Journal of Human Resource & Leadership

Talent Retention and Competitive Advantage of Star Rated Hotels in Rift Valley and Western Region, Kenya

Almah Ayieko, Dr. Grace Mureithi & Dr. Pamela Eng'airo

ISSN: 2616-8421

Stratford Peer Reviewed Journals and Book Publishing
Journal of Human Resource & Leadership
Volume 8||Issue 5||Page 1- 19|| October ||2024|
Email: info@stratfordjournals.org ISSN: 2616-8421

Talent Retention and Competitive Advantage of Star Rated Hotels in Rift Valley and Western Region, Kenya

***[1]Almah Ayieko, [2]Dr. Grace Mureithi & [3]Dr. Pamela Eng'airo**

[1]Masters Student, The Catholic University of Eastern Africa

[2]Lecturer, University of Eldoret

[3]Lecturer, The Catholic University of Eastern Africa

*Email of corresponding author: **memealma@yahoo.com**

How to cite this article: **Ayieko, A., Mureithi, G. & Eng'airo, P. (2024). Talent Retention and Competitive Advantage of Star Rated Hotels in Rift Valley and Western Region, Kenya. *Journal of Human Resource & Leadership,* Vol *8*(5) pp. 1-19.** https://doi.org/10.53819/81018102t4301

Abstract

The demand for both local and international visitors has seen local investors in the hospitality industry in Kenya jostle for market share. The arrival of the international hotel brands such as Best Western, Pullman and Park-In among others has increased competition as hotels scramble to provide quality products and services to their customers. Consequently, this sought to explore the influence of talent retention on competitive advantage of star rated hotels in Rift Valley and Western region, Kenya. The study was anchored on human capital theory. The study used simple random sampling to select a sample size of 62 respondents. The study adopted a correlational research design and data was collected using a questionnaire and analyzed quantitatively using both descriptive and inferential statistics. Prior to the actual data collection exercise, the study conducted pilot testing which involved both validity and reliability testing. The findings were presented in tables. The findings revealed that talent retention had a positive and significant influence on competitive advantage of star rated hotels in Rift Valley and Western Region, Kenya (P=0.000). The study concluded that hotel's talent retention strategies are generally effective especially enhancing a minimal employee turnover, a positive corporate image, and the use of succession planning and growth opportunities to retain talent. In view of the findings, the study recommends for the strengthening of the internal talent pool by investing in employee development programs. Encourage internal mobility and provide clear career progression paths to retain and motivate top talent.

Keywords: *Talent Retention, Competitive Advantage, Star-Rated Hotels, Rift Valley, Western Kenya*

1.0 Introduction

Globalization as a key driver of global talent management has enabled people and nations to spread around the world farther and faster (Cascio & Boudreau, 2016; Dirani, Nafukho & Irby, 2018). The ever-increasing interaction and integration of individuals, enterprises, cultures and countries has enhanced pressure of competition for talented employees among organizations, significantly affecting how human resource management is practiced at the international level (Cascio& Boudreau, 2016). Competition for talent is the biggest challenge facing multinational corporations (MNC) today (Collings & Isichei, 2018). Collings and Isichei (2018) gives a broad definition of global talent management (GTM) that includes 3 major components: "(1) the systematic identification of essential positions that differentially contribute to an organization's sustainable competitive advantage on a global scale, (2) the development of talent pool of high potential and high performing personnel who reflect the global scope of the multinational corporations (MNC) and (3) the development of a differentiated human resource (HR) architecture to fill these roles with the best available personnel to ensure their continued commitment to the multinational corporations". The term places a strong focus on the identification, development, and retention of talent at international, multi-national organizations all essential components of talent management. The United Nations World Tourism Organization (UN-WTO) indicated that multinational firms find it difficult to attract skills owing to global talent wars, despite the detailed explanation of how talent is obtained, developed, and maintained at the global level (UN-WTO, 2015). Organizations run the danger of losing their top talent to competitors at the same time (Mishra, Sharma, & Kumar, 2019).

A study by Manpower Group (2017) shows that 40% of employers globally had difficulty filling positions in 2016, which they state is the highest since 2007 (Manpower Group, 2017). This is reinforced by another study by Mercer (2017) who reported that there is a skill gap in hospitality industries in areas such as core operations and service delivery, leadership and sales and marketing, thereby regarding talent as a scarce resource. In addition (Collings et al.,2019; Price Waterhouse Coopers (PwC), 2017; Rabbi et al., 2015) cite a lack of skills and capacities as the main obstacle facing CEOs of global corporations in their efforts to develop a robust talent pool. A strong focus on talent retention helps organizations build a skilled workforce, increase employee satisfaction, and improve overall performance and productivity.

A strong development strategy not only enhances workforce capabilities but also supports employee satisfaction and growth. Moreover, talent retention aims to retain top performers and reduce turnover by offering competitive benefits, creating a supportive environment, and providing clear career advancement opportunities (Susanto & Rony, 2023). Talent retention is critical for maintaining organizational knowledge, reducing recruitment costs, and ensuring continuity in key roles (Venkat, 2023). When these constructs work together effectively, they create a holistic talent management strategy that drives organizational performance and sustainability. Furthermore, talent shortage is a problem that practically everyone faces. International organizations are competing for access to the identical talent pool. This is seen as a global labor market for talent. The phenomenon of global integration illustrates how corporations standardize recruitment, development, and administration of workers to ensure uniformity and sustain a competitive advantage. Therefore, organizations adapt global best practices of talent management and at the same time adapt the local requirements and local labor market (Balinda, 2024). Organizations that are very successful worldwide tend to maintain local recruitment strategies, but they combine these local strategies with a more global transfer of information and best practices (Zeinab & Mojtaba, 2016).

Africa has shown great potential in recent years with the average purchasing power in the region rising by a third over the past decade (Baporikar, 2017). Based on this fact, today's leading African organizations are building their talent management strategies to capitalize on the persistent lack of talent and absence of clear guidelines to develop the required knowledge, skills and abilities of African employees (Kamoche, 2015). For example, the hotel and hospitality sectors in Africa have historically had difficulty attracting, nurturing, and retaining talented, skilled individuals who are adequately motivated (Syla, 2023). Thus, talented workers are seen as important factors in determining competitive advantage, customer happiness and loyalty, service quality, and organizational performance. To put these difficulties into perspective, Molekwa (2023) conducted a study in South Africa and discovered a discrepancy between the abilities that employees viewed as strengths in their self-evaluation reports and those that were thought to be essential to increase competitiveness.

