectors was absent. Given the empirical emphasis on the hotel sector and the smaller number
34 of studies in other fields, it might be difficult to produce evidence-based insights with broad
35 applicability across contexts. It is likely, for example, that the conceptualisation of talent or
36 TM differs substantially between the hotel and transportation sectors. Further evidence would
37 thus be required in order to enable researchers to conduct comparative research. It is also worth
38 noting that seven empirical studies examined a combination of sectors within H&T. For
39 example, Gupta (2019) examined employee turnover intentions and TM in the hotel, food and
40 beverages, and transportation sectors. Although such studies can produce comparative results,
41 they might restrain an in-depth investigation of a single sector’s unique characteristics.
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58 Another key observation, consistent with Shulga and Busser (2019), is the absence of
59 theoretical groundings. Thirty-five studies had no theory or framework/model development,
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3 five articles had adopted a general theoretical framework/model, and only ten articles built on
4 theories (see Table III). Of these, Social Exchange Theory and Human Capital Theory were
5 the most commonly used, with a few articles drawing on more than one theory (e.g. Jolly *et*
6 *al.*, 2020). TM research in H&T is theoretically fragmented; unlike other TM research streams
7 where there has been marginal progress in the use of theories, albeit inconsistently (Thunnissen
8 and Gallardo-Gallardo, 2019). We therefore observe that research in this field lacks sound
9 theoretical foundations, thus limiting the field's advancement.
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16 [Insert Table III about here]
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20 *Dominant research topics in literature on talent management in hospitality and tourism*

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

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46 The majority of the reviewed articles (29 papers) explore TM practices in the fields of talent
47 *acquisition, learning and development, and retention*. With regard to *talent acquisition*,
48 scholars explore (1) how employee value propositions are designed and tailored to meet
49 organisational needs, (2) recruitment and selection tools in attracting H&T talent, and (3)
50 support from governmental initiatives. Regarding the former, realistic messages about benefits
51 and support offered (Jolly *et al.*, 2020; Sen and Bhattacharya, 2019) and organisational
52 status/branding (McGinley *et al.*, 2018; Sen and Bhattacharya, 2019) should be signposted, in
53 order to signal that H&T organisations value talents' ideas and creativity (Horng *et al.*, 2016).
54 Another way for H&T organisations to attract talents is by demonstrating an understanding of
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3 their needs. For example, Self *et al.* (2019) found that Generation Z talent is captivated by
4 organisational proficiency in the use of modern technologies and corporate initiatives that
5 promote social responsibility, offer work-life balance opportunities, more inclusive practices,
6 and decent salaries. Work-life balance opportunities and, in particular, flexibility in working
7 hours have been discussed as the most important factors in successful talent acquisition (Chen
8 *et al.*, 2020; Schneider and Treisch, 2019). With regard to recruitment and selection tools, it is
9 suggested that H&T organisations can utilise state-of-the-art technology. For instance, Mejia
10 and Torres (2018) suggest that asynchronous video interviews are cost and time effective and
11 could significantly improve the quality of talent selection. Finally, governments play an
12 important role in enhancing H&T talent attraction through campaigns that reinforce the sectors'
13 employee value propositions (Crick, 2008).
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23 *Talent learning and development* is considered an integral component of TM in H&T,
24 and is indeed one of the most significant TM practices, since the industry is dominated by a
25 young workforce who often lack relevant experience (Golubovskaya *et al.*, 2019). As suggested
26 by Scott and Revis (2008), a holistic talent development system could help the sectors respond
27 to the internal and external dynamics of the business environment. Research conducted in
28 South East Asia demonstrated the importance of talent development, as it helps increase brand
29 awareness and service quality (Koukpaki *et al.*, 2020). In addition, the 'new normal' for
30 innovation in the sectors is the extensive use of modern technologies such as robotic services,
31 hence training helps to equip the existing talented workforce with necessary skills (Kuo *et al.*,
32 2017). Management development is also an important component of TM for the sectors.
33 Watson (2008) developed a conceptual model suggesting that to address a range of internal and
34 external parameters impacting on management development, there needs to be an alignment of
35 skills and competencies expected by managers for their professional and career development.
36 Authors suggest that an inclusive and systematic approach to talent development would be
37 more appropriate for developing the sectors' talent pool, as employees of various hierarchical
38 levels uniquely contribute to organisational success and sustainability (Bratton, 2018;
39 Golubovskaya *et al.*, 2019; Johnson *et al.*, 2019). Johnson *et al.* (2019), in particular,
40 underscore that talent development should systematically target the development of generic,
41 technical, and even emotional labour-related competencies, given employees' daily interaction
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3 *Talent retention* is an ongoing challenge for sectors that require daily efforts of
4 customer interface (Marinakou, 2019). We found that articles discussing talent retention
5 practices adopt either a nurturing or achievement orientation. Nurturing-oriented practices tap
6 into matters of relationships and wellbeing, whereas achievement-oriented practices focus on
7 providing challenges, a sense of responsibility, and opportunities for recognition and feedback
8 (Hofstede, 1991). The importance of nurturing practices is emphasised by Deery (2008), who
9 developed a conceptual framework guiding H&T organisations to initially mitigate both
10 organisational and sectoral challenges (e.g. long working hours) and then build practices that
11 address employee wellbeing issues. This framework was further expanded by Deery and Jago
12 (2015), who underscored the development of work-life balance cultures, especially in support
13 of women. Organisational support has also been highlighted (Gupta, 2019; Li *et al.*, 2018) and
14 captures manager-employee relationships, managerial support, and employee-tailored
15 initiatives, such as work flexibility (Marinakou, 2019; Marinakou and Giousmpasoglou, 2019).
16 Moreover, in the case of UK event organisations, relationship building with temporary
17 employees is key to deploying the right employees when needed (Michopoulou *et al.*, 2020).
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31 With regard to achievement-oriented practices, Tan *et al.* (2019) proposed that high
32 performance work practices help to increase job meaningfulness and thus employee
33 engagement; this, in turn, reduces talent turnover intention. Guzeller and Celiker (2019) further
34 argue that organisational practices can promote a sense of responsibility to employees, who
35 become emotionally bonded to their organisations. This leads to increased commitment, which
36 then serves to reduce negative perceptions related to role conflict (Alferaih, 2017; Alferaih *et*
37 *al.*, 2018). Xu and Cao (2019) claim that talent retention is also impacted by the comparative
38 challenges of work versus non-work roles. Opportunities for recognition (Lee and Chao, 2013)
39 and development (Marinakou, 2019; Marinakou and Giousmpasoglou, 2019) often lead to
40 positive outcomes. We also found some practices that incorporate both nurturing and
41 achievement. For example, DiPietro *et al.* (2019) argue that family-oriented organisational
42 cultures inspire staff to develop their job-related talents while simultaneously attaining their
43 personal goals, as employees are offered job security and personal developmental
44 opportunities—thus decreasing turnover.
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55 *Conceptualisation of talent and talent management in hospitality and tourism*

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58 Similar to general TM reviews (e.g. Thunnissen and Gallardo-Gallardo, 2019), our analysis
59 revealed that the conceptualisation of talent and TM in H&T research is one of the most
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3 prevalent topics. A considerable number (27) of the reviewed articles lacked a clear definition
4 of either talent or TM—indicating that both concepts require conceptual clarity—while some
5 articles cited existing definitions of talent (7 papers; see Table IV) and/or TM (20 papers) from
6 both broader and the H&T literature (see Table V). The most commonly quoted definition of
7 talent was that of Kusluvan *et al.* (2010), possibly because the authors refer to context-specific
8 attributes that shape H&T talent, such as traits related to delivering quality service. With regard
9 to TM, the definitions of Baum (2008) and Collings and Mellahi (2009) were quoted most
10 often, indicating that TM in H&T is perceived to be the ongoing strategic management of the
11 right employees (Baum, 2008) who fill pivotal positions (Collings and Mellahi, 2009). We now
12 turn to discussing talent and TM conceptualisation as uniquely and explicitly operationalised
13 in articles on TM in H&T (20 articles).
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23 [Insert Table IV about here]

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25 [Insert Table V about here]

