



Talent Management and The Sustainability of Family-Owned Tourism Businesses in Mahe Island, Seychelles

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ABSTRACT: This study examines the relationship between talent management and the sustainability of family-owned tourism businesses on Mahe Island, Seychelles. Using a pragmatic methodology that integrates frameworks and empirical analyses, the research employs a quantitative approach to analyze variables related to talent acquisition, development, and retention alongside sustainability indicators for family-owned tourism enterprises. The target population comprised 405 owners/CEOs/managers of tourism companies, categorized into star-rated hotels and resorts, self-catering facilities, and guesthouse accommodations. A sample size of 253 respondents was determined using Yamane's model at a 95% confidence level. Data were collected through structured questionnaires and analyzed using regression models. The findings reveal a strong positive correlation between talent management practices and business sustainability, with 74% of the sustainability variance attributed to talent management. Key challenges include attracting skilled employees, inadequate succession planning, and limited training access. This study demonstrates the effectiveness of talent management approaches in balancing tradition with innovation and enhancing operational resilience, employee engagement, and community involvement. Leadership development and performance management alignment have emerged as critical factors for sustainability and growth. The study recommends adopting comprehensive talent management frameworks to safeguard the continuity of family-owned tourism businesses in dynamic markets, contributing to the broader economic and social sustainability of the island tourism industry.

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KEYWORDS:

Talent management, Family-owned tourism businesses, Sustainability, Employee engagement, Leadership development and Skill retention

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INTRODUCTION

The sustainability of tourism enterprises increasingly depends on the implementation of effective talent management strategies that address their unique challenges, such as succession planning, skill retention, and adaptation to evolving market demands while maintaining family values and culture (Elzek et al., 2023). By employing strategic talent management, which includes attracting skilled employees, promoting continuous learning, and developing leadership among both family and non-family members, these businesses can enhance their resilience and competitive advantage (Hassanein & Özgüt, 2022). This approach also fosters innovation and improves service quality, which is crucial for sustaining long-term growth in the context of global tourism trends and environmental concerns (Shah et al., 2024).

Talent management is pivotal for retaining and developing skilled personnel capable of addressing Africa's industrial challenges. Investments in ongoing training, leadership development, and succession planning enable enterprises to maintain competitiveness and adaptability in evolving markets (Musakuro & De Klerk, 2021). Moreover, fostering local talent enhances community engagement and social sustainability, aligning business success with the community's broader socioeconomic objectives (Alabbas et al., 2024). By integrating comprehensive talent management strategies, family-owned tourism businesses globally, particularly in Africa, can effectively balance tradition with modernization, thereby reinforcing their resilience and ensuring longevity within a dynamic and competitive industry (Marlapudi & Lenka, 2024).

Family-owned tourism enterprises on Mahe Island, Seychelles, exemplify sustainability through strategic talent management and prioritize the retention of local knowledge, skill development, and succession planning. By providing tailored training and leadership opportunities to family members and local employees, these businesses can enhance their operational resilience and cultural authenticity, both of which are crucial for long-term competitiveness in the tourism industry. This strategy not only cultivates employee loyalty and community engagement but also ensures the transfer of tacit knowledge essential for maintaining service quality and adapting to market changes. Consequently, talent management serves as a foundational element for sustaining family-owned tourism ventures on Mahe Island, effectively balancing tradition and innovation to secure future viability.

Statement of the Problem

Ensuring the sustainability of family-owned tourism businesses through talent management involves strategically attracting, developing, and retaining skilled family and non-family members dedicated to the enterprise's long-term vision. Effective talent management guarantees leadership continuity, fosters innovation, and adapts to evolving market demands while preserving core family values and culture. By implementing tailored training programs, succession planning, and performance incentives, these businesses can enhance employee engagement and operational excellence, thereby securing competitive advantage and resilience in the dynamic tourism sector. This integrated approach balances professional expertise with familial commitment, thereby enabling sustainable growth and preservation of legacy.

