Conceptualisation of Talent Management on Promotion of Competitiveness Among Five–Star Hotels in Nairobi City County, Kenya

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Abstract
The study sought to explore the conceptualisation of talent management (TM) on promoting competitiveness among five–star hotels in Nairobi City County, Kenya. There is a lack of unanimous conceptualisation of talent management. Organisations either lean to exclusive or inclusive conceptualisations. The exclusive approach has been touted as the source of competitive advantage; while the inclusive approach has been observed to lack the sharpness of influencing competitive advantage. Similarly, Kenya's hospitality industry faces TM challenges that impede it from acquiring, developing, and retaining high potentials, high performers, or talent with critical knowledge, skills, and abilities to create competitive advantage. There is insufficient literature about the nature of TM approach adopted in Kenya's hospitality industry and its relationship to competitive advantage. These aspects formed the basis of the cuurent study. Data analysis was done through thematic analysis with the help of the QSR NVivo 10 Analysis Package. Findings indicated that hotels did not have a unanimous definition of TM. This meant that TM was adopted differently across the hospitality industry in Kenya. Findings also revealed that approximately 58% of the five-star hotels in Nairobi City County conceptualised talent management based on the exclusive perspectives which TM researchers found to create competitive advantages for organisations. However, approximately 42% of the hotels that leaned towards an inclusive viewpoint were less likely to draw competitive benefits created by talent management. The majority of the informants who adopted the exclusive perspective approach of talent management indicated that they created competitive resources. In contrast, less than 50% of those that adopted an inclusive approach thought that talent management did not influence the competitiveness of the five-star hotels in Nairobi City County.
Keywords: Talent management, Exclusive approach, Inclusive approach, and Competitiveness

INTRODUCTION
1.1 Introduction
Talent management (TM) is critical to organisational success because it represents potential drivers for competitive advantage (Khoreva, Vaiman, & VanZalk, 2017). Globally, multinational corporations face shortages and difficulties recruiting and retaining talent for their operations (Scullions, Collings, & Caligiuri, 2010; Pierré, 2017). Chan and Oi (2011) found that China's hospitality industry cannot adequately find suitably motivated, trained, qualified talent, and retain it. However, Turkish hospitality firms that have implemented TM programs have reported positive competitive outcomes (Vural, Vardarlier, & Aykir, 2012). TM strategies adopted in the United Kingdom (UK) are based on identifying key positions that have the potential to differentially impact the firm's competitive advantage and filling them with "A performers" (Collings & Mellahi, 2009).

The conceptualisation of talent management based on an exclusive approach can acquire, develop, and retain high potentials, high performers, or talent with critical knowledge, skills, and abilities in critical positions.

Unfortunately, this concept has not been sufficiently nurtured in Africa. Deloitte (2014); Lyria (2014) noted that the African continent does not recruit and retain well-trained and skilled personnel. Additionally, many African countries have lost some of their highly skilled professionals to North America, Europe, Australia, and the Gulf States. For instance, Egypt has lost its talent to foreign countries, leaving the local firms uncompetitive (AAPAM, 2008). Evidence shows that the conceptualisation of talent management in the Kenyan's hospitality industry is in question. World Economic Forum (WEF) (2018) noted that there are challenges in recruiting, developing, and retaining the workforce in Kenya's hospitality industry. Consequently, a supposed competitive advantage due to talent management is either not gained or lost.

1.2 Problem of the Statement

TM researchers including Collings and Mellahi (2009); Gallardo-Gallardo, Dries, & Gonzalez-Cruz, 2013; Thunnissen (2015); Kaewsaeng-on (2017) observed that TM is conceptualised differently depending on the industry in question. The manner of conceptualising TM determines the extent of competitiveness. In the Kenyan hospitality's context, the researcher has not come across any study that has explored the conceptualisation of talent management and its implications for competitiveness. Therefore, this study sought to establish how TM is conceptualised in Nairobi City County's five-star hotels.

1.3 Study Objective

To explore the conceptualisation of talent management on the promotion of competitiveness among five–star hotels in Nairobi City County, Kenya

1.4 Research Question

How is talent management conceptualised for promoting competitiveness among five–star hotels in Nairobi City County, Kenya?

LITERATURE REVIEW

The literature review was based on the conceptualisation of talent management and the competitiveness of the hospitality industry.