In Mozambique too, a study by Ndevu (2024) found out that there is a considerable reliance on personal networks for recruitment while poor quality training, low financial compensation and poor working conditions combined to effectively frustrate talent management strategies. A study conducted by Promise-Elechi and Onuoha (2023) in Nigeria, on talent management and innovation in indigenous hotels in Port Harcourt reveals that organization's innovation is derived largely from the performance of exceptional employees. And in order to grow and become competitive and survive, the indigenous hotels have to continually acquire talent, develop it, utilize it and retain it (Ndevu (2024). In Nigeria, nepotism, corruption, and resistance to change have been cited by Ajulo (2023) as barriers to the full benefits of talent management. Instead of using an open hiring process to find the best candidate, managers choose new hires mostly through word-of-mouth.

Furthermore, the private sector primarily multinational corporations is the exclusive subject of practically all of the western academic literature on talent management. The situation is worse in hospitality industry where most studies in the industrialized countries concentrate in luxurious hotel chains (mainly 4-star and 5-star rated hotels). Yet, at the same time, modern hotel and hospitality industry in Africa (all-star rated) are increasingly being challenged to be structured and managed much like the MNC, as much is needed to develop and retain its best talents geared towards enhancing their competitive ability (Silva, 2015). There is increased pressure to instill talent management strategies in most hospitality industries in Africa in order to compete favorably and gain competitive advantage.

There is a severe shortage of talent needed to drive and realize the Kenya's human development goal (Obum, Kelana, Rahim, Saidi & Hishan, 2023). According to professional body of human resource practitioners referred to as Institute of Human Resource Management (IHRM) the HR functions in most organizations are constantly being confronted with talent wars and that more than ever before, there is increasing demand on human resource to focus more not only on developing talent, but also empowering and engaging employees at workplace (Business Daily, 2018). In addition, study by Deloite (2014) reports that the country ranked employee engagement and retention as their number one priority thereby underscoring the need for talent management. Shortage of talent, however, is more acute in hospitality industry in Kenya, which is considered to be the leading industry with many employees changing jobs from time to time (Dwesini, 2019). Employee turnover is considered detrimental to organizational performance and profitability and lead to loss of diverse financial and intellectual resources and assets (Okae, 2018). A number of Kenyan scholars studied talent management with varied outcomes. Orwa and Mireri (2014) attribute lack of talent retention to the absence of employee career development, poor rewarding schemes, and unfavorable working conditions. Njuguna et al., (2015) reports that training and development as well as adequate reward system are key talent management practices that positively influence employee job satisfaction.

A company's capacity to outperform rivals in one or more areas gives it a competitive advantage (Zehir & Allaham, 2024). It focuses on how a business implements general strategies and is mostly driven by the value that a company may provide to its customers. According to Muyia et al. (2018), competitive advantage refers to a special position that enables businesses to regularly outperform their rivals and keep and grow market share. Businesses achieve this by providing clients with greater value, which can be achieved by cutting costs or by adding new services (Rofiada, 2016). Businesses get a competitive edge through the way they set up and carry out specific tasks. In order for a business to successfully and quickly react to competition, it needs well-defined market driven strategies (Hendarwan (2023) cited in Kinyuira 2014). According to Porter (1985), such strategies enable a firm to create value for its buyers and establish a sustainable profitable market position.

Focus strategy, differentiation, and cost leadership are methods for gaining a competitive edge. Roy and Roy (2024); Jerab and Mabrouk (2023); Zhang and Liang (2023) explains that a company is able to achieve cost advantage through a variety of means, including economies of scale, proprietary technology, and inexpensive raw materials. Conversely, a company is able to employ differentiation strategies by focusing on different functional areas within the company, offering a different product, or using a different delivery system or marketing approach (Hendarwan, 2023). Businesses may also focus on a certain clientele or provide a limited selection of goods and services. In order to get this edge, businesses need to have enough human capital to carry out the aforementioned initiatives, which necessitate effective people management. A business that uses the aforementioned tactics but falls short of achieving any of them is mired in the middle and rarely makes a profit. When a business finds itself in the middle, it must choose between taking a low-cost approach in a wide or narrow market and providing a distinct or distinctive good or service in a wider narrow market (Karambut, 2024). All of these decisions need talent planning.

According to Sołtys (2023), 72% of highly engaged workers thought they could improve customer service, compared to 27% of disengaged workers. These figures highlight the importance of employee engagement and demonstrate that an organization may work more efficiently when its members are heard, cared for, and treated well because they share a same goal and function as a cohesive one. Moreover, collaboration cultivates social connections that facilitate the exchange of ideas and perspectives, as well as the recognition and rectification of errors, all of which are educational activities that enhance both individual and organizational knowledge creation capabilities. A study by Zhong et al. (2016) identified a substantial negative correlation between employee engagement and the intention to leave, as well as a positive correlation between employee engagement and in-role performance, corroborating the findings of Kumar and Pansari (2016).

Hotel industry in Kenya is regulated by the restaurant and hotel act, Cap 494 that also oversees licensing of hotels in Kenya. Hotel classification within the act is done based on standards and amenities, use of star ratings ranging from one to five-star hotels. Hotels are essential for providing conference facilities, basic accommodation, recreational places and meals. The hotel industry contributes to the country’s economy through employment, revenue generation and business opportunities for the suppliers and hotel service providers. The tourism regulatory authority undertakes national classification of all regulated tourism activities and services with the aim of ensuring high standards and quality of services (Tourism Regulatory Authority Regulations, 2018). Categorization of the hotels is done according to size or number of rooms, number of facilities provided, levels of service and number of employees. The rating provides consumers with an easy way to compare hotels and governments use hotel ratings or classifications systems to regulate the hotel industry with tariffs, taxes and to meet the basic requirement of safety and hygiene (Tourism Regulatory Authority, 2018).

According to standards from the Tourism Regulation Authority (2018), one-star hotels are defined as those with simple amenities like a bed and a reading table; they typically don't have a television, phone, or room service. In contrast, one-star hotels are marginally inferior to two-star hotels. (Tourism regulatory authority regulations, 2014) They have a telephone, a television with a few channels, and a 24-hour reception in addition to being cleaner. Three-star hotels offer a variety of room types at varying prices while maintaining a balance between comfort and affordability. In addition to being protected, the rooms feature a TV, a private toilet, a reading table, a phone for contacting reception, WI-FI in public areas, and room service. There is also an onsite bar or restaurant. Four-star hotels have top notch decor with larger rooms, suites and big beds. The hotels have 24-hour accessibility with more staff therefore offering more services. The hotels have several bars and restaurants offering different cuisines. The hotels have fully equipped gym, conference facilities, a spa, swimming pool, WI-FI within the room. Finally, five-star hotels have all the services offered in four-star hotel, ambience, and top notch security with 24 hour access, well trained and friendly staff, and concierge services (Tourism regulatory authority regulations, 2018).

