



UNIVERSITY OF HAWAII AT MĀNOA

SHIDLER COLLEGE
OF BUSINESS

SCHOOL OF TRAVEL
INDUSTRY MANAGEMENT

Talent Management for Hospitality and Tourism Organizations in a Post-COVID Era

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Study: November 2020

(1 Month after Re-Opening)

- 161 Hawaii Executives
 - 71 Tourism, Hospitality, Transportation
 - 90 Other Industries
- 52.4% worked for 7+ years
- 53.4% Human Resources
- 16.1% Sales & Marketing
- 12.4% Operations



HRM Retrenchment

COST HRM Retrenchment	Mean	HTM	Others
Hiring freezes*	4.05	5.76	2.70
Reduced workweek*	3.14	4.82	1.82
Layoffs*	3.08	4.54	1.93
Salary reductions*	2.60	3.90	1.58
Unpaid leave*	2.50	3.70	1.56
Mandatory leave*	2.42	3.61	1.49
Reduction in Benefits*	1.90	2.79	1.20

ASSET HRM Retrenchment	Mean	HTM	Others
Virtual Working	5.16	5.03	5.26
Increased work intensity*	4.16	4.72	3.72
Job Enlargement (additional tasks)*	3.88	4.80	3.14
Job Enrichment (additional responsibilities)*	3.86	4.69	3.21
Job Rotations*	2.64	3.27	2.14
Voluntary sabbaticals*	1.65	2.21	1.20
Outsourcing	1.57	1.65	1.50

* Significant difference; HTM – hospitality, travel, tourism, transportation industry; Others- other industries; Scale: 1 to 7

We have a Serious Image and Credibility Problem

- Quiet Quitting
- Loud Quitting
- Mass Exodus, Transfers, Hopping, No>Returns, No-Shows
- Workforce Shortage
 - HI August 2024 Unemployment Rate – 2.9%
 - Labor Disputes



TALENT MANAGEMENT



TALENT MANAGEMENT

98%

of HTM Employees
consider themselves

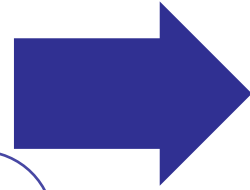
TALENTED!



Talent Management (TM): Organizational Tactics

Organizational Tactics

- Approach to TM
- Talent Pool/Talent Mix
- Talent Identification
- Talent Recruitment
- Talent Poaching
- Differential Treatment
- *Talent Support*
- Talent-Value Generation
- *Commitment to Talent*
- Continuity
- Talent Recovery



Employee Outcomes

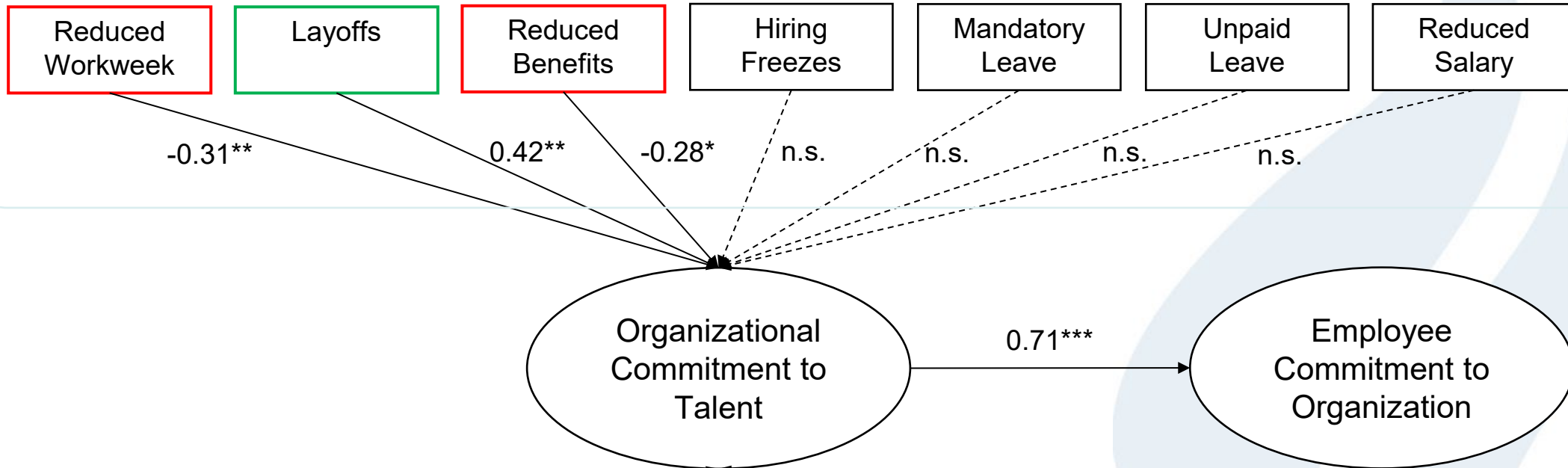
- Job Satisfaction
- Retention/Turnover Intention
- Employee Engagement
- Trust
- Organizational Commitment
- Attitudes
- Involvement/Participation
- Psychological Contract Fulfillment
- Organizational-Citizenship Behavior (OCB)