2.1 Conceptualisation of Talent Management

The review of literature on the conceptualisation of talent management was discussed based on the conceptions by (Gallardo-Gallardo *et al.*, 2013; Thunnissen 2015). Gallardo-Gallardo *et al.* (2013) wrote that talent could be conceptualised as an object (talent as characteristics of people) and subject (talent as people). The object approach was conceptualised as; talent as exceptional characteristics demonstrated by individual employees. The object approach was further classified as; talent as natural ability, talent as mastery, talent as commitment, and talent as fit. Thunnissen (2015) repackaged these approaches by combining their attributes to form four critical topologies. They included; inclusive approach to talent as a subject, an inclusive approach to talent as an object, an exclusive approach to talent as a subject, and an exclusive approach to talent as an object. The current study modified both Gallardo-Gallardo *et al.* (2013) , and Thunnissen (2015) 's concepts into; inclusive approach to TM as a subject, inclusive approach to TM as an object, exclusive approach to TM as a subject, and exclusive approach to TM as an object. These are the approaches that were investigated by the researcher in five-star hotels in Nairobi City County, Kenya.

2.1.1 Inclusive Approach to TM as a Subject

This topology is based on Gallardo-Gallardo *et al.* (2013); Thunnissen (2015) that conceptualises talent as "all people". In broad terms, talent is described in Thunnissen (2015) 's work as the entire workforce attracted, selected, engaged, developed, and retained by organisations to meet their business goals. Xue (2014) also described TM as a process of managing human resources that organisations want to acquire, retain, and develop to meet their business goals. This definition has been criticised for targeting all employees in the organisation, and it has been termed as another synonym for Human Resources Management (HRM) (Ariss, Cascio, & Paauwe, 2014).

2.1.2 Inclusive Approach to TM as an Object

This topology is a hybrid of subject and object conceptualisation by Gallardo-Gallardo *et al.* (2013) on "talent as all people" and "talent as characteristics of people". It was viewed in Thunnissen (2015) 's work as the process of developing all people to attain potential outstanding knowledge, skills, and abilities (KSAs) to increase their performance levels. Kichuk (2017) was also of the opinion that TM is the process of drawing value from the entire workforce in the firm for its success. It can be characterised as a positive approach to HRM in which the development and training of the exceptional abilities (i.e. talents) of all employees are emphasised. Gallardo-Gallardo *et al.* (2013); Thunnissen (2015) labelled it as wide, and just another description of HRM.

2.1.3 Exclusive Approach to TM as a Subject

This topology is based on Gallardo-Gallardo *et al.* (2013), which conceptualises talent as, "some people". In broad terms, talent was described in Thunnissen (2015) 's work as employee engagement labelled as A-players/ high performers or high potentials to make a significant difference to the organisation's current and future performance. Davies and Davies (2010) described TM as, "the systematic attraction, identification, development, engagement/ retention and deployment of those with high potential who are of particular value to an organisation". Likewise, Scullion and Collings (2011) 's definition was, "global talent management which includes all organisational activities for the purpose of attracting, selecting, developing, and retaining the best employees in the most strategic roles (those roles necessary to achieve strategic organisational priorities) on a global scale".

Poorhosseinzadeh and Subramaniam (2013); Xue (2014); Ayed, Tamzini, Abdennadher, and Hamdeni (2017) 's TM conceptualisation followed the same trend of TM as "some people". They defined it as a form of management of a selected workforce that brings about competitive advantage and retains value for organisations. Collings and Mellahi (2009) gave a comprehensive description of TM as, "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". This approach has been praised as conforming to TM architecture focussed on creating a competitive advantage for organisations (Gallardo-Gallardo *et al.*, 2013). It has also been criticised in equal measure as not enhancing teamwork (Thunnissen, 2015).

2.1.4 Exclusive Approach to TM as an Object

This topology is a hybrid of subject and object conceptualisation by Gallardo-Gallardo *et al.*, 2013 on "talent as some people" and "talent as characteristics of people". It refers to managing employees who have exceptional, above-average abilities and apply those abilities to achieve excellent performance (Thunnissen, 2015). This definition has been praised for focusing on the management of only individuals with unique knowledge, skills, and emotional intelligence that can make a difference to organisational performance, either through their immediate contribution or in the long-term by demonstrating the highest levels of potential (Ariss *et al.,* 2014; Feng, 2016).