The hotel industry in Kenya underwent turbulence in the recent times witnessed by wave of terror attacks in 2015 and 2016 that led to almost 40 hotels being shut down at the Coastal Region of Kenya and more than 28,000 workers declared redundant (Shawiza, 2017). With better security stability thereafter, increased number of star-rated multinational luxurious hotels chains, for instance, Radisson Blue, Best Western, Hilton, and Garden Inn among others were witnessed across the country increasing the competition for market-share. Central to this competition is the snowballing war of talent.

1.1 Statement of the Problem

Achieving and maintaining a competitive edge in the hospitality sector is a significant challenge that heavily influences the performance of many hotels (Olaka, Okafor, & Ulo, 2018). In Kenya, the lack of well-defined talent management strategies contributes to the difficulty in achieving competitive advantage, particularly within the hotel industry (Omae, Mugambi, & Kariuki, 2021). Hotels often struggle to find, train, and retain staff who are sufficiently motivated, skilled, and qualified (Cappelli & Keller, 2014). Despite a general consensus on the importance of talent management in enhancing performance and helping star-rated hotels sustain competitive advantage, this capability remains underdeveloped in many Kenyan hotels (Omae et al., 2021).

The situation is particularly dire for hotels in Kenya's Rift Valley and Western Region, which lag behind Nairobi and the Coastal regions in terms of guest traffic, accommodation quality, and service provision. The Kenya Tourism Board (2023) indicates that hotels in Nairobi and coastal regions achieved the largest guest proportions, accounting for 41% and 48% of the market share, respectively. The Eastern, Central, Rift Valley, and Western areas of Kenya collectively account for the remaining 15%. This underscores the necessity for hotels in the Rift Valley and Western Region, Kenya to devise strategies for acquiring, cultivating, and maintaining talent in a progressively competitive landscape.

A number of studies have examined the relationship between talent management and competitive advantage. For instance, Japheth (2023) explored the efficacy of talent selection approaches on the competitiveness among Five Star Hotels in Nairobi City County, Kenya adopting a mixed method research design. The study found that talent selection approaches had a positive contribution towards the competitiveness of the hotels. Since the study focused only on 5-star hotels in Nairobi and used mixed method design, both conceptual and methodological gaps are evident. Elsewhere, Syla (2023) assessed the contribution of talent management on the human resources performance of hospitality industry in Tanzania using a sample size of only 30 participants from whom qualitative data was collected using interview guides. The study found that ethical training programs, clear ethical guidelines, ethical communication, code of conduct implementation, ethical leadership, and reward and punishment systems were effective in addressing ethical problems. This study presents contextual, conceptual and methodological gaps given that it was conducted in the context of hotels in Tanzania, it used performance as dependent variable and relied purely on qualitative data.

Moreover, studies by Marima (2021) on employee engagement and by Omae et al. (2021) on talent management, focused on four- and five-star hotels but failed to examine the broader hotel environment, particularly in the Rift Valley and Western Region, Kenya, presenting both conceptual and contextual gaps. In addition to the identified gaps, there is dearth in literature on the role of talent retention on competitive advantage of star-rated hotels in Rift Valley and Western Region, Kenya presenting literature gap. In is in view of the identified research gaps that this study sought to explore the influence of talent retention on the competitive advantage of star-rated hotels in Rift Valley and Western Region, Kenya regions.

1.2 Research Question

How does talent retention influence competitive advantage of star rated hotels in Rift Valley and Western region, Kenya?

1.3 Research Hypothesis

H_a: Talent retention has a significant influence on the competitive advantage of star-rated hotels in Rift Valley and Western region, Kenya.

2.1 Theoretical Framework

This was anchored on Human capital theory. The theory was proposed by Schultz (1961) and later developed by Becker (1964). The theory lies in the fact that individuals and firms invest in human capital based not on present gains but on future pecuniary and non-pecuniary returns (Marginson, 2019). Investments include schooling, training, acquiring information, secondment, and activities that improve an individual's health (Kolomiiets & Petrushenko, 2017). The theory suggests that individuals who invest in education and training become more skilled and productive than those who do not, justifying their higher income due to their human capital investment. People with higher levels of education tend to possess more skills and knowledge, which enhances their performance within an organization (Aliu & Aigbavboa, 2019). Paul (2014) defines human capital as the knowledge and skills an individual acquires, which increase their ability to perform tasks that hold economic value.

In addition, investments related to attracting, developing, and mobilizing talent are viewed as investments in the human capital of the firm (Ifeoma, Ndubusi & Nebo 2015). Azatovna and Galiakberova (2019) explained that human capital intelligence and experience was a source of competitive advantage that could not be emulated by rivals. According to this theory, workers with greater human capital made more contributions to the organization than those with lower human capital. Because investing in human capital helps organizations maintain their long-term sustainability and competitive edge, the notion is relevant to the study.

2.2 Empirical Review

A study by Fanou (2018) assessed the impact of employee turnover on the competitive advantage of AAR Insurance Company, with the aim of determining how turnover influenced the competitiveness of insurance firms. The study measured employee turnover using factors such as leadership style, work satisfaction, and organizational culture, while competitive advantage was defined through cost advantage, differentiation advantage, and superior value creation. A descriptive research strategy was adopted, and AAR personnel were selected

Stratford Peer Reviewed Journals and Book Publishing
Journal of Human Resource & Leadership
Volume 8||Issue 5||Page 1- 19|| October ||2024|
Email: info@stratfordjournals.org ISSN: 2616-8421

through stratified random sampling. Primary data was collected using structured questionnaires, and the quantitative data was analyzed with SPSS and descriptive statistics. Additionally, regression and correlation analyses were conducted to establish the relationship between employee turnover and competitive advantage. The findings revealed that AAR's voluntary staff turnover was caused by inadequate pay and benefits, an unappealing job, life decisions or events, major illness, and death, all of which had an impact on the organization's profitability. Since the study was conducted in the insurance sector and using employee turnover as the independent variable, both contextual and conceptual gaps were identified. This study sought to address the gaps by focusing the study in the hospitality sector and using talent management as the independent variable.