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29 Following Gallardo-Gallardo *et al.*'s (2013, p. 297) typology for conceptualising talent,
30 we found that H&T talent mainly reflects the object dimension of talent, in which talent is
31 viewed as 'characteristics of people' that make them fit within a particular organisational
32 context (Marinakou, 2019; Marinakou and Giousmpasoglou, 2019). For example, Adeyinka-
33 Ojo (2018) develops a conceptual model suggesting that H&T talent in rural contexts refers to
34 a range of both 'soft' and 'hard' skills, and personality traits. Emotional and aesthetic skills, in
35 particular, have been identified as key skills for these sectors (Baum, 2008), possibly due to
36 the nature of H&T jobs, which involve constant customer interaction.
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44 In some H&T sectors, such as event planning (Marinakou, 2019; Michopoulou *et al.*,
45 2020), great emphasis is placed on personality traits; this is also true in various national
46 contexts, such as the Iranian H&T industry (Bagheri *et al.*, 2020). A strong work ethic, for
47 example, is a personality trait that defines who is considered a talent in US restaurants, hotels,
48 casinos, and car rental businesses (Self *et al.*, 2019). This may be due to the important role of
49 moral obligations existing between H&T employees and customers (Ramdhony and
50 D'Annunzio-Green, 2018). For managerial positions, talent is defined by demonstrating
51 attributes often assigned to managers (Baum, 2019) such as having an entrepreneurship mindset
52 (Bharwani and Talib, 2017; Cheung *et al.*, 2018)—a characteristic that enhances talents' ability
53 to discover or create new opportunities, especially amid periods of uncertainty and increased
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3 risk (Nieto *et al.*, 2011). Some scholars, such as D'Annunzio-Green and Ramdhony (2019),
4 refer to talent as high-performers or high-potentials, while arguing that individual
5 characteristics help talents demonstrate high performance and potential. Only a few scholars,
6 then, accept the subject approach to talent. We can thus argue that an object approach to talent
7 is more widely used in the H&T compared to the subject approach (Jooss *et al.*, 2019b; see
8 Table VI).
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15 [Insert Table VI about here]
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18 The conceptualisation of TM in H&T is multifaceted, being comprised of different
19 practices (Hughes and Rog, 2008). TM is viewed as an 'organisational mind-set', 'dialogic
20 practice', or 'motivational process' employed by top management, which aims both to develop
21 employee value propositions and encourage competitiveness (D'Annunzio-Green and
22 Ramdhony, 2019; Hughes and Rog, 2008; Ramdhony and D'Annunzio-Green, 2018). It is also
23 perceived as the attraction, development and retention (Barron, 2008; Baum, 2008; Hughes and
24 Rog, 2008; Shulga and Busser, 2019) of the right people who are able to develop their full
25 potential within a H&T organisation (Baum, 2008, Watson, 2008).
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31 32 *Talent management antecedents and outcomes in hospitality and tourism* 33

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35 Another dominant research topic captures the various types of TM antecedents and outcomes
36 (19 articles). Acknowledging various antecedents and outcomes of TM, Shulga and Busser
37 (2019) developed a relevant conceptual model in which the former is classified as global,
38 organisational or employee-oriented, and the latter include organisational, personal, societal
39 and customer. In terms of antecedents, authors discuss how TM is subject to the changing
40 culture of the sectors and has been recalibrated numerous times in response to nurturing work
41 behaviours existing in sustainable work environments (Bratton, 2018), the 2007-2008 global
42 economic recession (Gröschl, 2011), globalisation (Baum, 2019; Hughes and Rog, 2008; Xu
43 *et al.*, 2018), and the changing characteristics of different generations (Henry *et al.*, 2004;
44 Shulga and Busser, 2019). Gröschl (2011), in particular, suggests that after H&T organisations
45 realised that a people-oriented culture is needed, TM's role shifted to including the promotion
46 of diversity management policies that embrace a workforce from various backgrounds (Litwin
47 *et al.*, 2019).
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3 In terms of globalisation, Xu *et al.* (2018) found that the rapid expansion of Western
4 hotel chains in China led to the development of a new managerial structure, consisting of both
5 global and local managers. As a result, TM's objectives were enriched with the assignment of
6 key roles to both international senior managers for the maintenance of global corporate
7 standards and local middle managers with regard to local issues. This also led to the design of
8 developmental opportunities and career progression paths, both of which served to enhance
9 talent localisation (Chan *et al.*, 2016). In addition, the changing needs of generations raised
10 expectations for higher quality of customer service, which encouraged the employment of
11 talents with exceptional interpersonal and technical skills, but who would tolerate difficulties
12 in the sectors, such as low pay (Reilly, 2018). The role of TM shifted to developing an internal
13 pool of talents through designing TM strategies that would recognise the value of key personnel
14 (Murillo and King, 2019; Rok and Mulej, 2014) and which would involve managers in the
15 enactment of such strategies (Francis and Baum, 2018; Hughes and Rog, 2008).
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27 With regard to outcomes, TM is suggested to be the golden thread between employee
28 and organisational aims (Bharwani and Butt, 2012), which introduces an alternative way of
29 how businesses should function (Sanjeev and Birdie, 2019). From an organisational
30 perspective, TM contributes to creating and sustaining a competitive advantage by identifying
31 and filling pivotal positions with the appropriate talents (Chung and D'Annunzio-Green, 2018;
32 Shulga and Busser, 2019). Crucially, it reduces talent turnover, which is a chronic issue in H&T
33 (Hughes and Rog, 2008), especially in uncertain economies (Lo *et al.*, 2020). From an
34 employee perspective, TM addresses important issues such as work-life balance, succession
35 planning, and equal treatment, all of which strengthen employee inducements (Bharwani and
36 Butt, 2012; Hughes and Rog, 2008). TM also helps mitigate the 'glass ceiling' phenomenon
37 (Mooney and Ryan, 2009). Finally, TM improves the commitment and retention of employees
38 excluded from talent pools, with the implementation of practices targeting non-talents'
39 engagement (Kichuk *et al.*, 2019).
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49 *Key talent management stakeholders in hospitality and tourism*

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54 A less prevalent research topic on TM in H&T is the role of key stakeholders (12 articles).
55 Scholars investigate the role of both internal stakeholders (including organisational leaders,
56 senior and line managers, HR professionals and employees) and external stakeholders
57 (including unions, industry leaders, the government, and other sector-specific agents). With
58 regard to internal stakeholders, Chon and Zoltan (2019) suggest that *organisational leaders*
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3 should adopt a servant leadership style, as a better fit for H&T organisations. They argue that
4 servant leaders can motivate talents to deliver the desired customer service by building trust
5 and utilising a range of incentives. Another key internal stakeholder is *senior managers*, who
6 are involved in building TM legitimacy by incorporating TM agendas into businesses' strategic
7 aims (Hughes and Rog, 2008; Maxwell and MacLean, 2008).
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13 *Line managers* are assigned the responsibility to enact TM practices by aligning them
14 to performance outcomes and developing a supportive culture conditional on the support they
15 in turn receive from the organisation, e.g. resources and training (Bratton and Watson, 2018;
16 Enz, 2009). Line managers can develop strong relationships with talents, which in turn
17 encourages employee commitment and motivation (Crick, 2008). They are therefore change
18 agents who convert TM into a motivational process (D'Annunzio-Green and Ramdhony,
19 2019). Another key internal stakeholder is *HR professionals*, whose role it is to link HR
20 practices and developmental activities to the organisation's brand in order to leverage
21 organisational reputation, but who are also involved in designing and supporting the
22 implementation of TM policies (Koukpaki *et al.*, 2020). Finally, *employees*, as important
23 internal stakeholders, are responsible for pursuing their individual development and career
24 progression, which helps to develop their talents (Johnson *et al.*, 2019).
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35 In terms of external stakeholders, *employee unions* traditionally had an influential role
36 in business-related practices, but their contribution to TM operationalisation has been criticised
37 for creating opportunities mainly for males, thus undermining the enactment of unbiased TM
38 practices (Williamson and Harris, 2019). *Industrial leaders*, on the other hand, are considered
39 the mainstays of H&T businesses, who share best TM practices by actively participating in
40 workshops, conferences, and other activities (Maxwell and MacLean, 2008). They also monitor
41 industry trends and trajectories related to talent attraction, retention, and training as well as
42 promoting the industry's collective interests (Enz, 2009). Another key external stakeholder is
43 the *government*, which aims to create employment in H&T, increases revenues, and supports
44 the long-term sustainability of the sectors (Hussain *et al.*, 2020). Finally, this body of literature
45 examines the mediating role of *employment agents* as external stakeholders in fuelling
46 temporary workforce to the sectors, particularly the events planning sector. Event organisers
47 do not have direct access to relevant talent pools—mainly due to their size and lack of
48 resources—so they depend on employment agents for resourcing appropriate talent, dealing
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3 with conflicting expectations, and enhancing employee commitment (Michopoulou *et al.*,
4 2020).