2.2 Competitiveness of the Hospitality Industry

Talent Management is designed to increase workplace productivity, that drives organisational success (Mansoori, 2015). Kichuk (2017) adds that TM brings about competitive advantage in hotels by producing high levels of service quality, customer satisfaction, innovation, and retention of high potentials (HiPo), high performers (HiPe), or talent with unique KSAs who in turn sustain productivity. Lyria (2014) observed that TM processes nurture talent who ultimately inject capabilities that are very difficult for competitors to benchmark and replicate. Mmutle and Last (2017) 's study found that guests perceived target hotels as high quality if they had good recreational facilities, exceptional service, and a good variety of entertainment. However, organisations have to get right what talent management is, its approaches, and its difference from human resources management. The adoption of exclusive talent management brings a different perspective from human resources management that focuses on HiPo, HiPe, or talent with unique KSAs and critical positions (Gallardo-Gallardo *et al.*, 2013; Thunnissen, 2015. Kaewsaeng-on, 2017). This approach creates a more significant competitive advantage than human resources management.

2.3 Summary of the Gaps from the Literature Reviewed

The literature reviewed revealed some gaps. Literature did not take a stance regarding what paradigm of TM conceptualisations adopted for the industries, especially hospitality, because there was no consensus on what 'talent' and 'TM' were. The current study took a stance and adopted a hybrid approach involving an exclusive approach to TM as a subject and exclusive approach to TM as an object as a measure of adoption of talent management in five-star hotels in Nairobi City County. Hotels that were found to be using the inclusive approach to TM as a subject and inclusive approach and TM as an object are considered to be on the domain of HRM and not TM. Thus, the hybrid approach involving exclusive approach to TM as a subject and exclusive approach to TM as an object matches with Boella and Turner (2013) 's assertion that TM is the systematic identification of key positions which differentially contribute to the organisation's sustainable competitive advantage; and Collings and Mellahi (2009); Makarius and Srinivasan (2017), noted that filling of positions with a talent pool of high potentials and high performing incumbents creates competitive assets.

Another gap noted is that there was little empirical evidence that TM's functions are practised as conceived in the definitions. Kaewsaeng-on (2017) 's study though investigated the conceptualisation of TM using qualitative research design. The current study filled this gap by exploring TM's conceptualisation through

qualitative research design but incorporated aspects of quantitative research design to report on each talent and TM topology statistics. Additionally, there was no known study in Kenya's hospitality industry that conceptualised TM. This study sought to fill this gap in the literature.

METHODOLOGY
The study was conducted in eleven 5 star hotels in Nairobi City County. It adopted a qualitative research design. Informants included; talent and training executives. The sample size was 22 in which each hotel provided two executives, one in every target department/ line. Unstructured interview schedules were used to collect data. Pre-testing of the research instruments was carried out in two, 5 (five) star-rated hotels which eventually did not participate in the study. Data analysis was done by QSR NVivo 10 Analysis Package in which key terms and statements were extracted and presented in tables which then formed themes for discussion. Data discussion ensued with compiling the reduced data into an organised and compressed into a logical framework.

FINDINGS AND DISCUSSION
4.1 Response Rate
Twenty-two (22) informants involving hotel management staff were targeted. Table 4.1 shows the types of Talent and training executives and their response rates.
Table 4.1: Response Rate

Type of Informants	Informants Targeted	Participants that Responded	Percentage Response
Talent executives	11	11	100.00
Training executives	11	11	100.00
TOTAL	**22**	**22**	**100.00**

Responses were received from 22 informants who translated to 100%, and it was deemed adequate for analysis and interpretation. This was in accordance with Johnson and Wislar (2012) who asserted that a response of above 60% is generally accepted as a threshold for survey quality in social sciences.

4.2 Conceptualisation of Talent Management
Talent and training executives were asked to indicate how their hotels define talent management. The specific question was, "how does the management of your hotel define the concept of talent management?" Definitions from the 22 informants were captured. Based on the definitions, frequently appearing characteristics were organised into four themes. The definitions and themes are expressed in Table 4.2.
Table 4.2: Conceptualisation of Talent Management