However, family-owned tourism enterprises on Mahe Island, Seychelles, face substantial sustainability challenges, predominantly because of ineffective talent management. These businesses frequently experience difficulties in attracting, retaining, and developing skilled personnel, compromising their operational efficiency and long-term viability. Factors such as limited access to formal training, deficiencies in succession planning, and a lack of strategic human resource practices contribute to high turnover rates and skill shortages. Consequently, these issues hinder innovation and adaptability in the competitive tourism market, exacerbating the vulnerability of family businesses to external economic and environmental pressure. Thus, addressing talent management challenges is essential for enhancing the resilience and sustainability of family-owned tourism ventures in Seychelles. Despite their vital roles in the local economy and cultural preservation, family-owned tourism enterprises face challenges in attracting and retaining skilled personnel required for market adaptation. Hassanein and Özgit (2022) found that implementing talent management strategies enhanced employee engagement and job satisfaction in the Middle Eastern hotel industry. Kumar (2021) showed that employees prefer organizations that offer career development opportunities, and that compensation significantly affects retention. Chung and D'Annunzio-Green (2018) found that hospitality enterprises demonstrate a commitment to employee development, although they are primarily driven by training needs identified by employees. Informal talent management practices reflect daily business pressures. Limited access to formal training, poor succession planning, and informal family operations hinder workforce professionalization in this sector. This talent management gap threatens business continuity and innovation, affects economic viability, and preserves local tourism. This study examines the sustainability of family-owned tourism businesses through talent management on Mahe Island, Seychelles.

Objective of the Study

The main objective of this study is to examine how talent management strategies can enhance the sustainability of family-owned tourism businesses on Mahe Island. Specifically, this study aims to achieve the following objectives:

- i) To identify key talent management challenges faced by family-owned tourism enterprises on Mahe Island, Seychelles
- ii) To assess the impact of talent management on operational resilience, employee engagement, and community involvement in family-owned tourism enterprises on Mahe Island, Seychelles
- iii) To examine how tailored talent management strategies contribute to balancing tradition with innovation, thereby supporting long-term competitiveness and sustainability in family-owned tourism enterprises on Mahe Island, Seychelles.
- iv) To examine the extent to which talent management strategies enhance the sustainability of family-owned tourism businesses on Mahe Island, Seychelles

Research questions for the study

The following potential research questions were formulated based on the study's aims and objectives:

- a) What are the key talent management challenges faced by family-owned tourism enterprises on Mahe Island?
- b) What is the impact of talent management on operational resilience, employee engagement, and community involvement in family-owned tourism enterprises on Mahe Island?
- c) How do tailored talent management strategies contribute to balancing tradition with innovation and supporting long-term competitiveness and sustainability in family-owned tourism enterprises on Mahe Island?
- d) How do talent management strategies influence the long-term sustainability of family-owned tourism businesses on Mahe Island?

Significance of the Study

The significance of this study lies in its contribution to understanding how customized talent management strategies can address the distinct challenges faced by family-owned tourism businesses on Mahe Island, Seychelles, thereby enhancing their sustainability.

By underscoring the critical role of effective talent attraction, development, and retention in fostering operational resilience, employee engagement, and community involvement, this study offers valuable insights for business owners and policymakers striving to balance cultural preservation with innovation. This research highlights the importance of culturally sensitive and innovation-driven talent management frameworks that support leadership continuity and skill retention, ultimately promoting long-term competitiveness and socioeconomic sustainability within the island's tourism sector. Its findings provide a practical foundation for developing strategic human resource practices that ensure the survival and growth of family-owned tourism enterprises in a dynamic and competitive market.

