

## MANAGEMENT OF HR PROCESSES IN THE SPECIFIC CONTEXTS OF SELECTED AREA

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**Abstract:** The paper deals with the HR processes and selected areas of talent management in the specific context of tourism. It also highlights the benefits of talent management implementation and specifies HR processes used by organizations in practice. The paper draws primarily on a primary data gathered through questionnaire survey among selected organizations. Results shows, that there is a significant association between organizational characteristics and implementation of talent management, specifically the implementation/non-implementation of talent management is related to the size of the organization. The findings confirm that the HR management should be focused more on the issue of developing and implementing talent management processes, filling management positions by talented people, stimulating talented people financially, putting more emphasis on developing the potential of employees (through education and training).

**Key words:** management, HR processes, talent management, tourism, hospitality

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### Introduction

Tourism is of great importance and one of the fastest growing sectors which has seen an enormous increase of international trade in services as evidenced by statistics: according UNWTO Tourism Highlights 2015 tourism represents 9% of GDP (direct, indirect and induced impact), 6% of the world's exports and employs 9% of the workforce (1 in 11 jobs accounted for this sector). International tourism (travel and passenger transport) accounts for 30% of the world's exports of services and 6% of overall exports of goods and services. Moreover, for many countries inbound tourism is an important contributor to the economy by creating employment and further opportunities for development (UNWTO, 2015).

Because tourism is not an industry in the traditional sense and is not defined as an own sector, measuring tourism characteristic employment is particularly complex. The International Recommendations for Tourism Statistics 2008 (IRTS 2008) drafted by the World Tourism Organization (UNWTO) in close cooperation with the United Nations Statistics Division, the International Labour Organization (ILO) and other members of the Inter-Agency Coordination Group on Tourism Statistics defines the tourism industries as follows: "tourism industries, also referred to as tourism activities, are the activities that typically produce tourism characteristic

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products” (UNWTO, 2014; UN, 2011). In recognition of the special features of tourism, it should be described and analysed within its broader socio-economic context. When we talk about tourism, we mean the visitors - their consumption of transportation, accommodation, food services, and the activities of those serving them (UN, 2010).

The International Labour Organization – ILO (2001, in Nickson, 2007) in the report on the global tourism and hospitality industry provides evidence that suggests that the industry globally is largely reliant on “marginal workers”, such as women, young workers, casual employees, students, relatively high numbers of part-timers and migrant workers. Declining youth demographics, retirement of the baby boom generation, rising female labour market participation, a general shift towards a more highly skilled (in terms of education) labour supply as older, less skilled workers retire, and the potential for some reverse migration back to fast growing emerging economies are according the World Travel and Tourism Council (2015) most important trends that will influence the future supply of talent in tourism sector. “Organizations and managers in the tourism and hospitality industry face real challenges in recruiting, developing and maintaining a committed, competent, well-managed and well-motivated workforce which is focused on offering a high-quality ‘product’ to the increasingly demanding and discerning customer” (Nickson, 2007). This requires the implementation of talent management i.e. the process of identifying, securing, developing, and managing relevant talent which is important to meet the organizational long-term strategic needs and to ensure short-term productivity (Nilsson and Ellström, 2012, Starostka-Patyk, 2015). The functionality and vitality of company’s talent management processes determine how well the company can groom its high-potential employees to fill strategic management roles (Ready and Conger, 2007; Goncharuk and Monat, 2009; Jabbour et al., 2012; Kot and Ślusarczyk, 2014; Širá, 2015; Ślusarczyk and Broniszewska, 2015).

### **Literature Review**

Volume of recent researches highlights the growing interest in talent management within organizations. The local and global success of organisations is conditional on implementation of talent management (encompassing the identifying, attracting, recruiting, retaining talents as well as their training and development, rewarding, appraisal etc.) and adequate attention paid to talented (best performing) individuals (Ładyga, 2015). Talents are those people who are able to ensure long-term competitiveness, sustainable prosperity and continuous development.