Informant	Definition	Theme
1	*"Talent management is primarily focused on managing unique knowledge, skills, and abilities of our employees".*	Inclusive approach to TM as an object
2	*"Talent Management is recruiting and managing exceptional knowledge, skills, and abilities of staff to sustain performance."*	Inclusive approach to TM as an object
3	*"Talent management is developing employee and managing a proper succession plan."*	Inclusive approach to TM as a subject
4	*"Talent management is recruiting, retaining and developing employees to conform to the organisational culture."*	Inclusive approach to TM as a subject
5	*"Talent management is a process of managing all employees to sharpen their competencies to meet the demands of the industry."*	Inclusive approach to TM as a subject
6	*"Talent management is defined as recruiting people with exceptional abilities, develop, retain them, and put them in a talent pipeline."*	Exclusive approach to TM as an object
7	*"Talent Management is identifying people with suitable skills, capabilities, and offering them a chance and rewards to be more productive to the hotel and grow their experience."*	Exclusive approach to TM as an object
8	*"Talent Management is making sure that we have the right people at the right spot at the right time, for all those functions that are critical for the company's development and success."*	Exclusive approach to TM as a subject
9	*"Talent Management is recruiting qualified employees, training of soft skills and basic competencies, performance management, and compensates them accordingly."*	Inclusive approach to TM as a subject
10	*"Talent Management is the managing of employees' skills, experience, and strengths for business growth."*	Inclusive approach to TM as a subject

Informant	Definition	Theme
11	*"Talent Management is a process of identifying, selecting, developing, and deploying superior performers in pivotal positions for greater performance."*	Exclusive approach to TM as a subject
12	*"Talent management is selecting appropriate candidates, effective orientation, training and feedback, competitive compensation, rewards for their contributions, promotional opportunities, and retaining them."*	Inclusive approach to talent as a subject
13	*"Talent management is a process that ensures a hotel attracts, recruits, develops, motivates, retains, and promotes its employees to positions."*	Inclusive approach to TM as a subject
14	*"Talent management is about allowing permanent staff and high potential recruits to apply for the internal vacancies, utilising exams and followed by executives' recommendations after-which further training is done to enable them to develop unique capabilities."*	Exclusive approach to TM as a subject

Table 4.2: Conceptualisation of Talent Management Continued

Informant	Definition	Theme
15	*"Talent management is the development of selected competencies in selected sections from external experts."*	Exclusive approach to TM as an object
16	*"Talent management is the removal of low-performing employees, retaining high performers and potential staff to enable the hotel to be competitive."*	Exclusive approach to TM as a subject
17	*"Talent Management is on attracting and finding new talent for critical positions rather than on utilising existing employees."*	Exclusive approach to TM as an object
18	*"Talent Management is the process of guiding all our employees to become proficient at boosting the objectives and goals of the hotel."*	Inclusive approach to TM as a subject
19	*"Talent Management is the general term for human resources that develop talent and potential."*	Inclusive approach to TM as a subject
20	*"Talent Management is the acquisition, engagement, and integration into the organisation of people with exceptional abilities. It involves performance management and development."*	Exclusive approach to TM as an object
21	*"It is a process of creating chances to most eligible candidates by selecting them according to capability, knowledge, capacity, and experience."*	Exclusive approach to TM as an object
22	*"Talent Management manages employees with exceptional skills and develops them further for excellent performance."*	Exclusive approach to TM as an object

No	Topology	Frequency	Percentage
1	Inclusive approach to TM as a subject	07	31.82
2	Inclusive approach to TM as an object	02	09.09
3	Exclusive approach to TM as a subject	06	27.27
4	Exclusive approach to TM as an object	07	31.82

The themes that were coined out of the definitions in Table 4.2 by the informants were: an inclusive approach to TM as a subject, inclusive approach to TM as an object, exclusive approach to TM as a subject, and exclusive approach to TM as an object.

4.2.1 Inclusive Approach to TM as a Subject

The results in Table 4.2 revealed that 31.82% of the informants conceptualised TM from the point of view of an "inclusive approach to TM as a subject." This implied that 31.82% of the training and talent executives considered TM to encompass all employees working in Nairobi City County's five-star hotels. In this context, employees will be managed through the human resources management processes. Their definitions of TM confirmed this claim, for instance, talent executive 13 described TM as;

 "Talent management is a process that ensures a hotel attracts, recruits, develops, motivates, retains, and promotes its employees to positions."

It can be deduced that hotels that adopted this approach could not achieve talent management outcomes, including competitive advantage. This is because they would not have enough resources to put all the employees under TM processes. Moreover, pivotal positions that differentially impact the performance may not be identified and filled with individuals who have exceptional KSAs; these individuals may not be identified to have their KSAs nurtured. This is likely to underutilise employees' full value, which will have a ripple effect on the hotel's performance, leading to low competitiveness.