5 6 7 *Talent education and graduate careers in hospitality and tourism*

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10 The least common research topic was that of talent education and graduate careers (11 articles).
11 The articles focus on H&T study programmes and their components, the role of businesses in
12 furthering students' education, and factors affecting graduate career choices. In terms of the
13 programmes, Wang and Abukhalifeh (2020) evaluated Chinese and South Korean
14 undergraduate educational curricula and found that South Korea offers more specialised H&T
15 study programmes than China; they advised that educational curricula in both countries should
16 be redesigned to reflect a balanced set of theoretical concepts and practical skills. Lee *et al.*
17 (2016) evaluated the US H&T higher education from a student perspective and found that
18 students, regardless of their year of study, appreciate study programmes that offer scholarships,
19 professional certificates, and learning (often with the use of technology) that includes student
20 communities, and access to the industry's professionals. In addition, more flexible study
21 programmes would allow students to engage in related work commitments, which would in
22 turn facilitate reflective learning, often with the support of appropriate technologies (Barron,
23 2008). For example, in Taiwanese classroom learning environments, students are encouraged
24 to develop creativity skills by engaging in class discussions, critical inquiry and teamwork (Lin
25 and Wong, 2014). An initiative that can assist H&T graduates' transition into the labour market
26 is mentoring, where senior students serve as long-term mentors to first-year students, offering
27 them career advice and industry-specific skills, as well as sharing their professional network
28 (Gannon and Maher, 2012). H&T study programmes should integrate more practical-oriented
29 elements into educational curricula in order to mitigate differences between academic and
30 industrial expectations.

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

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3 cultural and societal beliefs, as in the case of Chinese hotels, where perceptions about
4 employment in the sector, family pressures, and lack of collaboration (between the government,
5 academic institutions and businesses) serve as barriers for graduates to choose a career in H&T
6 sectors (Ma *et al.*, 2020). In the cruise sector, the most influential factors include business
7 reputation, perceived growth, and entry-level employment conditions (Papathanassis, 2020).
8 General mobility trends also drive graduate career choices in these sectors (Tolkach and Tung,
9 2019).
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15 16 **Discussion and conclusions**

17 18 *Conclusions*

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21 This SLR reveals that TM in H&T is now emerging as a growing field of study, and the interest
22 in the field has risen exponentially in the last few years. Given the limited number of conceptual
23 and empirical papers in the field, most of which lack clear theoretical groundings, indicates
24 that the field has far from reached its maturity stage. In addition, most empirical papers focus
25 on Europe and North America, and particularly on the hotel sector, indicating that many other
26 geographic contexts and sectors are understudied. Nonetheless, the number of articles
27 published in the last four years is more than double the amount that had been published from
28 2000 to 2016. This is a promising development, indicating the surge of interest in the field.
29 Thus, we expect that the recent surge of TM interest will continue with the expanded scope in
30 the depth and breadth of studies in the field.
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41 Further, we highlight that research in the TM field in H&T is rather scattered and
42 fragmented. First, we identified that within a dominant theme, i.e. TM practices, only some
43 TM policy areas were studied. Several studies examined the design and implementation of
44 individual practices in the areas of talent acquisition, learning and development, and retention,
45 which is in line with the studies in other TM research streams (Thunnissen and Gallardo-
46 Gallardo, 2019). TM practices such as performance evaluation and reward systems appear to
47 be understudied in the sectors. Second, there have not been many attempts to simultaneously
48 explore bundles of TM practices, such as talent attraction, development, and reward. This
49 indicates a gap in understanding the interaction of various practices, such as potential synergies,
50 substitution effects, or ‘deadly combinations’, which, if conducted, could provide a framework
51 for better explaining organisational outcomes (MacDuffie, 1995).
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With regard to the conceptualisation of H&T talent, we found that it is generally viewed from an object approach, because of the unique qualities that individuals possess, which allow them to perform at a high level or demonstrate potential to do so. We also found that positive characteristics of talents differ to an extent across the various H&T sectors, suggesting that talent's operationalisation is context-dependent. Given that context (e.g. country, industry, sector) impacts on the operationalisation of talent and TM (Thunnissen *et al.*, 2013), and the dearth of research beyond Europe and North America as well as the focus on the hotel industry, little is known about the nature of talent in other contexts. In addition, apart from the object approach to talent, a subject approach might entail determining strategic positions in H&T sectors (front-line employees, chefs, managers, etc.), which could help provide a better understanding of what kind of talent is required in this context.

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

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

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3 voices such as talents and non-talents, employee unions, middle managers, and external
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5 consultants.
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8 Interestingly, although hospitality education is one of the most popular topics in the
9 H&T research (Ali *et al.*, 2019), talent education and careers in H&T remains limited. In the
10 context of H&T, we need to clearly understand whether students and/or graduates are inclined
11 towards developing protean careers as independent workers or if they are bound within specific
12 employers/corporate ladders for a length of time. This issue could be investigated through
13 vocational psychology, which suggests that talents possess strong views about their career
14 goals that drive their career decisions (Dries, 2013). For example, Goh and Lee (2018) argue
15 that Generation Z talents seek nationwide mobility within the industry, and we have found that
16 mobility trends drive graduate career choices. This perhaps indicates that H&T graduates
17 perceive their mobility among H&T businesses as a success component of their career
18 progression, which then influences career decisions. If this finding proves valid, it might
19 demonstrate that H&T graduates self-direct their own careers, similarly to other H&T
20 employees (Shulga and Busser, 2019). Future research should therefore examine which
21 stakeholder is responsible for graduate career progression and which actions H&T businesses
22 need to undertake in order to support graduate succession planning towards developing a talent
23 pool. More case studies could also disseminate insights from successful—as well as
24 unsuccessful—national, sectoral and organisational-level initiatives in this area. In doing so,
25 we can learn important lessons about how stakeholders can help graduates to build a prestigious
26 career path in viable H&T sectors.
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42 *Theoretical implications* 43 44

45 Unlike previous literature reviews that focused on specific areas of interest related to TM in
46 H&T or relied -at least to a great extent- upon generic TM literature, this SLR took a more
47 focused approach and rigorously reviewed 74 articles that explored a range of TM topics
48 studied in the wider H&T context over the past two decades. We thus provided a more extended
49 and detailed narrative of what we know about TM in this highly diverse industry. Therefore,
50 our first contribution is that we provide a sectoral discussion of the field and portray a more
51 contextualised view of the current state of knowledge of TM in H&T. The second contribution
52 is the realisation of a paradox: despite the exponential interest in studying TM in H&T, this
53 body of literature remains largely fragmented and without adequately developed theoretical
54 foundations. We suggest that there is a need for more conceptual and/or empirical work that
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3 adopts a breadth and depth of theories such as Critical Gender Theories (Mooney, 2020),
4 Identity Economics (King *et al.*, 2021) and Cognitive Theory (Guan and Huan, 2019), and
5 which acknowledge the importance of multi-level analysis (King *et al.*, 2021).
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9 Finally, a third contribution is that the current approaches to H&T talent and TM in
10 H&T are problematised. In line with other studies that suggest that H&T research should be
11 global, diverse and inclusive (e.g. Ali *et al.*, 2019), the current study inspires discussion about
12 whether the inclusive, exclusive, or hybrid approaches to TM may provide better and more
13 sustainable outcomes for various types of stakeholders (e.g. government, managers and
14 employees), taking into account the idiosyncrasies of each sector and the specific
15 circumstances that prevail at specific points of time (Baum *et al.*, 2020). We thus highlight the
16 contextual nature of talent and TM in H&T.
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23 *Practical implications*