Talent management has developed as a response to many changes in the workplace such as industrial revolution, the rise of labour unions, globalization or outsourcing (Frank and Taylor, 2004). Mentioned authors already in 2004 correctly predicted that “the real battle to attract, develop, motivate, and retain talent is going to heat up considerably” and “demographic time bomb will make talent management a top priority for organisations” (Frank and Taylor, 2004). Nilsson and Ellström (2012)

point to the „shift from job security and lifelong employment to lifelong learning, employability, and talent management“. Talent management is by the Chartered Institute of Personnel and Development (CIPD) defined as the “*systematic attraction, identification, development, engagement, retention and deployment of those individuals who are of particular value to an organisation, either in view of their ‘high potential’ for the future or because they are fulfilling business/operation-critical roles*” (CIPD, 2013). This concept could also be defined as “the capability to create and continuously optimize the talent resources needed to execute a business strategy. This means attracting and developing them, guiding their performance toward optimal productivity in light of strategic goals and finding new sources of value in their performance through innovation and continuous improvement” (Sonnenberg, 2010). According Iles (2007, in D'Annunzio-Green, 2008) the talent management it is defined as a holistic approach to human resource planning aimed at strengthening organisational capability and driving business priorities using a range of HR interventions. These include a focus on performance enhancement, career development and succession planning.

Lewis and Heckman (2006) point out that due to the confusion regarding definitions, terms and assumptions; it is difficult to identify the meaning of talent management. Authors attempted to address the question regarding talent management definition and determined three distinct strains of thought regarding talent management: (1) talent management as a collection of typical human resource department practices, functions, activities or areas such as recruiting, selection, development, and career and succession management; (2) talent management focused primarily on the concept of talent pools i.e. talent management as a set of processes designed to ensure an adequate flow of employees into jobs throughout the organization; (3) talent management perceived more broadly, without regard for organizational boundaries or specific positions (Lewis and Heckman, 2006).

Talent management as a part of strategic human resource management practices contributes to improvement of organizational performance (Frank and Taylor, 2004). Saar (2013) calls for systematic implementation of this concept and argues that “talent management must be systematic with a clear, strategic intention, based on the idea that people are your most critical asset and must be carefully cultivated”. Author adds that the companies that approach talent management in this way can benefit of engaged and committed work force. One of the major problems of current talent management is mismatch between the demand for talents and their supply. Another problem is workforce planning failures leading to an incorrect forecasting of future talent needs which in turn causes an inability to find the candidates with the skills that are required / needed. In this regard, Biswas and Suar (2013) note that the demand for talents has increased more rapidly than the available supply of talents and that is why the talent attraction and retention has become a hard hitting issue for many organizations. Since lack of talent are evident

in many areas, it is essential that countries determine how these shortages can be met in the short term and thereby avoiding a more serious shortages in the long term. Talent shortages threaten growth in many countries; some regions are confronted with a significant lack of workforce with the necessary midlevel professional and vocational skills (Serban and Andanut, 2014).

Human resource (HR) represents the real value for organizations and one of the most important assets, while their role is irreplaceable especially in the service sector. In this context, Bharwani and Butt (2012) point to crucial role of employees in hospitality sector (all services sectors) since they become a part of the service product and contribute to the image of the organisation. That is why hospitality industry is considered to be a human resource-centric industry. The importance of effective and coherent approach to managing human resource and developing of HR strategy (as well as talent management strategy as a one of the HR strategies) in tourism sector is indisputable. There is a relationship between talent management, employee engagement, organizational performance and innovation management. Employee engagement does not merely increase employee motivation and productivity, but it also increase the quality of services provided by the hospitality organizations (Hsu, 2015).

In tourism, just like in other areas/sectors, there is evident a paradox - on the one hand there is a lack of jobs, on the other hand, there is a talent deficiency causing a problem to fill jobs (talent vacancies) by skilled and talented individuals. The World Travel and Tourism Council Final Report (2015) states that the market for talent in travel and tourism industry is already challenged with high staff turnover, competition with other industry sectors for the best people, and in some cases, adverse supply trends such as declining demographics. New regulations, new technology, shifts in customer service preferences, changing visitor markets and other industry drivers have the potential to transform the type of skills that employees working in travel and tourism industry will need to possess in future and employers will need to train staff in. A thriving travel and tourism sector will require companies and governments to implement and promote proactive and careful talent supply management policies as well as regular monitoring and projecting of talent demand, supply and imbalances to predict in advance any looming shortages (World Travel and Tourism Council, 2015). D'Annunzio-Green (2008) notes that the concept of talent management is now recognised as a much broader concept (than original concept focused mainly on recruitment) aimed at attracting, retaining, developing and transitioning talented employees. When taking a look at the talent management processes, preliminary step in talent management strategy is the definition of the organizational talent - specification, designation of those who are considered to be talents i.e. people with potential and a great value for company/organization. It should be noted that there is considerable inconsistency in defining the "organizational talent", because the definition of "talent" is determined by specific organisational conditions and settings, environment in which the organisation operates, as well as by different