LITERATURE REVIEW

Theoretical Review

Resource-Based View (RBV) Theory

Advocates of the resource-based view (RBV) theory contend that a firm's sustainable competitive advantage is derived from its unique, valuable, and difficult-to-replicate resources. Within this theoretical framework, talent management is identified as a crucial strategic resource, in which skilled employees and leadership capabilities constitute key assets that enhance operational resilience and ensure the long-term sustainability of family-owned tourism enterprises (El Nemar et al., 2022; Marlapudi and Lenka, 2024). This perspective highlights the significance of leveraging internal human capital to maintain competitiveness and foster growth, in alignment with the RBV's emphasis on intrinsic firm resources, such as talent, as fundamental drivers of sustained success (Mailani et al., 2024).

The Resource-Based View (RBV) theory posits that firms possess unique, valuable, and inimitable resources that form the basis for sustained competitive advantage. In exploring the relationship between talent management and the sustainability of family-owned tourism enterprises, RBV suggests that human capital, specifically the skills, knowledge, and capabilities of talented individuals, constitutes a critical strategic resource (El Nemar et al., 2022). This theory contends that effective talent management enables family businesses to cultivate and utilize distinctive human resources to adapt to market changes, innovate, and ensure their long-term viability. Furthermore, RBV underscores the significance of resource heterogeneity and immobility, indicating that the tacit knowledge and social capital inherent in family-owned tourism firms are challenging for competitors to replicate, thereby supporting the sustainability of these businesses through strategic talent development and retention (Reilly 2018; Singh and Supina 2024).

Critiques of the resource-based view (RBV) theory in analyzing the nexus between talent management and the sustainability of family-owned tourism enterprises frequently highlight the insufficient consideration of dynamic and external factors (Knoppen & Knight, 2022). The RBV predominantly focuses on internal resources as static and unique assets, potentially neglecting the necessity for family-owned tourism businesses to adapt their talent management strategies in response to evolving market conditions, competitive forces, and sociocultural influences. Furthermore, the RBV may inadequately capture the complexity of family dynamics and governance structures that distinctly impact talent retention and development within these firms (Ramirez-Lozano et al., 2023). This inward orientation can lead to an incomplete understanding of how talent management contributes to long-term sustainability, as it overlooks the interaction between internal capabilities and external environmental pressures, which are crucial in the tourism sector. Consequently, exclusive reliance on the RBV may limit the analysis of talent management's role, highlighting the necessity of integrative approaches that encompass both resource-based and contextual perspectives (Agrawal et al., 2024; Dalal & Akdere, 2021).

The Resource-Based View (RBV) theory offers a valuable framework for analyzing the role of talent management in ensuring the sustainability of family-owned tourism enterprises on Mahe Island, Seychelles. By concentrating on the unique, valuable, and inimitable human resources within these organizations, RBV underscores that effective talent management—encompassing the attraction, development, and retention of skilled family and non-family employees—can function as a critical strategic resource that enhances competitive advantage and long-term sustainability. In Mahe Island's tourism sector, where family-owned businesses frequently encounter challenges related to succession, market volatility, and resource limitations, RBV highlights the significance of leveraging internal capabilities, particularly talent, to adapt to evolving environments and sustain business continuity. Consequently, the application of RBV theory aids in identifying how cultivating distinctive human capital within these family enterprises underpins their resilience and sustainable growth in a dynamic tourism market.

The Talent Management Framework

Proponents of the talent management framework contend that the effective identification, development, and retention of key talent are essential for the long-term sustainability of tourism enterprises. They assert that a systematic approach to human capital management enables these businesses to sustain competitive advantages, promote innovation, and ensure generational continuity (Elzek et al., 2023). By aligning talent management strategies with the distinctive values and culture of family firms, the framework supports both business expansion and the preservation of family heritage. Furthermore, proponents emphasize that talent management enhances adaptability in the dynamic tourism sector, enabling family-owned businesses to respond effectively to market fluctuations and maintain their operations over time (Jibril & Yeşiltaş, 2022; Plaikner et al., 2023). This perspective highlights the crucial role of strategic talent management in improving the resilience and success of tourism ventures.