In a different study, Fei et al. (2024) investigated the factors influencing talent retention in the automation industry within the Penang Free Industrial Zone. The study found that work-life balance, job satisfaction, reward management, and career progression significantly impacted talent retention. It concluded that a supportive work environment, combined with effective reward and career management strategies, plays a critical role in retaining talent and promoting sustainable growth. The study recommended that managers allocate resources strategically to improve work environments, which would, in turn, enhance talent retention in the automation sector. Despite its contributions, the study had limitations such as the use of self-reported data and a cross-sectional design, which could affect the generalizability of the findings. Contextual gaps were also identified, as the study focused solely on the automation industry in Malaysia. To address these gaps, the current study investigated the influence of talent management on the competitive advantage of star-rated hotels in Rift Valley and Western region, Kenya.

Another study by Bhagyalekshmi et al. (2024) conducted a comparative study on talent retention in public and private sector banks in India. The study targeted branch managers from both sectors and gathered data from 364 respondents using structured questionnaires. The study found that hygiene factors, social responsibility, managerial support, performance and reward management, intrinsic rewards, and perceived career success significantly influenced organizational satisfaction and reduced turnover intentions in both public and private banks. Given that the study focused on the banking sector in India and used only branch managers as respondents, there were contextual and methodological gaps identified. The current study addressed these gaps by examining talent retention in the hospitality industry and including different employee categories to provide broader analysis.

In their study, Odunukwe and Okeke (2023) examined the effect of talent retention on organizational performance in pharmaceutical companies in the Niger Delta, Nigeria. The study used talent retention, training and development, and talent attraction as explanatory variables, while organizational performance was the dependent variable. A survey research design was adopted, with a population of 1,824 staff from which a sample size of 332 respondents was selected using Borg and Gall's (1973) formula. Data was collected using a questionnaire and analyzed using frequency, percentage analysis, and multiple regression analysis. The study found that talent retention, training and development, and talent attraction all had positive significant relationships with organizational performance. The study concluded that talent management has a positive significant impact on organizational performance. It recommended that management prioritize retention, as an organization's success depends not only on financial resources but also on effective talent management. Given that the study was conducted in the pharmaceutical sector in Nigeria and targeted staff as the main respondents, both contextual and methodological gaps were evident. This study south to address the gaps by investigated the influence of talent management on the competitive advantage of star-rated hotels in Rift Valley and Western region, Kenya including only managers to provide broader analysis.

Patiat et al. (2024) investigated the effect of talent attraction and retention on the competitive advantage of commercial banks in Kenya, focusing on Kenya Commercial Bank (KCB). The study was anchored on the Equity Theory of Motivation and utilized a case study approach, targeting 146 top and mid-level managers at KCB headquarters. Due to the small population size, the study employed a census and collected primary data through a questionnaire. Descriptive statistics, Pearson correlation, and both simple and multiple linear regression analyses were used to summarize and classify the data, as well as to establish the relationship between talent attraction and competitive advantage. The study found that talent attraction had a significant positive effect on the competitive advantage of KCB, with a correlation coefficient of r = 0.838 and a p-value of 0.000. Simple linear regression analysis revealed that the t-values (15.805) exceeded the critical t-values, leading to the rejection of the null hypothesis. The study concluded that talent recruitment was a key driver in enhancing the competitive advantage of commercial banks and recommended that banks implement effective talent attraction strategies to improve their competitive standing in the market. The study was however conducted in the banking sector and census approach was used, thus both contextual and methodological gaps were identified. The current study addressed this by investigated the influence of talent management on the competitive advantage of star-rated hotels in Rift Valley and Western region, Kenya and using simple random sampling technique to obtain sample size.

2.3 Conceptual Framework

In this study, the conceptual framework presented in Figure 1 shows the relationship between talent retention and the dependent variable competitive advantage of star rated hotels in Rift Valley and Western region, Kenya.

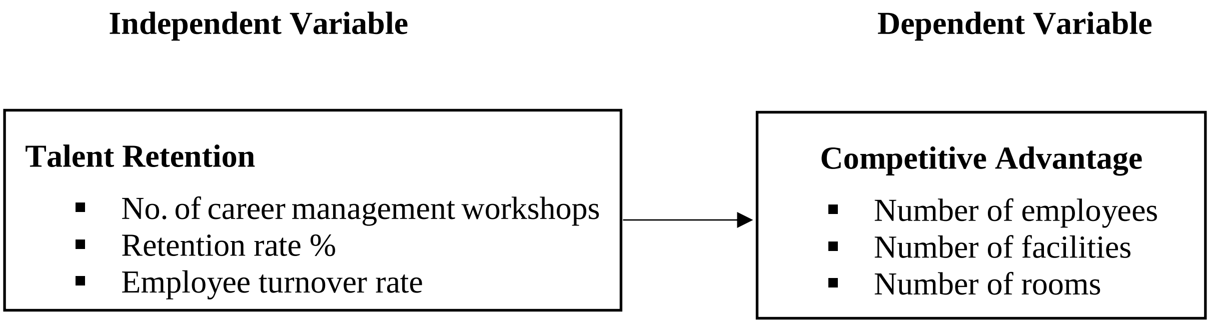

Figure 1: Conceptual Framework

Source: Adopted from Dhiman and Arora (2020)

3.0 Research Methodology

A correlational research design was used for the investigation. Finding correlations between two or more variables without the researcher's intervention is the goal of correlational study design. Tan (2014) states that correlational study establishes whether two variables change in tandem or not. The design looks at the direction of any positive or negative relationships between the variables (Tan, 2014). The 74 all-star hotels located in Western Kenya and the Rift Valley made up the study's target population (Tourism Regulatory Authority, 2020). Human resource managers were the units of observation who gave information on the star-rated hotels and they were drawn from all the departments. Human resource (HR) managers were chosen to participate in this study due to their key role in managing talent-related activities, such as planning, engagement, development, and retention, which directly affect an organization's competitive advantage. As decision-makers, they possess comprehensive knowledge of the hotel's talent management strategies and are well-positioned to provide accurate insights on how these practices impact competitive advantage.

This study adopted a simple random sampling procedure to select a sample of the star rated hotels in the study area. The study used the Taro Yamane's (1967:886) simple formula to determine the sample size as follows:

$$n = \frac{N}{1 + N(e)^2}$$

Where:

N = Size of the population.

e = Precise level or margin of error

n = size of the sample,

1 = Constant

This method takes a 0.5 degree of variability (i.e. percentage), a 5% precision, and a 95% level of confidence. Using the calculation and a target population of 74, the sample size was calculated as follows;

$n = 74/ \{1+ 74 (0.05)^2\}$

n = 62

The sample size for this study therefore comprised 62 star rated hotels form which one manager was selected to participate in the study. The primary tool utilized in the study to collect data on the independent and dependent variables talent management and competitive advantage was a questionnaire. Respondent data was gathered using the questionnaire. There were closed-ended questions on the questionnaire. Kothari (2004) states that a questionnaire is used to simultaneously gather basic descriptive data from a large sample. Closed-ended questions ensure that responses are confined precisely to the parameters of the research inquiries. Closed-ended questions are utilized because they facilitate ease of response, analysis, and data collection. Furthermore, the inquiries enhance the overall uniformity of respondents' answers.