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26 In summary, this comprehensive overview of the lessons learnt from previous studies on TM
27 in H&T helps to inform practitioners of how to better implement and further improve TM
28 practices, both at a tactical and strategic level. It also helps to raise awareness of the relevance
29 and applicability of TM for H&T policymakers and key stakeholders, and it demonstrates the
30 growing importance of TM to the sectors. There are a number of practical implications.
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35 First, the idiosyncratic conditions that characterise the H&T sectors render TM an
36 imperative for businesses, regardless of their size. Generally speaking, H&T consists of people-
37 intensive sectors with a high level of customer interface, populated by seasonal and low-paid
38 employment (Clark *et al.*, 2017) while being challenged by high employee turnover rates
39 (Chung and D'Annunzio-Green, 2018). TM seems to fit well within the more people-oriented
40 culture of H&T businesses (Gröschl, 2011) as it can assist the latter in nurturing sector-specific
41 skills and traits by offering a range of developmental opportunities and career progression paths
42 to talents. Such a practice would clearly communicate employer value propositions and would
43 ultimately assist young talents in pursuing a career in the industry.
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52 Second, this SLR provides the case for development and evaluation of TM strategies,
53 as well as mainstreaming TM in practices such as recruitment, performance evaluation, and
54 reward. In order to ensure consistency and contribution to strategic HR aims, such TM practices
55 should not be developed as an isolated, piecemeal TM activity; rather, a mutually reinforcing
56 bundle of TM practices as part of the overall HR strategy can be seen as a critical lever for
57 crafting organisational sustainability (Murillo and King, 2019).
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Third, this SLR demonstrates a need for the integration of pluralism among key stakeholders in the sector (see Crick, 2008). There is a need for various stakeholders to co-develop TM strategies and both education and career development programmes so that to nurture talent for the sectors, especially in countries where economies are reliant on H&T. An example of this would be government, trade unions, educational institutions, SMEs, and larger companies collaborating in order to develop strategies and programmes (e.g. apprenticeships and scholarships) with the aim to attract and retain talent and improve the sectors' performance (Bratton and Watson, 2018).

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

Limitations and future research

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

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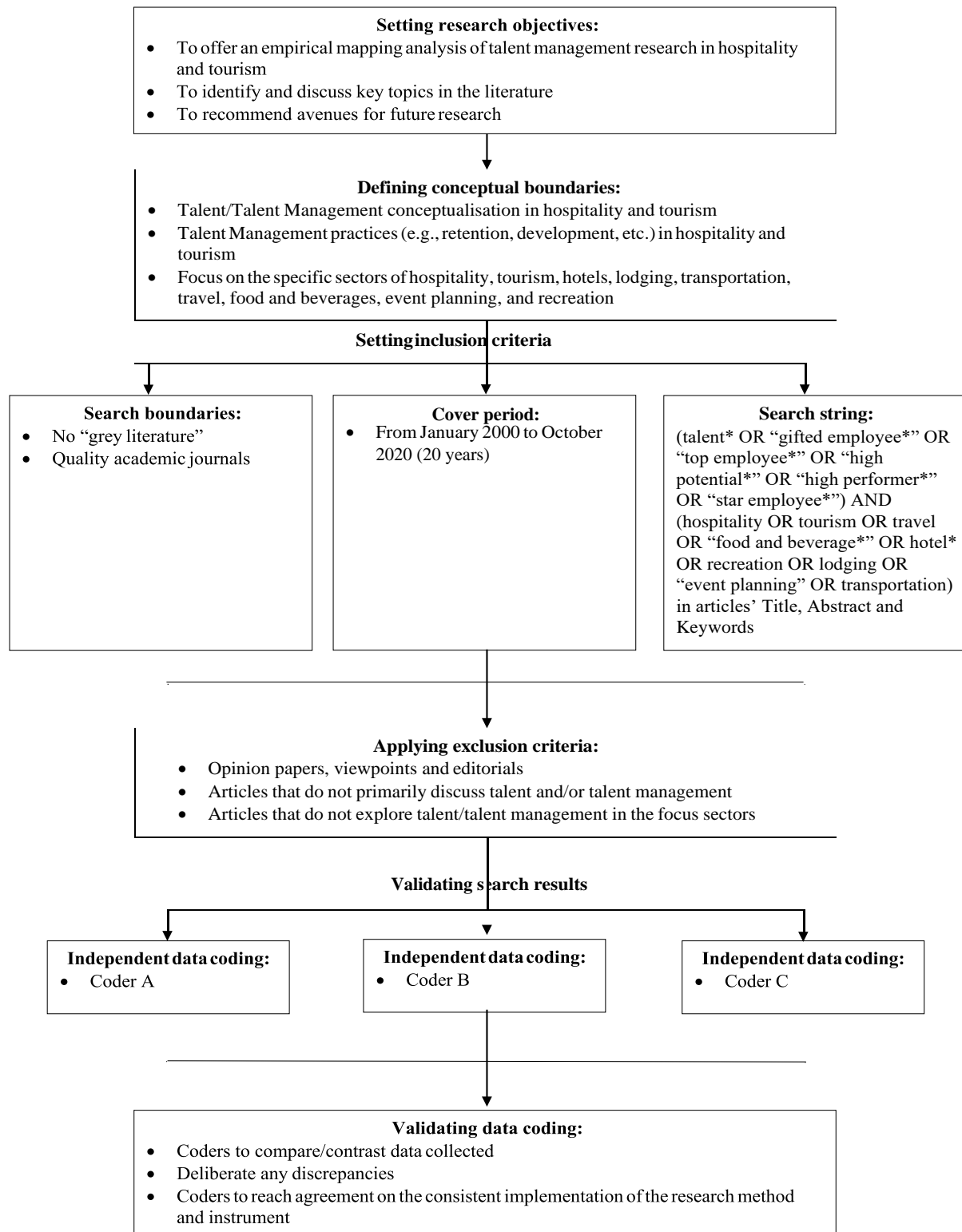