The current findings were consistent with-Poorhosseinzadeh and Subramaniam (2013); Thunnissen (2015) 's work which revealed that some of the organisations that adopted the "inclusive approach to TM as a subject", defined talent as, the entire workforce attracted, selected, engaged, developed and retained by organisations to meet their business goals. Xue (2014) also conformed to the current study regarding this topology and described TM as, a process of managing human resources that organisations want to acquire, retain, and develop to meet their business goals. This topology has received criticism from some researchers. For instance, Ariss *et al.* (2014) criticised it, for targeting all employees in the organisation and termed it another name for human resources management. Gallardo-Gallardo *et al.* (2013); Thunnissen (2015) labelled it as broad and meaningless.

4.2.2 Inclusive Approach to TM as an Object

The results in Table 4.2 revealed that 09.09% of the informants conceptualised TM from the point of view of an "inclusive approach to TM as an object." This suggested that a minority of 09.09% of the training and talent executives considered TM to incorporate all employees working in Nairobi City County's five-star hotels. In this perspective, employees are managed through the human resources management processes as well. These processes, however, address employees' value by trying to nurture their KSAs. Their definitions conformed to the indicators of "inclusive approach to TM as an object" which were suggested in the literature as talent as all people" and "talent as characteristics of people". For example; training executive 1 defined TM as;

"Talent Management is recruiting and managing exceptional knowledge, skills, and abilities of staff to sustain performance."

It can be deduced that the fewer hotels that adopted this approach may not be in positions to form competitive assets. This is because there may not be sufficient resources to cultivate all the employees' KSAs. Additionally, pivotal positions that differentially impact the performance may not be determined and equipped with employees who may have unique KSAs. Like, "inclusive approach to TM as a subject", this topology may lead to insufficient utilisation of the full value of talent which would negatively affect the hotels' competitiveness. Nonetheless, about 09.09% of the five-star hotels in Nairobi City County, adopting this topology would not be a concern.

The findings were consistent with Gallardo-Gallardo *et al.* (2013) 's work which revealed that talent as all people" and "talent as characteristics of people". Thunnissen (2015) 's work also indicated that firms that adopted this topology defined TM as the process of developing all people to attain potential outstanding KSAs to increase their performance levels for competitiveness. Kichuk (2017) also research conformed to the indicators; "talent as all people" and "talent as characteristics of people". The researcher defined TM as the process of drawing value from the entire workforce in the firm for its success. Gallardo-Gallardo *et al.* (2013); Thunnissen (2015) labelled the topology as wide, and just another description of HRM.

4.2.3 Exclusive Approach to TM as a Subject

The results in Table 4.2 revealed that 27.27% of the informants conceptualised TM from the point of view of an "exclusive approach to TM as a subject." This suggested that 27.27% of the training and talent executives considered TM to include some employees working in Nairobi City County's five-star hotels. These people are believed to have potential or high performers whose input differentially affects the targeted hotels' competitiveness. The definitions demonstrated that the talent is only a section of employees who are considered talent, and their work is critical in the competitiveness of the hotels, for instance; talent executive 11 defined TM as;

"Talent Management is a process of identifying, selecting, developing, and deploying superior performers in pivotal positions for greater performance."

The implication is that, the hotels that adopted this topology may be in positions to form KSAs assets in their pivotal positions. This guarantees the hotel reasonable resources to develop, engage, and retain high potentials and performers. Given that they are deployed in strategic/ pivotal positions, their KSAs are fully utilised. On the downside, a portion of employees' engagement may create disunity and discord, which may negatively affect their performance. The ensuing consequence would negatively impact the competitive advantage.

These findings are consistent with Thunnissen (2015) 's work which viewed TM as the engagement of those employees labelled as A-players/ high performers or high potentials to make a significant difference to the current and future performance of the organisation. The findings were also supported by Scullion and Collings (2011) who conceptualised TM as, "all organisational activities for the purpose of attracting, selecting, developing, and retaining the best employees in the most strategic roles (roles necessary to achieve strategic organisational priorities) on a global scale." The study results also agreed with the works of Poorhosseinzadeh and Subramaniam (2013); Xue (2014); Ayed *et al.* (2017) which followed the same trend of TM as "some people". They defined it as a form of management of a selected workforce that brings about competitive advantage and retains value for organisations.

4.2.4 Exclusive Approach to TM as an Object

The results in Table 4.2 revealed that 31.82% of the informants conceptualised TM from the perspective of

"exclusive approach to TM as a subject". These findings suggest that TM's description was based on "talent as some people" and "talent as characteristics of people". For instance, talent executive 20 defined TM as;

"Talent Management is the acquisition, engagement, and integration into the organisation of people with exceptional abilities. It involves performance management and development."