requirements on employees necessary for performance of a particular job. Also commented by Baum (2008) who states that “talent, in the context of hospitality and tourism, however, does not necessarily mean the same thing as it might in other sectors of the economy“. Generally, talents are people with high potential, people with specific skills, competencies, abilities, attributes, experiences and behaviours who are able to achieve excellent results and thus ensuring good overall performance, viability and competitiveness of the organization (Ali Taha et al., 2014). Regarding the recruitment of talent, World Travel and Tourism Council (2015) recommends to significantly increase the salaries and to attract staff from other sectors while underlines that some employee skills are transferable across travel and tourism sub-sectors or from other sectors in the economy, but some talent requirements are more specific and could be supplied from more narrow and well-defined sources. Moreover, a flexible recruitment and retention practices are required in the area of workforce planning. Generally, very effective in managing talent are following strategies: adapting talent sourcing to recruit more untapped talent pools, recruiting candidates outside the local region and country, partnering with educational institutions to create curricula aligned to talent needs and considering new locations to operate from where a larger and higher quality pool of talent exists (World Travel and Tourism Council, 2015).

### **Research Methodology**

The aim of this study is to explore current practice in hospitality and tourism organisations, more specifically: to examine the reasons for implementation respectively non-implementation of talent management, to measure the level/extent and the length of talent management implementation, to examine the impact of selected characteristics – size of the organization and equity participation on implementation of the talent management, to determine jobs/positions (in tourism organizations) for which are most commonly recruited and hired talented people, to find out the main reasons why talented people leave tourism organizations.

Primary data was collected via questionnaire survey among managers or representatives of 87 tourism and hospitality organizations in Slovakia. Most of the surveyed organizations (71%) were medium-sized organizations (up to 100 employees), followed by small organizations (22%) and large organizations (7%). This composition corresponds to the structure of the organizations in tourism, where there is a predominance of small and medium-sized organizations.

In addition to the size another important criterion is the equity participation, while a sample involves 29% organizations with foreign capital/property participation. Regarding the age structure which is one of the important demographic characteristics of employees working in the surveyed organizations: the most employees in tourism is aged 26 – 35 years (43%); the second largest age groups of employees in tourism are people at age 36 – 45 years (34%). Other age groups are not significantly represented in the workforce of surveyed organizations, while employees over 56 years represent only 2% of the workforce. This fact is not

surprising, because tourism industry is very dynamic and companies largely employ young people. Another reason is the high proportion of seasonal work in this sector, which is particularly attractive for young people (students).

Based on objective of survey the following hypotheses were formulated:

***1. Association between the size of organization and talent management implementation***

H<sub>0</sub>: There is no association between the size of the organization and implementation of talent management.

H<sub>1</sub>: There is association between the size of the organization and implementation of talent management, while larger organizations are more likely to implement talent management.

***2. Association between the equity participation of organization and talent management implementation***

H<sub>0</sub>: There is no association between the form of property participation and implementation of talent management.

H<sub>1</sub>: There is association between the form of property participation and implementation of talent management, while organizations with foreign capital/property participation are more likely to implement talent management.

The data have been analysed by inductive and descriptive statistics. Hypotheses were tested by Chi-square test using the STATISTICA software. The level of significance is 5%.