The process of gathering information from the chosen research subject is known as data collecting. In the study, both primary and secondary data were employed. The National Commission for Science, Technology, and Innovation (NACOSTI) granted the researcher a research permit; the Catholic University of Eastern Africa provided an introduction letter outlining the goal of the study; authorization from hotels was also requested. The researcher handed the questionnaires by hand. The data collection process took two months. To ensure accuracy and consistency and to enhance response rate, follow-up visits were made to the hotels to collect the completed questionnaires, and respondents were given ample time to fill them out at their convenience. Additionally, the researcher maintained close communication with hotel management to address any concerns or clarify questionnaire items during the data collection period. All the filled questionnaires were then collected for analysis.

The information gathered via surveys was coded and reviewed for accuracy and coherence. Descriptive and inferential statistical methods (frequency, percentages, means, and standard deviation) were used to assess quantitative data. The impact of talent planning, engagement, development, and retention on star-rated hotels' competitive advantage was examined using multiple regression analysis. The regression model that was suggested was.

γ = Competitive advantage

α =Constant

β =Beta

X=Talent retention

ε= error term

4.0 Findings and Discussion

The study administered sixty-two (62) questionnaires to the managers, which were all dully filled and returned, representing 100 percent of the overall response rate. Mugenda and Mugenda (2013) state that a response rate of greater than 50% is sufficient for analysis. Additionally, according to Babbie (2004), a 60% return rate is good and a 70% return rate is very good. This study's high response rate was due in part to the assurance of anonymity that participants were obliged to withhold their identifying information and in part to the drop-and-pick method of questionnaire distribution. Demographic results 39% of respondents were women and 61% of respondents were men. Moreover, 33 (52%) of the respondents were in the majority, between the ages of 26 and 35. Respondents who were 25 years of age or younger and those who were 56 years of age or older, with a frequency of 4 (6%), were the minority age groups. Furthermore, 23% of respondents were between the ages of 36 and 45, and 11% were between the ages of 46 and 55. In addition, the findings 32.8% of the hotels were in Narok, followed by 23.4% in Nakuru and 20.3% in Kisumu. Only 12.5% of the hotels were in Uasin Gishu. Elgeyo, Kakamega, and Kisii had 3.1%, and Naivasha had 1.6%, among other places. It is clear that the majority of hotels have been open for business for more than ten years, as reported by 62.5% of respondents; 35.9% of hotels have been open for six to nine years, and 1.6% of hotels have been open for one to five years.

About 39.1% of the respondents said they were from two-star hotels, 26.6% said they were from four-star hotels, 21.9% said they were from three-star hotels, and 6.3% said they were from both one-star and five-star hotels. Majority 53.1% (34) indicated through talent reviews, they are able to identify skill gaps among its employees, 46.9% (30) through performing skill-gap analysis and 43.8% (28) through creating an inventory of skills for each role. The frequency of employment evaluations conducted by the hotel was another goal of the study. Figure 4 presents the findings. The majority of respondents, or 84.4% (54) according to the data, frequently evaluate their jobs every one to five years, while 9.4% (6) said they evaluate their jobs less frequently than a year. 3.1% of those surveyed evaluated their jobs within the last six to nine years and beyond that time. The purpose of the study was to determine how often the hotel hires new employees each year. The outcomes are displayed in Figure 5.

According to the data, 73.4% (47) of the respondents answered that the majority of hotels hired staff between six and nine times a year, 17.2% (11) indicated that this happened between one and five times a year, and 9.4% indicated that this happened more than nine times. The goal of the study was to determine how many prospective successors the hotel has set aside throughout time to take on important roles. The majority of respondents (48.4%, 31) did not have possible successors that the hotel has designated throughout time to occupy important positions, according to the results. Furthermore, 42.2% (27) of the respondents said that the hotel has set aside one to five employees as potential successors to fill important positions over time, 6.3%

(4) said that the hotel has set aside six to nine potential successors, and 3.2% (2) said that the hotel has set aside more than nine potential successors to fill important positions over time.

4.1 Descriptive Statistics

Table 1 shows that, out of all respondents, 53.1% (34) said their employee retention rate was between 60 and 90%, and 40.6% said their talent retention rate was between 10 and 50%. Conversely, 3.1% of respondents said their retention rate is less than 10%, while the same proportion said their retention rate is 100%. The amount of career management workshops the hotel hosts annually was another goal of the study. According to 67.2% (43) of the respondents, the majority of hotels host one to five workshops, according to the results. Additionally, one hotel had more than nine workshops, whereas 4.7% (3) were between six and nine. Determining the annual rate of staff turnover was another goal of the study. The majority of respondents 70.3% (45) said they had employee turnover of between one and five per year, followed by 21.9% (14) who said they had turnover of between six and nine employees, and 4.7% (3) who said they had turnover of more than nine employees.

Table 1: Employee Retention Rate

Employee Retention Rate	Frequency	Percentage
Less than 10%	2	3.1
10– 50%	26	40.6
60 – 90%	34	53.1
100%	2	3.1
How many career management workshops does the hotel hold per year?		
None	17	26.6
1– 5 Workshops	43	67.2
6 – 9 Workshops	3	4.7
10 and over	1	1.6
On average, what is the employee turnover rate per year		
None	2	3.1
1– 5 employees	45	70.3
6 – 9 employees	14	21.9
10 employees and over	3	4.7

Competitive advantage

When asked how many people worked in their hotel, 42.2% of the respondents said their establishment had fewer than 20 employees, while 32.8% said it had between 20 and 40 employees. 17.2% of respondents had between 41 and 60 employees, 4.7% had between 61 and 80 employees, and 3.1% had between 81 and 100 employees. In addition, the respondents were requested to provide the number of rooms in their establishment. The majority of respondents (51.6%) said they had fewer than 50 rooms, followed by those with between 50 and 99 rooms (42.2%) and those with between 100 and 149 rooms (6.3%).