Organizational Commitment to Talent

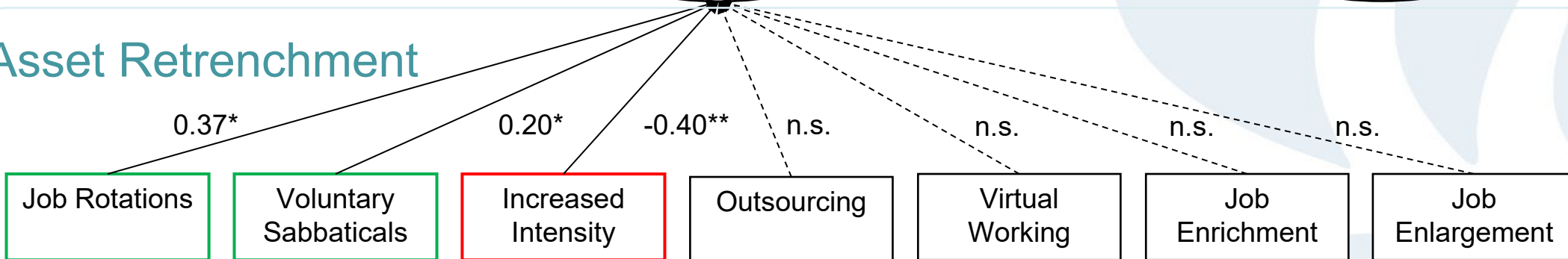
<u>HTM Employee perceptions after COVID</u>	Mean=4.50 (1 - 7)
The organization really cares about its high-performing employees' well-being .	5.91
The organization cares about high-performing employees' overall satisfaction at work .	5.46
If the organization earned more profit, it would consider increasing salaries for high-performing employees.	5.30
The organization is really concerned about paying high-performing employees what they deserve .	4.94