Figure 1. The study’s research protocol

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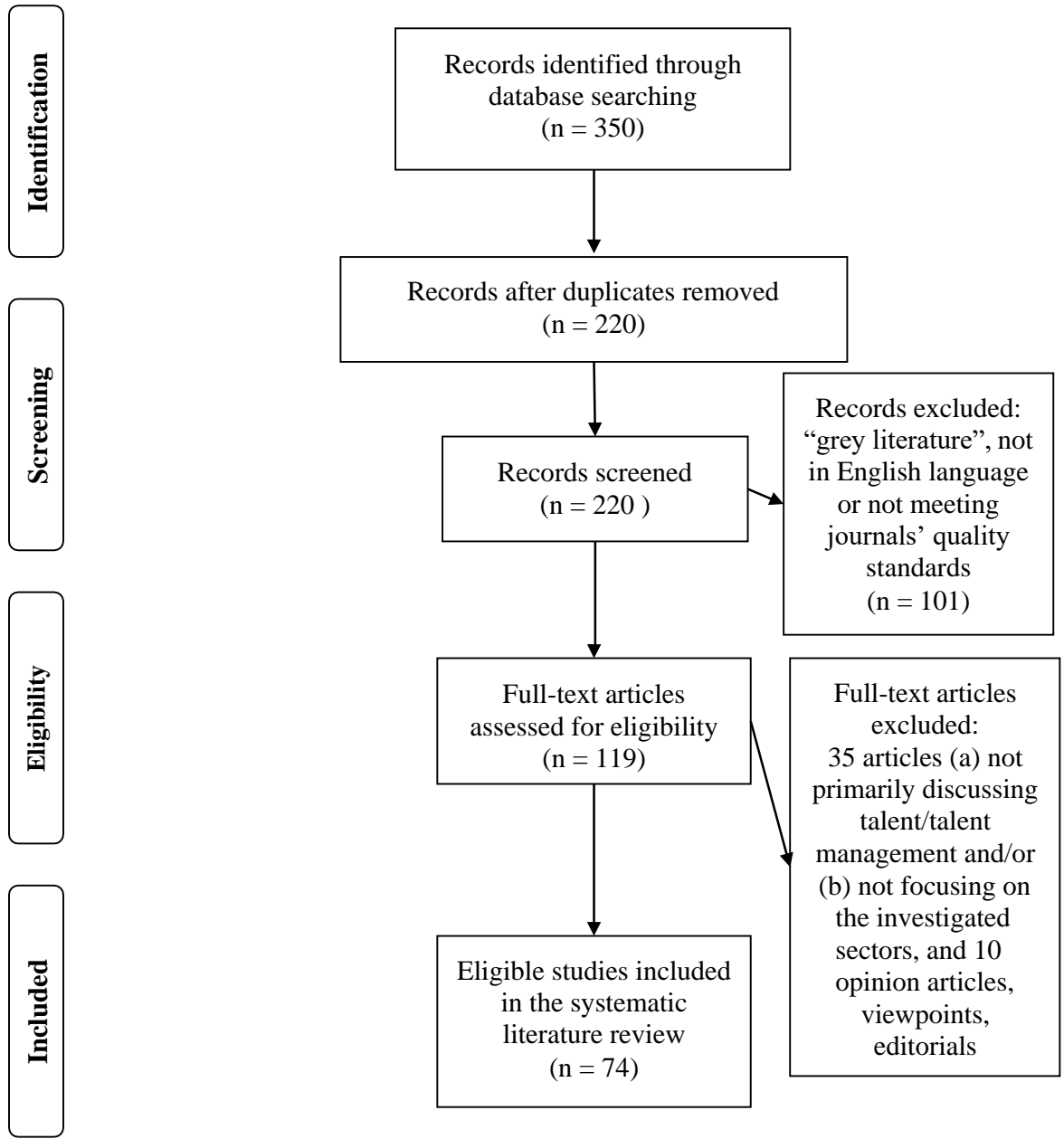


Figure 2. PRISMA article search flowchart

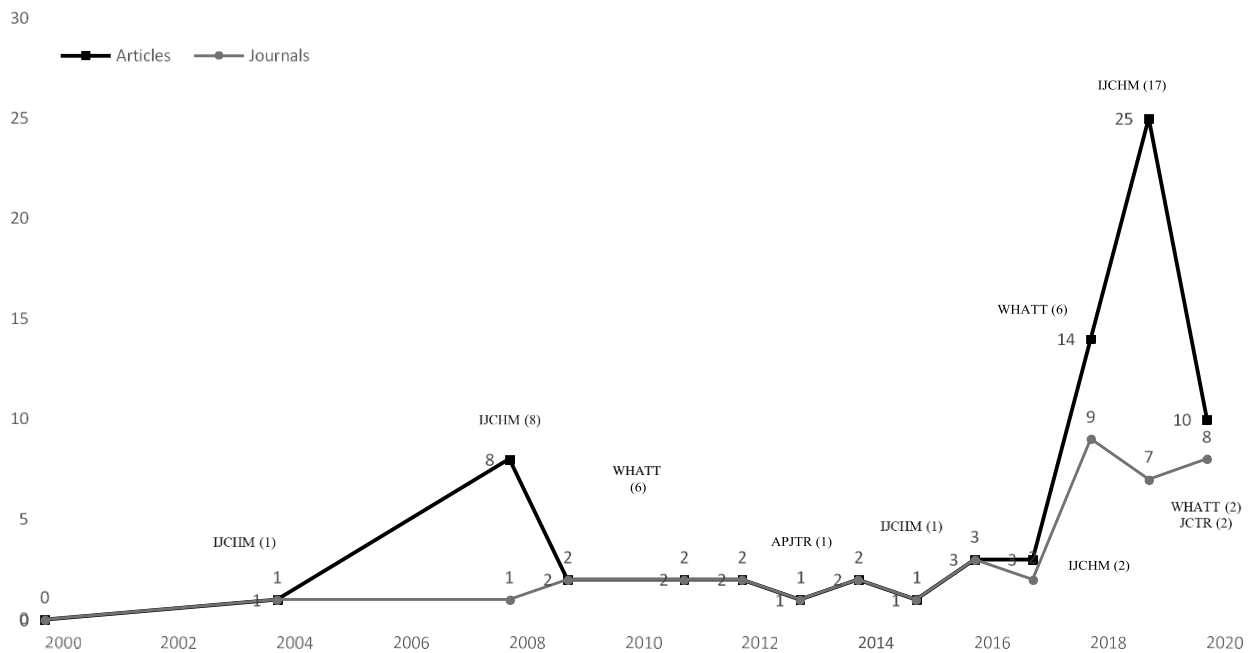


Figure 3. Number of articles and journals on talent management in hospitality and tourism

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

Table I. Inclusion/exclusion criteria

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

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

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

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(4) Key talent
management
stakeholders in
hospitality and
tourism

Key talent management
stakeholders in hospitality
and tourism

Bratton and Watson (2018); Chon and Zoltan (2019); Crick (2008); D'Annunzio-Green and Ramdhony (2019); Enz (2009); Hughes and Rog (2008); Hussain *et al.* (2020); Johnson *et al.* (2019); Koukpaki *et al.* (2020); Maxwell and MacLean (2008); Michopoulou *et al.* (2020); Williamson and Harris (2019)

(5) Talent
education and
graduate
careers in
hospitality and
tourism

Talent education and
graduate careers in hospitality
and tourism

Barron (2008); Chen *et al.* (2018); Gannon and Maher (2012); Lee *et al.* (2016); Lin and Wong (2014); Ma *et al.* (2020); Papathanassis (2020); Self *et al.* (2019); Scott and Revis (2008); Tolkach and Tung (2019); Wang and Abukhalifeh (2020)

Table III. Theoretical foundations

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

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59Radiation Model of
Human Mobility

-To discuss graduates' mobility trends, particularly how the density of a populated place attracts talented jobseekers (Tolkach and Tung, 2019)

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Table IV. Quoted talent definitions

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

Table V. Quoted talent management definitions

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

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3 “Systematic utilisation of human resource management (HRM) activities to Marinakou (2019)
4 attract, identify, develop, and retain individuals who are considered to be
5 ‘talented’ (in practice, this often means the high-potential employees, the
6 strategically important employees, or employees in key positions).” (Meyers
7 and van Woerkom, 2014, p. 192)
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10 “Includes all organisational activities for the purpose of attracting, selecting, Reilly (2018)
11 developing, and retaining the best employees in the most strategic roles.”
12 (Scullion and Collings, 2011, p. 6)
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14 “A strategy to effectively attract, recruit and retain high value and difficult to Michopoulou *et al.*
15 replace employees.” (Stewart, 1997 cited in Michopoulou *et al.*, 2020, p. (2020)
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Table VI. Example conceptualisations of talent and talent management in hospitality and tourism

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

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

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

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

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

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

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

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

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

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

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

EDITOR/ASSOCIATE EDITOR

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

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Appendix 1 Table A1 The study's systematic literature review matrix