Table 2: Employees, Rooms, Level of Service and Available Facilities

How many employees do you have in the hotel?	**Frequency**	**Percentage**
Less than 20 employees	26	42.2
20-40 employees	21	32.8
41-60 employees	10	17.2
61-80 employees	3	4.7
81-100 employees	2	3.1
Over 100 employees	0	0
How many rooms are in your hotel?		
Under 50 rooms	33	51.6
50 to 99 rooms	27	42.2
100 to149 rooms	4	6.3
150 to 199 rooms	0	0
200 to 250 rooms	0	0
More than 250 rooms	0	0
What are the facilities available in the hotel?		
Conference facilities	62	100
Hotel rooms	64	100
Spa	31	48.4
Swimming pool	50	78.1
24-hour Security	61	95.3
Restaurant	62	100
Gift Shop	51	79.7

The survey also aimed to determine the hotel's service quality. The majority of respondents 51.6% (33) classified their service as world-class, followed by mid-range 32.8% (21) and limited 15.6% (10) who said their service was on a tight budget. Finally, the survey aimed to determine the amenities that are offered at their hotel. Every response mentioned having hotel rooms, restaurants, and conference spaces. Furthermore, of those surveyed, 79.7% claimed to have a gift shop, 78.1% to have a swimming pool, 48.4% to have a spa, and 95.3% to have 24-hour security. A few more features mentioned were playgrounds, wellness centers, boat excursions, game drives, fitness facilities with gyms, game drives, laundry services, tented camps and suites, and WIFI in public areas. The study looked for the degree to which respondents agreed with the competitive advantage assertions. The results are displayed in Table 4.17 and are ranked from 1 to 5 on a scale of 1 being highly disagreed, 4 agree, 3 being neutral, 2 disagree, and 1 strongly disagree.

According to Table 17, 37.5% (24) and 54.7% (35) of respondents strongly agreed that the hotel has become a producer and supplier of distinctive goods and services as a result of the holistic results of talent management. A mean score of 4.30 with a standard deviation of 0.61 suggested that participants were in agreement that the hotel has become a producer and supplier of distinctive goods and services as a result of the comprehensive results of talent management. Furthermore, 45.3% (29) and 20.3% (13) strongly agreed and agreed, respectively, that our products and services are of the highest caliber in the business. A mean of 3.81 and a standard deviation of 0.83 backed up this claim.

Additionally, the results showed that 48.4% (31) and 39.1% (25) of the respondents strongly agreed and agreed, respectively, that their services and goods are always tailored to fit the specific needs and preferences of each individual consumer. A mean of 4.34 and a standard deviation of 0.74 backed up this assertion. In addition, the hotel provides a variety of products and services, as indicated by 20.3% (13) and 60.9% (39) of the respondents, who strongly agreed and agreed, respectively. The mean of 4.00 and the standard deviation of 0.67 provided evidence in favor of this claim.

Table 3: Competitive Advantage

	Competitive Advantage	5	4	3	2	1	Mean	Std Dev
1	The number of employees in the hotel has been growing which allows for efficient service delivery.	37.5 (24)	54.7 (35)	7.8 (5)	0 (0)	0 (0)	4.30	0.61
2	The hotel's facilities (e.g., restaurants, gyms, pools) are superior in quality compared to competitors.	20.3 (13)	45.3 (29)	31.3 (20)	1.6 (1)	1.6 (1)	3.81	0.83
3	The number of rooms in the hotel is adequate enabling us to accommodate a large volume of guests during peak periods.	48.4 (31)	39.1 (25)	10.9 (7)	1.6 (1)	0 (0)	4.34	0.74
4	Our hotel's range of facilities provides a competitive edge by meeting diverse customer needs.	20.3 (13)	60.9 (39)	17.2 (11)	1.6 (1)	0 (0)	4.00	0.67
5	The hotel has invested in modern facilities that significantly enhance customer satisfaction and retention.	31.3 (20)	53.1 (34)	14.1 (9)	1.6 (1)	0 (0)	4.14	0.71
6	The hotel has sufficient staff to handle high-demand periods without compromising service quality.	26.6 (17)	53.1 (34)	14.1 (9)	6.3 (4)	0 (0)	4.00	0.82
7	The hotel's facility expansion strategy enables it to cater to different market segments, improving its competitive position.	32.8 (21)	59.4 (38)	7.8 (5)	0 (0)	0 (0)	4.25	0.59
8	The hotel's room availability and quality are a significant competitive advantage, attracting repeat customers.	34.4 (22)	64.1 (41)	1.6 (1)	0 (0)	0 (0)	4.33	0.51
	Total						**4.15**	

Regarding the number of employees, 37.5% (24) of respondents strongly agreed and 54.7% (35) agreed that the growing number of employees has enhanced efficient service delivery. This observation is reinforced by a high mean score of 4.30 and a relatively low standard deviation of 0.61, indicating strong consensus among respondents. In terms of the hotel's facilities, 20.3% (13) strongly agreed, and 45.3% (29) agreed that the hotel's facilities, such as restaurants, gyms, and pools, are superior to those of competitors. However, 31.3% (20) remained neutral, resulting in a mean of 3.81 and a standard deviation of 0.83, suggesting moderate agreement but with more variation in responses.

When evaluating room capacity, 48.4% (31) of respondents strongly agreed, and 39.1% (25) agreed that the hotel can accommodate a large volume of guests during peak periods. This statement yielded a mean score of 4.34 and a standard deviation of 0.74, indicating strong agreement and relatively little variability among the responses. Additionally, 60.9% (39) of respondents agreed, and 20.3% (13) strongly agreed that the hotel's range of facilities provides a competitive edge by meeting diverse customer needs. The mean for this statement was 4.00, with a standard deviation of 0.67, indicating a solid consensus that the hotel's diversity of offerings strengthens its competitive position.

Investment in modern facilities was highlighted, with 31.3% (20) of respondents strongly agreeing and 53.1% (34) agreeing that it enhances customer satisfaction and retention. This resulted in a mean of 4.14 and a standard deviation of 0.71, reflecting strong agreement on the importance of modern facilities. Moreover, 26.6% (17) of respondents strongly agreed, and 53.1% (34) agreed that the hotel has sufficient staff to handle high-demand periods without compromising service quality, with a mean score of 4.00 and a standard deviation of 0.82, showing positive but somewhat varied opinions on this aspect.

Concerning facility expansion, 32.8% (21) strongly agreed and 59.4% (38) agreed that the hotel's expansion strategy allows it to cater to different market segments, yielding a mean of 4.25 and a standard deviation of 0.59, which suggests a high level of agreement with minimal variation in responses. Finally, the statement on the hotel's room availability and quality being a significant competitive advantage saw 34.4% (22) of respondents strongly agreeing, and 64.1% (41) agreeing, resulting in the highest mean score of 4.33 and a low standard deviation of 0.51, indicating strong and consistent agreement. The overall mean score for all eight statements was 4.15, indicating that respondents generally agreed that the hotels had competitive advantage in terms of employees, facilities, and room availability. The standard deviations indicate consistency in most responses, suggesting that these elements are widely recognized as key contributors to the hotels' success.