HRM Retrenchment on Org. Commitment to Talent

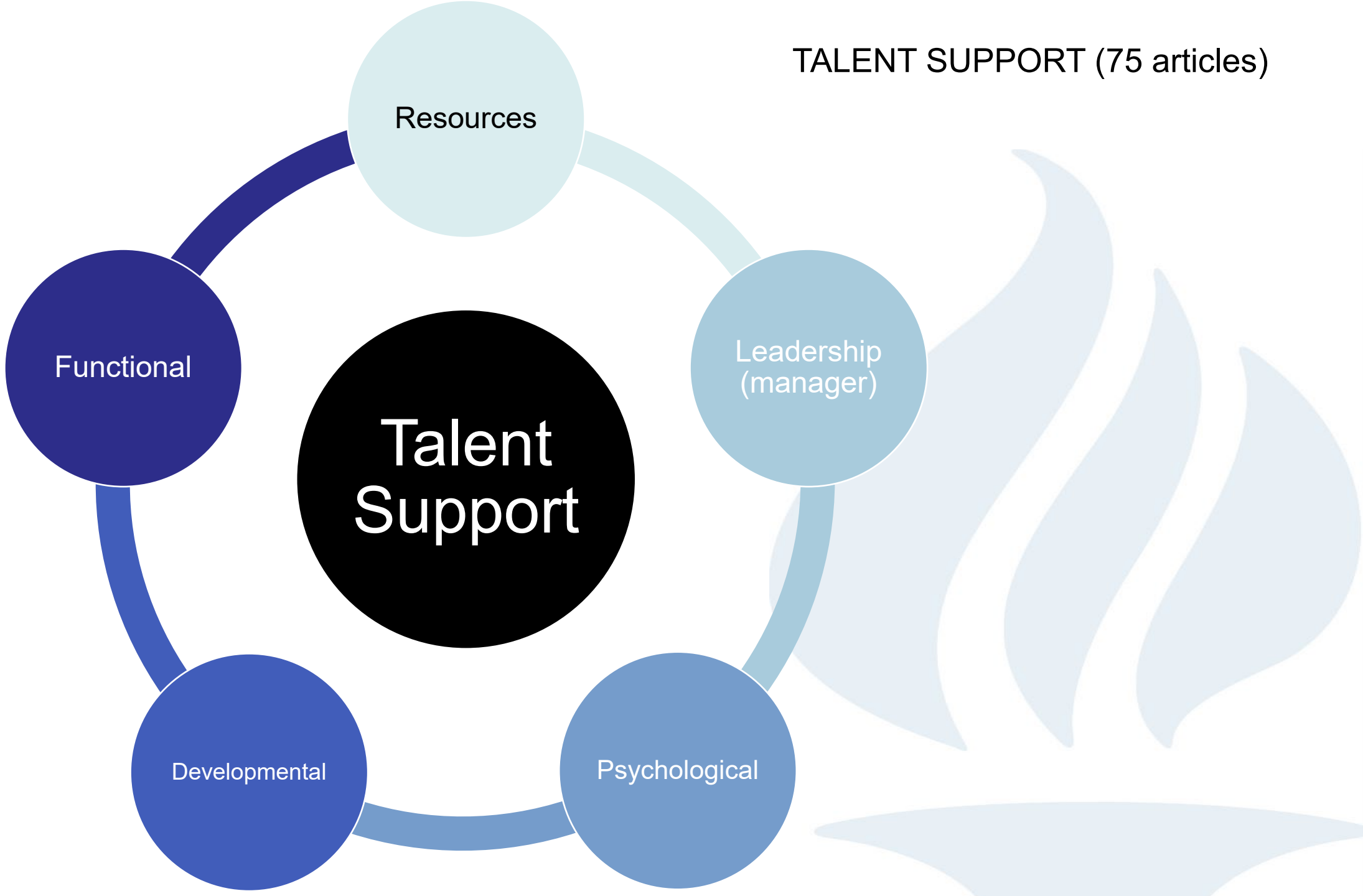
Cost Retrenchment



Asset Retrenchment



TALENT SUPPORT (75 articles)



Main Takeaway #1

Talent Management should be **INCLUSIVE...**

98% are Talented!



Main Takeaway #2

To drive Organizational Commitment to Talent
demonstrate that **you “care”**
COMMITMENT TO TALENT’S:

Wellbeing

Satisfaction

Salaries

“what we deserve”



Main Takeaway #3

Organizational Commitment to Talent and HRM Retrenchment

in Crisis:

“NO” to reduced benefits or reduced workweek
(reduced salary is OK)

“YES” to Job Rotations and Sabbaticals

Layoffs ... **Maybe?** (not to us!)

Going Forward...

Organizational Talent Support requires

Resources

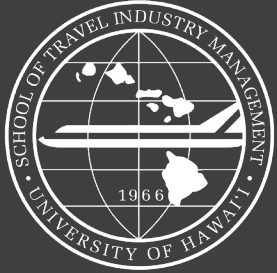
Networking

Self-Career Management

Mobility

How effective is your Talent Management System?

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QUESTIONS?





Mahalo Nui!