**Results and Discussion**

The survey showed that only 36% of surveyed companies implement (to a greater or lesser extent) talent management. Organizations that are not yet implementing this concept were asked about the reasons. The main reason for non-use of talent management is the “lack of human resources” (50% of organizations chose this option), followed by the lack of financial resources. It should be added that 72% of these organizations is aware of the need for talent management (disagreed with the statement “We do not need talent management”). In terms of the length of talent management implementation, the majority (48%) of organizations implementing talent management uses this concept within the range of 2 – 3 years. Only 6% of organizations use talent management for more than six years. Also this finding is not surprising, as talent management in Slovakia is relatively “new” concept and only in recent years is getting into the awareness of the business community.

We have examined what are the main advantages of talent development. Most organizations indicated that the talent development increased the employees' willingness to educate and improve their skills and also increased employee motivation. Another important “benefit” is the wages increase (55% of the organizations). Surprisingly, at least organizations indicate “increased competitiveness and better competitive position of the organization” as an advantage of talent development.

The research results showed that organizations most frequently retain and hire talented people for the position of “top/senior manager” (51% of the surveyed organizations indicate this answer) and “accommodation manager” (48% of organizations). It can be assumed that both above-mentioned positions are crucial and therefore organizations devote considerable attention to filling these positions and employ talented candidates. On the other side, the position “restaurant manager” is not likely to be seen as significant because majority of organizations do not need to hire talents for this position (as evidenced by the prevalence of discordant or neutral responses). In hotels or restaurants the position of “restaurant manager” can be carried out (and often is performed) by head waiter. This phenomenon is typical for small and medium-sized organizations (which dominated in the survey sample). The least significant positions in terms of talent searching and recruitment are “waiter/waitress” (67% of organizations), “chef/cook” and the “receptionist”. The distribution of responses: An important part of talent management is talent acquisition and recruitment. We examined where and how tourism organizations are looking for talented staff. The research showed that the tourism organizations acquire talents from internal and external sources. Currently when organizations search talent from external sources the most used method of attracting talented employees is “advertising” in local newspapers or on the internet - this option indicated 71% of all surveyed organizations. A popular sources for recruiting talents are “employment agencies/labour offices” (49% of the organizations), “private employment agencies” (19%), “education agencies” (6%), “former employees” (6%) and “professional searching agencies” (3%).

A survey also examined which talent management processes and tools are used by tourism organizations. 81% of organizations use “career planning” followed by “succession planning” (indicated by 72% of organizations) and “leadership development” (68% of organizations). One of the key processes of talent management is talent retention. The problem in the Slovak tourism sector is the high staff turnover and the problem to retain high-potential and talented people. We looked at the reasons why talents leave organizations. The top reasons why talented employees decide to leave organization are: „higher salaries“ (88% of organizations indicated strong agreement or agreement with this item). Other reasons for leaving are “poor communication in the team” (74% of organizations), “poor cooperation with the leaders of the organization” (70% of the surveyed organizations), “career growth” (55%), “unsatisfactory scope of work”. The least likely reason of leaving talent is “working environment”.

Hypothesis testing and interpreting the results:

### ***1. Association between the size of organization and talent management implementation.***

Chi-square statistics was used for testing relationships between variables. Since the p-value of the Chi-Square statistic) has a value of 0.007 which less than 0.05

(significance level) the null hypothesis is rejected. We conclude that there appears to be an *association between the size of the organization and implementation of talent management*.

**Table 1. Chi-square test of first hypothesis**

		Talent management		Total	
		Yes	No		
Terms of size	Small organizations (up to 50 employees)	n	3	16	19
		%	15.80%	84.20%	100.00%
	Medium-sized organizations (up to 100 employees)	n	28	34	62
		%	45.20%	54.80%	100.00%
	Large-sized organizations (more than 100 employees)	n	5	1	6
		%	83.30%	16.70%	100.00%
Total		n	36	51	87
		%	41.40%	58.60%	100.00%
Chi-square test		df		p	
9.849		2		0.007	

**2. Association between the equity participation of organization and talent management implementation**

**Table 2. Chi-square test of second hypothesis**

			Talent management		Total	
			Yes	No		
With foreign equity participation	Yes	n	14	11	25	
		%	56.00%	44.00%	100.00%	
	No	n	22	40	62	
		%	35.50%	64.50%	100.00%	
Total			n	36	51	87
			%	41.40%	58.60%	100.00%
Chi-square test			df		p	
3.091			1		0.079	

Since the p-value of 0.079 is greater than significance level of 0.05 ( $p > 0.05$ ) we fail to reject the null hypothesis. *There is no association between the form of property participation and implementation of talent management*.