References	Journal	Type of paper	Research design	Research context	Research population	Theoretical foundation	Main contribution
Nieto et al. (2011)	<i>INT J TOUR RES (JIF: 2.585; SJR: 1.03; ABS: 2; UK)</i>	Empirical	Quantitative/ Questionnaire	Spain/Rural tourism	150 entrepreneurs	–	Definition of entrepreneurial talent
Gröschl (2011)	<i>IJCHM (JIF: 5.667; SJR: 2.20; ABS: 3; UK)</i>	Empirical	Qualitative/ Corporate websites	USA, Switzerland, Belgium, Canada and China/Hotel	25 hotels' corporate websites	–	The impact of diversity management
Johnson et al. (2019)	<i>EJTD (JIF: 0.376; SJR: 0.38; ABS: 1; UK)</i>	Literature review	–	General H&T	–	–	The scope and practice of talent development; employees role
Bharwani and Talib (2017)	<i>IJCHM (JIF: 5.667; SJR: 2.20; ABS: 3; UK)</i>	Conceptual	–	Hotel	–	–	Definition of managerial talent
Xu and Cao (2019)	<i>IJCHM (JIF: 5.667; SJR: 2.20; ABS: 3; UK)</i>	Literature review (meta-analysis)	–	Hospitality	–	–	Work and non-work conflict and talent retention
Murrillo and King (2019)	<i>IJCHM (JIF: 5.667; SJR: 2.20; ABS: 3; UK)</i>	Empirical	Quantitative/ Questionnaire	Mexico/Food and beverages (Restaurant)	199 employees	Social exchange theory	The impact of relational and social aspects
Gupta (2019)	<i>IJCHM (JIF: 5.667; SJR: 2.20; ABS: 3; UK)</i>	Empirical	Quantitative/ Questionnaire	India/Hotels, food and beverages (restaurants) and transportation (airlines)	324 Generation Y employees	–	The relationship between employee intention to quit and TM dimensions

(continued)

References	Journal	Type of paper	Research design	Research context	Research population	Theoretical foundation	Main contribution
	<i>ABS: 3; UK</i>						
Hughes and Rog (2008)	<i>IJCHM (JIF: 5.667; SJR: 2.20; ABS: 3; UK)</i>	Literature review	–	Hospitality	–	–	TM definition; factors leading to the success of TM strategies; operational and financial outcomes of TM; senior management commitment to integrating TM
Deery (2008)	<i>IJCHM (JIF: 5.667; SJR: 2.20; ABS: 3; UK)</i>	Conceptual	–	General H&T	–	–	The role of job attitudes, personal attributes and work life balance in improving talent retention
Deery and Jago (2015)	<i>IJCHM (JIF: 5.667; SJR: 2.20; ABS: 3; UK)</i>	Conceptual	–	General H&T	–	–	Framework for improving employee retention
Bratton (2018)	<i>WHATT (JIF: 0.800; SJR: 0.37; ABS: 1; UK)</i>	Empirical	Mixed method/ Questionnaire; interview; focus group	Scotland/Event planning	17 employees/managers/ representative; 8 managers/ employees	–	Organisational culture and environmental sustainability; TM can promote continuous talent development
Gannon and Maher (2012)	<i>Educ. Train. (JIF: 0.356; SJR: 0.75; ABS: 1; UK)</i>	Empirical	Mixed method/ Web-based questionnaire; focus group; interview	UK/General H&T	44 mentors and 100 mentees	–	Components and challenges of successful mentoring programmes for hospitality management professionals
Reilly (2018)	<i>WHATT (JIF: 0.800; SJR: 0.37; ABS: 1; UK)</i>	Empirical	Qualitative/ Interview	UK/Hotel, food and beverages (restaurant)	2 HR practitioners	–	The impact of changing expectations of customers on TM's scope

(continued)

References	Journal	Type of paper	Research design	Research context	Research population	Theoretical foundation	Main contribution
Francis and Baum (2018)	<i>WHAAT</i> (<i>JIF</i> : 0.800; <i>SJR</i> : 0.37; <i>ABS</i> : 1; <i>UK</i>)	Empirical	Qualitative/ Interview; documentation	UK/Hotel	6 HR representatives and 1 managing director; company-specific documentation	–	HR practitioners' commitment to assisting in the enactment of TM
Schneider and Treisch (2019)	<i>IJCHM</i> (<i>JIF</i> : 5.667; <i>SJR</i> : 2.20; <i>ABS</i> : 3; <i>UK</i>)	Empirical	Quantitative/ Experiment, Web-based questionnaire	Austria/Hotel, food and beverages (bars, restaurants)	213 waiters/barkeepers/ cooks/front-desk employees	Economics of convention	Centrality of family and sustainability drive employee attraction
Rok and Mulej (2014)	<i>Kybernetes</i> (<i>JIF</i> : 1.754; <i>SJR</i> : 0.38; <i>ABS</i> : 1; <i>UK</i>)	Conceptual	–	General H&T	–	–	The role of corporate social responsibility
Jooss et al. (2019b)	<i>IJCHM</i> (<i>JIF</i> : 5.667; <i>SJR</i> : 2.20; <i>ABS</i> : 3; <i>UK</i>)	Empirical	Qualitative/ Interview; documentation	Americas, Asia Pacific, Europe- Middle-East-Africa/Hotels	73 managers	–	Definition of talent
Shulga and Busser (2019)	<i>IJCHM</i> (<i>JIF</i> : 5.667; <i>SJR</i> : 2.20; <i>ABS</i> : 3; <i>UK</i>)	Literature review (meta-analysis)	–	General H&T	–	–	Definition of talent; definition of TM; factors impacting on TM organisational tactics; the impact of TM organisational tactics on employees
Sanjeev and Birdie (2019)	<i>WHAAT</i> (<i>JIF</i> : 0.800; <i>SJR</i> : 0.37; <i>ABS</i> : 1; <i>UK</i>)	Literature review	–	India/General H&T	–	–	TM's contribution to industry growth and competitive advantage
Chung and D'Annunzio-Green (2018)	<i>WHAAT</i> (<i>JIF</i> : 0.800; <i>SJR</i> : 0.37; <i>UK</i>)	Empirical	Qualitative/ Interview	UK/Hotel, food and beverages (restaurant, catering)	5 managers	–	TM's contribution to competitive advantage

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References	Journal	Type of paper	Research design	Research context	Research population	Theoretical foundation	Main contribution
	<i>ABS: 1; UK</i>						
Kichuk et al. (2019)	<i>IJCHM</i> <i>(JIF: 5.667; SJR: 2.20; ABS: 3; UK)</i>	Empirical	Qualitative/ Interview	UK/Hotel	8 employees, 7 managers	Super's theories of career choice and development; social cognitive career theory; regulatory focus theory	Managing non-talents can improve commitment
Baum (2019)	<i>IJCHM</i> <i>(JIF: 5.667; SJR: 2.20; ABS: 3; UK)</i>	Conceptual	–	Hospitality	–	–	The impact of changing context and employability culture; definition of talent
Guzeller and Celiker (2019)	<i>IJCTHR</i> <i>(JIF: 0.466; SJR: 0.47; ABS: 1; UK)</i>	Literature review (meta-analysis)	–	General H&T	–	–	The relationship between organisational commitment and talent retention
Barron (2008)	<i>IJCHM</i> <i>(JIF: 5.667; SJR: 2.20; ABS: 3; UK)</i>	Literature review	–	Hospitality	–	–	Definition of TM
Marinakou and Giousmpasoglou (2019)	<i>IJCHM</i> <i>(JIF: 5.667; SJR: 2.20; ABS: 3; UK)</i>	Empirical	Qualitative/ Interview	USA, UK, Australia and Greece/ Hotel	27 managers	–	Definition of talent; components of talent retention strategies
Golubovskaya et al. (2019)	<i>IJCHM</i> <i>(JIF: 5.667; SJR: 2.20; ABS: 3; UK)</i>	Conceptual	–	Hospitality	–	–	Talent development should be a focus of TM

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References	Journal	Type of paper	Research design	Research context	Research population	Theoretical foundation	Main contribution
Hussain et al. (2020)	<i>WHAHT</i> (JIF: 0.800; SJR: 0.37; ABS: 1; UK)	Case study	–	Malaysia/General H&T	Documents from the Malaysia Centre of Tourism and Hospitality Education (MyCentHE)	–	The role of Malaysia Centre of Tourism and Hospitality Education
Watson (2008)	<i>IJCHM</i> (JIF: 5.667; SJR: 2.20; ABS: 3; UK)	Literature review	–	General H&T	–	–	Definition of TM; development of managerial talent
Muskat et al. (2019)	<i>IJCHM</i> (JIF: 5.667; SJR: 2.20; ABS: 3; UK)	Conceptual	–	Hospitality	–	–	Definition of entrepreneur talent
Williamson and Harris (2019)	<i>IJCHM</i> (JIF: 5.667; SJR: 2.20; ABS: 3; UK)	Empirical	Mixed-method/Interview; archival research	New Zealand/Hotel	9 managers, 7 union representatives, 3 hotel consultants, 1 industry advocate; government/union archives, libraries, company records, private collections	Corporatist framework	The role of unions
Tolkach and Tung (2019)	<i>IJCHM</i> (JIF: 5.667; SJR: 2.20; ABS: 3; UK)	Empirical	Quantitative/Online professional network	Australia, Finland, UK, USA and Hong Kong/General H&T	USA and 2,509 employees	Radiation model of human mobility	Career patterns and global mobility of H&T graduates
Maxwell and MacLean (2008)	<i>IJCHM</i> (JIF: 5.667; SJR: 2.20; ABS: 3; UK)	Empirical	Qualitative/Focus group	Scotland/General H&T	11 senior managers/educated	–	The role of industry leaders, senior managers and educators; TM helps promote careers in the industry and thus improve its status
Baum (2008)	<i>IJCHM</i> (JIF: 5.667;	Conceptual	–	General H&T	–	–	Definition of TM; definition of talent