4.2 Correlation Analysis Results

Correlation analysis was conducted to ascertain the nature and the strength of the association between talent management (talent planning, talent engagement, talent development and talent retention) and competitive advantage of star rated hotels in Rift valley and western region, Kenya. The results for the correlation in the study are as presented on Table 4.

Table 4: Correlation Matrix

		Competitive Advantage	**Talent Retention**
Competitive Advantage	Pearson Correlation	1.000	
	Sig. (2-tailed)		
Talent Retention	Pearson Correlation	.769**	1.000
	Sig. (2-tailed)	0.000	

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

Correlation results in Table 4 depicts that there was a strong positive and significant association between the competitive advantage and talent retention (r=0.769, P=0.000). This suggests that the competitive advantage of star-rated hotels in Rift Valley and Western region, Kenya would rise as a result of talent retention. These results support the observation made by Mosong et al. (2023) that perceived competitive advantage is increased by talent retention.

4.3 Regression Analysis

The regression analysis assessed the effect of the independent variables on the dependent variable, yielding the correlation coefficient (R) and the coefficient of determination (R^2). Other important results included the F-statistic, B coefficients, and significance level (P-value). To test the hypothesis, the correlation coefficient (Beta, β) was utilized. The decision rule indicated that if β was significant, the null hypothesis would be rejected; if not significant based on the t-statistic, the null hypothesis would be retained (Carolyne, Robert, & Ayub, 2020). A simple linear regression analysis was performed to evaluate the direct relationship between each variable and the competitive advantage of star-rated hotels iRift Valley and Western Region, Kenya. The study sought to examine the effect of talent retention on the competitive advantage of star-rated hotels in the Rift Valley and Western Region, Kenya. To explore this question, the study employed inferential statistics, specifically simple linear regression analysis, to achieve the research objective and to test the associated fourth null hypothesis.

$H_{a:}$ There is a significant association between talent retention and competitive advantage of star rated hotels in Rift Valley and Western Region, Kenya.

Table 5: Model Summary; Regression for Talent retention and Competitive advantage

Model Summary				
Model	**R**	**R Square**	**Adjusted R Square**	**Std. Error of the Estimate**
1	.769[a]	.591	.584	.248086

ANOVA[a]					
Model	**Sum of Squares**	**Df**	**Mean Square**	**F**	**Sig.**
1 Regression	5.508	1	5.508	89.495	.000[b]
Residual	3.816	60	.062		
Total	9.324	61			

Coefficients[a]					
	Unstandardized Coefficients		**Standardized Coefficients**		
Model	**B**	**Std. Error**	**Beta**	**T**	**Sig.**
1 (Constant)	1.137	.335		3.390	.001
Talent retention	.775	.082	.769	9.460	.000
a. Dependent Variable: Competitive advantage					

Source: Research Data (2023)

From Table 5, the model summary indicates a strong relationship between talent retention and the competitive advantage of star-rated hotels in the Rift Valley and Western Region of Kenya. The correlation coefficient (R) is 0.769, suggesting a strong positive correlation. The R-squared value of 0.591 indicates that approximately 59.1% of the variance in competitive advantage can be explained by talent retention. In the ANOVA table, the regression sum of squares is 5.508, with a mean square of 5.508 and an F-value of 89.495, which is statistically significant ($p < 0.000$). This suggests that the model is effective in predicting competitive advantage based on talent retention. The coefficients show that the constant term is 1.137, and the unstandardized coefficient for talent retention is 0.775, indicating that a one-unit increase in talent retention is associated with an increase of 0.775 units in competitive advantage. The standardized coefficient (Beta) of 0.769 highlights the strong influence of talent retention on competitive advantage, while the significance level ($p = 0.001$) confirms that this relationship is statistically significant.

$Y = 1.137 + 0.775X$

Where Y is Competitive advantage of star rated hotels in Rift Valley and Western Region, Kenya

X is talent retention.

From the results, it is evident that talent retention had a positive influence on the competitive advantage of star rated hotels in Rift Valley and Western Region, Kenya. These findings are adequately supported from the results obtained from descriptive statistics. The results are in agreement with Njuguna (2014) study which confirmed that employee retention has a positive influence on competitive advantage of hotels. The study also noted that employee turnover was detrimental in firms where jobs required firm specific skills that could not be purchased but internally built.

5.0 Conclusions

The study also concludes that the hotel's talent retention strategies are generally effective especially enhancing a minimal employee turnover, a positive corporate image, and the use of succession planning and growth opportunities to retain talent. These practices are crucial for maintaining workforce stability and fostering employee loyalty. However, areas such as optimizing long-term contract management and enhancing career development workshops to better support employee growth has been challenging. Thus, by maintaining competitive compensation packages, promoting work-life balance, and consistently investing in employee development, the hotel can ensure a motivated and committed workforce aligned with its strategic goals, thereby sustaining its reputation as an employer of choice in the industry. There exists a strong relationship between the predictors and competitive advantage. However, the remaining proportion of the variation is not accounted for by the model's predictors. These unexplained factors could stem from additional variables or influences not included in the study, such as market dynamics, regional economic conditions, or specific management practices that vary among hotels. The study further concludes that even though the study variables significantly explain competitive advantage in the region, there are other important factors at play.

6.0 Recommendation

The managements of these hotels should strive to ensure that employees are aware of the qualifications and steps needed to advance in their career rather than basing promotions on years of experience only as is currently being experienced in the country. The hotels need to conduct regular performance reviews to identify eligible candidates for promotion. They should thus, use these reviews to provide constructive feedback and set development goals. To boost employee morale, the hotels need to prioritize internal candidates for open positions by posting job openings internally before looking outside the organization. Employees should be encouraged to apply for promotions and provide support through the application process.

The study in addition recommends that the hotels should increase the frequency and variety of career management workshops to cover more aspects of career development and personal growth. Ensuring that workshop content is tailored to the specific needs and aspirations of different employee groups is essential. Gathering feedback from past workshops can help improve content relevance. Providing follow-up support and resources after workshops, such as mentorship, coaching sessions, and access to additional learning materials, will help employees implement what they have learned and enhance their productivity and commitment.