Despite the growing popularity of talent management issue, there is still a lack of research to this issue in the context of the tourism and hospitality industry. One of the first attempts was the study of Buam (2008) who argue that despite the fact that tourism industry is perceived as “low skill” sector, there is a room for development within this sector. Similarly, most authors point the lack of skilled labour in the



sector. For example, Kong (2011) based on his findings notes that „both hospitality and tourism sector in China are faced with a shortage of human resources with an appropriate level of education and of suitably high quality”. Other authors emphasize the importance of talent management in this sector. Rok and Mulej (2014) argue that „human talent and their well-being should be in the centre of business strategies“ and HR policy/practices should be in compliance with the principles of social responsibility. Talent management is one practice in their model for HR management in tourism industry.

### Conclusion

Tourism belongs to the most attractive and rapidly growing industries. The business success lies primarily in the quality, accessibility and variety of services provided, as well as on building relationships with customers. This requires skilled, dedicated and committed employees. Employers make every effort to attract, hire and recruit the right people. Despite the lack of jobs in tourism and masses of unemployed there is a talent insufficiency.

Our study provides analytical insight into talent management in the Slovak hospitality and tourism sector. Our analysis leads us to some conclusions: (1) just over a third of surveyed organizations use talent management; (2) organizations retain and hire talents mainly for the position “top/senior manager” and “accommodation manager”; (3) most organizations implement (at least some of processes and tools of) talent management within the range of 2 – 3 years; (4) Slovak tourism organizations have problems in long-term talent retention due to inability to adequately reward (particularly financially) talented employees since the main reason why talents leave organizations are low wages; (5) talent development leads to employees' willingness to educate and increased motivation. The research findings support the hypotheses that the use of talent management tools and processes are affected by the size of organization but not affected by the (foreign) capital/property participation.

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### ZARZĄDZANIE PROCESAMI W ZAKRESIE ZASOBÓW LUDZKICH W OKREŚLONYCH KONTEKSTACH WYBRANYCH OBSZARÓW

**Streszczenie:** Artykuł zajmuje się procesami w zakresie zasobów ludzkich oraz wybranych obszarów zarządzania talentami w konkretnym kontekście turystyki. Podkreśla również korzyści z wdrożenia zarządzania talentami i precyzuje procesy w zakresie zasobów ludzkich stosowane przez organizacje w praktyce. Artykuł opiera się głównie na podstawowych danych zebranych przez badanie ankietowe wśród wybranych organizacji. Otrzymane wyniki wskazują, że istnieje znaczący związek pomiędzy cechami organizacyjnymi i implementacją zarządzania talentami, zwłaszcza implementacja/nieimplementacja zarządzania talentami jest związana z wielkością organizacji. Wyniki potwierdzają, że zarządzanie zasobami ludzkimi powinno być koncentrowane bardziej na kwestii rozwijania i wdrażania procesów zarządzania talentami, obsadzania stanowisk kierowniczych przez utalentowanych ludzi, stymulowania utalentowanych ludzi finansowo, kładzenia większego nacisku na rozwijanie potencjału pracowników (poprzez edukację i szkolenia).

**Słowa kluczowe:** zarządzanie, procesy w zakresie zasobów ludzkich, zarządzanie talentami, turystyka, gościnność

#### 人力資源管理中的進程選擇區域的特定背景

**摘要:** 隨著人力資源流程和人才管理的選定區域旅遊業的具體情況紙交易。它還強調了人才管理的實施所帶來的好處，並指定在實踐中使用的組織人力資源流程。本文借鑒主要通過問卷調查選擇的組織中聚集了主要數據。結果顯示，有特色的組織和實施人才管理之間的關聯顯著，特別是實施/人才管理的不執行是關係到組織的規模。調查結果證實，人力資源管理應更側重於制定和實施人才管理流程，通過人才填補管理崗位，財政刺激人才，更加注重開發員工的潛能（通過教育和培訓）的問題。

**關鍵詞:** 管理，人力資源流程，人才管理，旅遊接