(continued)

References	Journal	Type of paper	Research design	Research context	Research population	Theoretical foundation	Main contribution
	<i>SJR: 2.20; ABS: 3; UK</i>						
Scott and Revis (2008)	<i>IJCHM (JIF: 5.667; SJR: 2.20; ABS: 3; UK)</i>	Literature review	–	Hospitality	–	–	Managing talented graduates; components of talent development systems; TM supports competitiveness
Ramdhony and D'Annunzio-Green (2018)	<i>WHATT (JIF: 0.800; SJR: 0.37; ABS: 1; UK)</i>	Conceptual	–	Hospitality	–	–	Definition of TM; definition of hospitableness talent
Alferath (2017)	<i>IJOA (JIF: 0.393; SJR: 0.39; ABS: 1; UK)</i>	Conceptual	–	Saudi Arabia/Tourism	–	–	The impact of job satisfaction, extrinsic reward, employee commitment and engagement on talent retention
Alferath et al. (2018)	<i>EBHRM (JIF: 0.464; SJR: 0.46; ABS: 1; UK)</i>	Empirical	Quantitative/ Questionnaire	Saudi Arabia/Tourism	521 managers/employees	–	The impact of extrinsic reward, incentives, job satisfaction, role conflict, talent engagement and commitment on talent retention
Tan et al. (2019)	<i>WHATT (JIF: 0.800; SJR: 0.37; ABS: 1; UK)</i>	Conceptual	–	Singapore/Hotel	–	–	The impact of generations' needs and expectations; affective-oriented practices to talent retention
Kuo et al. (2017)	<i>IJCHM (JIF: 5.667; SJR: 2.20;</i>	Empirical	Mixed method/ interview	Taiwan/Hotel	8 robotic experts; 20 academic experts/hotel practitioners	–	The role of robots in talent development

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References	Journal	Type of paper	Research design	Research context	Research population	Theoretical foundation	Main contribution
D'Annunzio-Green and Ramdhony (2019)	<i>ABS: 3; UK</i> <i>IJCHM</i> <i>(JIF: 5.667; SJR: 2.20; ABS: 3; UK)</i>	Empirical	Qualitative/Interview	Scotland/Hotel	20 high-potential employees	Self-determination theory	Definition of TM; Definition of talent; Managers as change agents
Chon and Zoltan (2019)	<i>IJCHM</i> <i>(JIF: 5.667; SJR: 2.20; ABS: 3; UK)</i>	Conceptual	–	USA, China (including Macao), Spain, Taiwan, Turkey, Iran, South Korea, Vietnam, India, Middle-East, Northern Cyprus/Lodging, food and beverages, transportation, travel service	–	–	The role of servant leaders
Henry et al. (2004)	<i>IJCHM</i> <i>(JIF: 5.667; SJR: 2.20; ABS: 3; UK)</i>	Empirical	Qualitative/Focus group	The Caribbean/General H&T	33 industry leaders, educators/researchers, media representatives, hospitality management students	–	The impact of generations' changing expectations on TM
DiPietro et al. (2019)	<i>IJCHM</i> <i>(JIF: 5.667; SJR: 2.20; ABS: 3; UK)</i>	Empirical	Qualitative/Interview	USA/Food and beverages (restaurant)	14 employees/managers	Ecological systems theory; motivational needs-based theory	Organisational culture, working environment, employer–employee relationship, behaviours drive talent retention
Sen and Bhattacharya (2019)	<i>WHA TT</i> <i>(JIF: 0.800; SJR: 0.37; ABS: 1; UK)</i>	Empirical	Qualitative/Interview; documentation	India/Hotel	(no number reported) senior managers/employees/ex-employees; corporate documentation	–	Techniques to improve talent acquisition
Michopoulou et al. (2020)	<i>IJCHM</i> <i>(JIF: 5.667; SJR: 2.20; ABS: 3; UK)</i>	Empirical	Mixed method/Web-based questionnaire; qualitative	UK/Event planning	478 employees; 10 organisers; 2 managers	–	Definition of talent: the importance of the relationship between temporary working employees and event businesses

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References	Journal	Type of paper	Research design	Research context	Research population	Theoretical foundation	Main contribution
Bharwani and Butt (2012)	<i>ABS: 3; UK; WHA/TT JIF: 0.800; SJR: 0.37; ABS: 1; UK</i>	Empirical	survey; interview Qualitative/ Interview; focus group	India/Hospitality	(no number reported) senior level managers/practitioners/ members of academia/ industry consultants	–	for talent retention; the role of employment agencies Several outcomes of TM including work-life balance and stimulating work environment
Bagheri et al. (2020)	<i>Anatolia JIF: 0.354; SJR: 0.35; ABS: 1; UK</i>	Empirical	Mixed method/ Interview; questionnaire	Iran/General H&T	17 key informants/managers/ tourism professionals/ leaders/researchers/ professors; 175 experts in the field	–	Definition of talent
Koukpacki et al. (2020)	<i>ER JIF: 1.641; SJR: 0.72; ABS: 2; UK</i>	Empirical	Qualitative/ Interview	India and South East Asia/Hotel	20 HRD managers	–	The contribution of talent development; the role of HRD managers
Self et al. (2019)	<i>IJCHM JIF: 5.667; SJR: 2.20; ABS: 3; UK</i>	Empirical	Quantitative/ Questionnaire	USA/Food and beverages (restaurant), transportation (car rental companies), hotel, casino	40 HR professionals	–	Definition of talent; characteristics assessed during the recruitment process; on-the-job training of graduates
Mejia and Torres (2018)	<i>IJCHM JIF: 5.667; SJR: 2.20; ABS: 3; UK</i>	Empirical	Qualitative/ Telephone interview	USA, The Netherlands, China, Latin America/Hospitality	17 managers	Unified theory of acceptance and use of technology; normalisation process theory	The use of technology for recruitment purposes
Crick (2008)	<i>IJCHM JIF: 5.667; SJR: 2.20; ABS: 3; UK</i>	Empirical	Quantitative/ Questionnaire	The Caribbean/Hotels	79 employees, 15 managers/ owners, 10 policy officials, 6 trade union officials	–	Government's role; techniques to improve talent attraction
Wang and Abukhalifeh (2020)	<i>JCTR JIF: 0.381; SJR: 0.381; SJR: 0.381; SJR: 0.381</i>	Empirical	Qualitative/ Documentation	China, South Korea/General H&T	30 university curricula of bachelor's degree	–	Curricula content