The implication is that the hotels that adopted this topology are likely to be in positions to recruit HiPo, HiPe, or talent with unique KSAs and deploy them to pivotal positions. This ensures that there are sufficient resources to be invested in the portion of employees with exceptional KSAs to cultivate them further for critical assignments that would earn the hotels a competitive edge. It also ensures that pivotal positions are identified and equipped with sufficient resources, including talent. The implication is that specific technical positions, sales, communication, and leadership positions among others in five-star hotels adopting this topology are identified and occupied by talent with HiPo, HiPe, or talent with unique KSAs. Like, "exclusive approach to TM as a subject," this topology risk dividing employees into talent and non-talent which would likely hinder teamwork and cause resentment.

The findings of the study were consistent with works by (Ariss *et al.,* 2014; Feng, 2016) which viewed TM as the management of only individuals with unique knowledge, skills, and emotional intelligence that can make a difference to organisational performance, either through their immediate contribution or in the long-term by demonstrating the highest levels of potential. The findings were also consistent with Thunnissen (2015) who noted that organisations that adopted this topology described TM as, the management of those employees who have exceptional, above-average abilities, and who can apply those abilities to achieve excellent performance. The finding also echoes Mellahi and Colling (2010) assertions who noted that organisations that adopted this topology; engaged workforce with unique and rare knowledge in pivotal positions that differentially affect competitive advantage.

4.3 Competitiveness of the Hospitality Industry

Study informants whose conceptualisation of talent management leaned towards exclusive topology were asked whether TM has made their hotels competitive. The majority of informants revealed that talent management had created competitive resources for their hotels. For instance, talent executive 4 noted that;

"The talent management approaches that we have implemented have helped to create food and beverage products that international guests are familiar with in top hotels in the western frontiers".

Talent executive 4 was further probed on what those products were, and the resulting response pointed to Chinese cuisine products.

"I wouldn't get into the specific products, but all I can say is that we can prepare and present Chinese cuisine like it is prepared and presented in any top hotel in China".

A study by Kichuk (2017) 's survey on, "understanding talent management in the hotel sector: employees' narratives of personal career development in Bournemouth", found a similar result. Kaewsaeng-on (2017) 's study on "talent management: a critical investigation in the Thai hospitality industry" reported similar results. Other informants revealed that talent management had rewarded their hotels by acquiring or developing talent capable of producing diverse products that could attract diverse guests. Talent executive 17 also remarked that;

"Talent management has enabled us to manage our key workforce into to produce a variety of products that have attracted more guests, and by the way, we can price them competitively".

This finding matches an appeal by GoK (2013) 's strategy on '*The National Tourism Strategy 2013 – 2018*' contending that lack and weak product diversification and differentiation is a drawback for the tourism industry in Kenya and this ought to be overturned. Mmutle and Last (2017) 's study found that guests perceived hotels as high quality if they had exceptional and diverse products/ services. Equally, study informants whose conceptualisation of talent management leaned towards inclusive topology or human resources management approach were asked whether TM has made their hotels competitive. Just below 50% of informants who lied in this path thought talent management did not give them competitive advantages. Training executive 9 represented this assertion, and contended that;

"We have not shifted to talent management because our human resources management processes are effective. So my take is, we have not benefited from talent management, but we have not suffered because we have not adopted its practises".

CONCLUSIONS

Findings indicated that hotels did not have a unanimous definition of talent management. This signalled that, the manner of adopting talent management is also different from one another. Findings also revealed that approximately 59.09% of the hotels in Nairobi City County conceptualised TM based on the exclusive perspectives which TM researchers found to create competitive advantages for organisations. However, approximately 40.91% of the hotels that leaned towards an inclusive perspective were less likely to draw competitive benefits created by TM. Hotels that adopt an inclusive perspective ought to interrogate the benefits

of the exclusive approach and adopt it to draw optimum talent management benefits. The majority of the informants who adopted TM's exclusive perspective approach indicated that they created competitive resources. In contrast, less than 50% of those that adopted an inclusive approach thought that talent management did not influence the competitiveness of the five-star hotels in Nairobi City County.

FUTURE RESEARCH DIRECTIONS

1. This research has been conducted among the management teams and guests in five-star hotels; it is recommended that related research is conducted on individuals considered talent in the same hotels.
2. Due to limited studies of talent management in Kenya, it is recommended that similar studies are conducted in other sectors such as; healthcare, transport, mining, horticulture manufacturing, among others.

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