Hotels should provide a comprehensive employee assistance program (EAPs) that offer counseling, stress management resources, and support for personal issues will further support employees. Regularly gathering feedback on work-life balance and making necessary adjustments to policies and practices through surveys, focus groups, or one-on-one meetings will ensure that the hotel meets the needs of its employees and reduces turnover. Lastly employees should understand the paths available for upward mobility and the steps required to achieve them. Regularly identifying potential future leaders within the organization and providing them with targeted development opportunities, such as leadership training and mentoring, will prepare them for future roles. Making the criteria for succession planning transparent and objective will ensure that employees see a clear and fair path to advancement, thereby increasing their commitment and reducing turnover.

REFERENCES

Algotsson, F. J. (2016). Talent retention: A Case study of two companies' Trainee Programs. *Journal of International Business 24(6)*, 75-90.

Allen, D., Bryant, P., & Vardaman, J. (2010). Retaining talent: Replacing misconceptions with ecvidence-based strategies. *Academy of Management Perspectives*.

Baporikar, N. (2017). *Global Perspective on Talent Management: The South African Experience.* DOI: 10.4018/978-1-5225-1961-4.ch018.

Becker, G. S. (1964). *Human Capital: A Thereitcal and Empirical Analysis with Special Reference to Education.* New York: National Bureau of Economic Research.

Becker, G. S. (1993). *Human Capital: A Theoretical and Empirical Analysis with Special Reference to Education.* Chicago: University of Chicago Press.

Cappelli, P., & Keller, J. R. (2014). *Talent management: conceptual approaches and practical challenges: Annual Review of Organizational Psychology and Organizational Behaviour 1(1).*

Cascio, W. F., & Bourdreau, J. W. (2016). The Search for Global Competence:From International HR to Talent Management. *Journal of World Business*, 51(1) 103-114.

Cooper, D., & Schindler, P. (2008). *Business Research Methods (10th ed.).* New York: McGraw-Hill/Irwin.

Dwesini, N. F. (2019). Causes and Prevention of High Employee Turnover within the Hospitality Industry, Literature Review. *African Journal of Hospitality, Tourism and Leisure, volume 8(3) ISSN: 2223-814X*.

Fanou, B. A. (2018). *Effects of Employee Turnover on Competitive Advantage of Insurance Companies: A Case of AAR Insurance Company.*

Hall, B. (2008). *The New Human Capital Strategy: Improving the Value of your Most Important Investment Yaer after Year.* New York: AMACOM.

Ifeoma, O., Ndubusi, P., & Nebo, C. (2015). Effective Talent Management: Key to Organizational Success. *Journal of Policy and Development Studies 9(2).*

Kamoche, K., Siebers, Q., Mamman, A., & Newenham-Kahindi, A. (2015). The Dynamics of Managing People in the Diverse Cultural and Institution Context of Arica. *Personnel Review 44(3)*, 330-345 https://doi.org/10.1108/PR-01-2015-0002.

Kariuki, B. (2012). *Service Strategies and Competitive Advantage of Five-Star Hotels in Nairobi, Kenya.*

Kinyuira, D. (2014). Effects of Porter's Generic Competitive Strategies on the Performance of Savings and Credit Cooperatives (SACCOs) in Murang'a County). *Journal of Business Management (IOSR-JBM) e-ISSN: 2278-487X, p-ISSN: 2319-7668, vol. 16, Issue 6*, pp 93-105.

Kothari, C., & Garg, G. (2014). *Research Methodology: Methods and techniques.* New Age international Publishers.

Kumar, V., & Pansari, A. (2016). Competitive Advantage through Engagement. *Journal of Marketing Research 53(4)*, 497-498.

Marginson, S. (2017). Limitations of Human Capital Theory. *International Journal of Studies in Higher Education 44(2)*, 287-301.

Marima, L. (2021). *Effect of EmployeeEngagement Practices on Organization Competitive Advantage: A Case of Four-Star Rated Hotels in Kenya.* Nairobi.

Mishra, Sharma, & Kumar. (2019). *A Study to Identify Talent Development Practices in the Hospitality Sector and its Impact on Organizational Performance.* Retieved from http://gtg.webhost.uoradea.ro/PDF/GTG-3-2019/gtg.26315-403.pdf.

Mosong, S., Komen, J., & Cheboi, J. (2023). Effect of Talent Management Practices and Employee Engagement on Perceived Sustainable Competitve Advantage of Commercial Banks in Nairobi County, kenya. *Journal of International Business*, vol 7(2).

Muyia, M. H., Wekullo, C. S., & Nafukho, F. M. (2018). Talent Development in Emerging Economies through Learning and Development Capacity Building. *Advances in Developing Human Resources*, 20(4, 498-516.

Njuguna, K. (2014). *Employee Retention as a Strategy for Gaining Competitive Advantage Among Hotels in NAirbi.* Nairobi.

Okae, B., & Mushi, R. (2018). Employee Turnoverin the Hospitality Industry using Herzberg's Two Factor Motivation hygiene Theory. *International Journal of Academic Research in Business and Social Sciences*, 8(1), 218-248.

Olaka, L., Okafor, L., & Ulo, F. (2018). Talent Management and Innovation in Indigenous Hotels in Port Harcourt Rivers State. *IOSR Journal of Business Management*, 20(3), 31-40.

Omae, O., Mugambi, R., & Kariuki, A. (2021). *Conceptualization of Talent Management on Promotion of Competitive Advantage Among Five-Star Rated Hotels in Nairobi City, kenya.* Nairobi.

Orwa, B. (2014). An Empirical Study of Factors Affecting Implementation of Talent Management in the Public Sector in Kenya: A Case of Kenya Broadcasting Corporation. *International Journal of Humanities and Social Sciences*, 4(7), 17-30.

Oso, Y., & Onen, D. (2009). *A General Guide to Writing Research Proposal and Report. A Handbook of Beginning Researchers.* Nairobi: Jomo Kenyatta Foundation.

Porter, M. E. (1980). *Competitive Strategy: Techniques for Analyzing Industries and Competitors.* New York: Free Press.

Porter, M. E. (1998). *The Competitive Advantage of Nations: With a New Introduction (New ed.).* Macmillan.

Rabbi, F. E. (2015). Talent Management as a Source of Competitive Advantage. *Journal of Asian Business Strategy*, 5(9), 208-218.

Silva, M. (2015). Culture in Angola: Insights for Human Resources Management. *Cross Cultural Management Vol. 22 No. 2*, pp 166-186.

Tan, E. (2014). *Human Capital Theory: A Holistic Criticism. Review of Educational Research 84(3): 411-445.*

Zeinab, M., & Mojtaba, V. (2016). Approach of Talent Management on Personnel Selection. *International Journal for Humanities and Cultural Studies*, ISSN 2356-5926.