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References	Journal	Type of paper	Research design	Research context	Research population	Theoretical foundation	Main contribution
Lo et al. (2020)	0.38; ABS: 1; UK <i>APJTR</i> <i>JIF: 2.017</i> ; <i>SJR: 0.72</i> ; <i>ABS: 1</i> ; UK	Case study	–	Hong Kong, China, Philippines/Hotel	programmes in hospitality management	–	Outcomes of TM strategies, e.g. employee loyalty and job satisfaction
Chen et al. (2020)	<i>WHATT</i> <i>JIF: 0.800</i> ; <i>SJR: 0.37</i> ; <i>ABS: 1</i> ; UK	Empirical	Qualitative/Interview	Malaysia/Food and beverages, transportation (airlines)	4 restaurant/cafe owners, 6 cabin crew employees	–	Recruiting internal to the industry talent for managerial positions
Ma et al. (2020)	<i>JCTR</i> (<i>JIF</i>): 0.381; <i>SJR</i> : 0.38; <i>ABS</i> : 1; UK	Empirical	Qualitative/Telephone interview	China/Hotel	17 managers	–	Barriers to early career management of young talent
Jooss et al. (2019a)	<i>IJHRM</i> <i>JIF: 3.040</i> ; <i>SJR: 1.26</i> ; <i>ABS: 3</i> ; UK	Empirical	Qualitative/Interview	Switzerland, Russia, China, UAE, 73 managers Brazil, Australia, Thailand, USA, Germany, France, UK, Spain, Kuwait/Hotel		Human capital theory	Definition of talent
Litwin et al. (2019)	<i>JHTM</i> (<i>JIF</i>): 3.415; <i>SJR</i> : 0.97; <i>ABS</i> : 1; UK	Empirical	Quantitative/Questionnaire	Austria, Macau/General H&T	344 employees	Social role theory	The contribution of TM to altering attitudes towards female managers
Li et al. (2018)	<i>TM</i> (<i>JIF</i>): 7.432; <i>SJR</i> : 3.07; <i>ABS</i> : 4; UK	Empirical	Quantitative/Questionnaire	China/Hotel	85 supervisors, 249 employees	Social exchange theory	The impact of employee engagement, employee recruiting behaviour, perceived organisational support, guanxi, affective commitment, employee creativity and cultural values on talent retention
Xu et al. (2018)		Empirical		China/Hotel	39 executives/managers		

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	<i>IJHM (IJF: 6.701; SJR: 2.22; ABS: 3; UK)</i>		Qualitative/ Interview; focus group			Cosmopolitan-local framework	Factors affecting localisation of talent
Adeyinka-Ojo (2018)	<i>TMP (IJF: 3.040; SJR: 1.19; ABS: 2; USA)</i>	Conceptual	–	General H&T	–	–	Definition of talent
Cheang et al. (2018)	<i>JCTR (IJF: 0.381; SJR: 0.38; ABS: 1; UK)</i>	Empirical	Qualitative/ Focus group	China/Hotel	29 managers	–	Defining managerial talent
Marinakou (2019)	<i>EM (IJF: 0.344; SJR: 0.34; ABS: 2; USA)</i>	Empirical	Qualitative/ Interview	UK, USA, Greece, Australia/ Event planning	13 managers	–	Definition of talent; the impact of management, communication, organisational culture, empowerment, organisational support, work-life balance, salary, working conditions, appreciation and recognition on talent retention
Chan et al. (2016)	<i>JCTR (IJF: 0.381; SJR: 0.38; ABS: 1; UK)</i>	Empirical	Qualitative/ Elite interview	China/Hotel	10 executives/managers	–	Factors restraining talent localisation and driving expatriate employment
Hong et al. (2016)	<i>IJHM (IJF: 6.701; SJR: 2.22; ABS: 3; UK)</i>	Empirical	Quantitative/ Questionnaire	Taiwan/General H&T	283 employees	–	Talent recruitment, creativity and intrinsic motivation
Jolly et al. (2020)	<i>JHRHT (IJF: 0.503; SJR: 0.50; ABS: 1; USA)</i>	Empirical	Quantitative/ Experiment, questionnaire	Worldwide/Hospitality	343 employees	Signalling theory; person-organization fit theory; organisational support theory	Communication of benefits and talent recruitment

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McGinley et al. (2018)	<i>JHMM</i> (JIF: 4.489; SJR: 1.52; ABS: 1; USA)	Empirical	Quantitative/ Experiment, questionnaire	Worldwide/Hotel	174 employees	(including exchange ideology) Human capital theory	Organisational status as a signalling mechanism to talent acquisition
Bratton and Watson (2018)	<i>WHATT</i> (JIF: 0.800; SJR: 0.37; ABS: 1; UK)	Empirical	Qualitative/ Interview	Scotland/Hotel, event planning	20 managers	-	The role of line managers in enacting TM and managing emotional labour
Lee and Chao (2013)	<i>APJTR</i> (JIF: 2.017; SJR: 0.72; ABS: 1; UK)	Empirical	Quantitative/ Questionnaire	Taiwan/Hospitality	425 students with long-term internship placement	-	The impact of recognition, benefits, leadership, job planning and training on talent retention
Enz (2009)	<i>Cornell Hosp. Q.</i> (JIF: 2.800; SJR: 1.05; ABS: 2; USA)	Empirical	Quantitative/ Web-based questionnaire	60 countries in North America, Europe, Asia, South America, Middle East and Africa/Hotel	243 owners/operators, managers, specialist/ technical experts, other	-	The role of managers
Papathanassis (2020)	<i>Curr. Issues Tour.</i> (JIF: 4.147; SJR: 1.40; ABS: 2; UK)	Empirical	Quantitative/ Questionnaire	Germany/Cruise tourism	167 students of a cruise management degree programmes	HEXACO (i.e. expansion of Big Five Inventory)	Student drivers of seeking a career in cruise tourism
Chen et al. (2018)	<i>JoHLSSTE</i> (JIF: 1.439; SJR: 0.42;	Empirical	Quantitative/ Questionnaire	Taiwan/Hospitality	459 senior students of a public H&T university	-	The relationship between internship satisfaction and employability

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	ABS; I; UK						
Lee et al. (2016)	<i>JHTE (JIF: 1.050; SJR: 0.31; ABS: I; UK)</i>	Empirical	Quantitative/ Questionnaire	USA/Hospitality	314 undergraduate hospitality management students	–	Quality assessment in hospitality higher education
Lin and Wong (2014)	<i>APJTR (JIF: 2.017; SJR: 0.72; ABS: I; UK)</i>	Empirical	Mixed method/ Interview; questionnaire	Taiwan/Hospitality	4 department heads, 4 hospitality educators, 481 students	–	An analysis of motivational incentives that foster student creativity in classroom learning environments
Mooney and Ryan (2009)	<i>GM (JIF: 1.056; SJR: 0.36; ABS: I; UK)</i>	Empirical	Qualitative/ Interview	Australia, New Zealand/Hotel	18 women in management and supervisory positions	–	An analysis of gender-role stereotyping and its impact on women's opportunity to advance in their managerial career

Notes: *JIF*, Journal Impact Factor 2019–2020; *SJR*, SCImago Journal Rank 2019; *ABS*, Chartered Association of Business Schools' Academic Journal Guide 2020; *Anatolia*, *An International Journal of Tourism and Hospitality Research*; *APJTR*, *Asia Pacific Journal of Tourism Research*; *Cornell Hosp. Q.*, *Cornell Hospitality Quarterly*; *Curr. Issues Tour.*, *Current Issues in Tourism*; *EBHRM*, *Evidence-based HRM: A Global Forum for Empirical Scholarship*; *Educ. Train.*, *Education and Training*; *EJTD*, *European Journal of Training and Development*; *EM*, *Event Management*; *ER*, *Employee Relations*; *GM*, *Gender in Management: An International Journal*; *IJCHM*, *International Journal of Contemporary Hospitality Management*; *IJCTHR*, *International Journal of Culture, Tourism and Hospitality Research*; *IJHM*, *International Journal of Hospitality Management*; *IJHRM*, *International Journal of Human Resource Management*; *IJOA*, *International Journal of Organizational Analysis*; *INT. J. TOUR. RES.*, *International Journal of Tourism Research*; *JCTR*, *Journal of China Tourism Research*; *JHMM*, *Journal of Hospitality Marketing and Management*; *JHRHT*, *Journal of Human Resources in Hospitality and Tourism*; *JHTE*, *Journal of Hospitality and Tourism Education*; *JHTM*, *Journal of Hospitality and Tourism Management*; *JoHLSTE*, *Journal of Hospitality, Leisure, Sport and Tourism Education*; *TM*, *Tourism Management*; *TMP*, *Tourism Management Perspectives*; *WHA TT*, *Worldwide Hospitality and Tourism Themes*