This study assumes that the effective identification, development, and retention of key talent are essential drivers for ensuring long-term business viability. Family-owned tourism enterprises are assumed to encounter distinct challenges, including succession planning, balancing family and business objectives, and maintaining a competitive edge, which necessitates customized talent management strategies (Sheehan et al., 2018). The framework presupposes that aligning talent management practices with a firm's core values and strategic objectives enhances organizational resilience and adaptability in a dynamic tourism environment. Furthermore, sustainable talent management is assumed to promote innovation, leadership continuity, and employee engagement, which collectively contribute to the enduring success and sustainability of businesses (Ajayi & Udeh, 2024).

Critiques of the talent management framework frequently underscore its inadequate adaptability to the distinctive dynamics of family enterprises. Conventional frameworks often prioritize standardized processes and best practices, which may not adequately address the intricate interplay of family values, succession challenges, and emotional factors inherent in family-owned tourism businesses (Tenakwah 2024; Whysall et al. 2019). Furthermore, these frameworks may neglect the pivotal role of non-financial objectives, such as legacy preservation and family cohesion, which significantly impact talent retention and development decisions. The framework's emphasis on formalized talent pipelines and metrics can clash with the informal, relational nature of talent identification and nurturing that is typical of family firms. Consequently, implementing conventional talent management frameworks without customization risks compromising the long-term sustainability of family-owned tourism businesses by failing to address their unique strategic priorities and cultural nuances (Elzek et al., 2023; Plaikner et al., 2023).

The Talent Management Framework provides a systematic methodology for evaluating the efficacy of family-owned tourism enterprises on Mahe Island, Seychelles, in attracting, developing, and retaining essential human resources vital for their long-term sustainability. By applying this framework, researchers can methodically assess the congruence between talent management practices, such as succession planning, leadership development, and employee engagement, as well as the distinct challenges encountered by family businesses in the tourism sector. This analysis identifies how strategic talent management enhances business resilience, competitive advantage, and the preservation of family values across generations, thereby fostering sustainable growth in a dynamic and culturally significant industry. Consequently, this framework serves as an indispensable tool for understanding the interaction between human capital management and the enduring success of family-owned tourism ventures.

Empirical Studies Review

Elzek et al. (2023) present a significant empirical analysis of the impact of talent management (TM) on sustainable organizational performance (SOP) within travel agencies, with a particular focus on the mediating role of green intellectual capital (GIC) and the moderating influence of green servant leadership (GSL). This study is especially pertinent to a sector often characterized by routine, low-wage employment, where the efficacy of TM in enhancing employee skills and motivation is frequently debated. Utilizing partial least squares structural equation modeling (PLS-SEM) analysis on data collected from employees of Egyptian travel agencies, the authors demonstrate that TM practices substantially enhance GIC, which subsequently drives SOP, underscoring the pivotal role of intellectual capital in sustainability initiatives. However, the study found that the moderating effect of GSL was not significant, suggesting that leadership styles may not consistently enhance these relationships across all contexts, thereby necessitating further nuanced investigation. While the research robustly supports strategic workforce planning and succession management as foundational elements for sustainable performance, its focus on non-family-owned travel agencies in Egypt limits its direct applicability to family-owned tourism enterprises, such as those on Mahe Island and in Seychelles, where family dynamics and localized socioeconomic factors may influence the TM-SOP relationship. Consequently, Elzek et al.'s findings highlight important mechanisms while also revealing contextual limitations, inviting comparative research to elucidate how TM and sustainability interact across diverse tourism enterprises and cultural settings.

Hassanein and Özgüt (2022) offer significant qualitative insights into talent management strategies and employee engagement in the Middle Eastern hotel industry, particularly during the COVID-19 pandemic. Semi-structured interviews with 37 HR managers from various countries, predominantly high-star hotels, provided contextual depth in understanding how customized talent management practices affect employee retention and satisfaction. Inductive content analysis conducted via QSR NVivo enhanced thematic development, ensuring that the findings were firmly rooted in participants' perspectives. Nevertheless, the study's focus on large, often luxury hotels may restrict its applicability to smaller or family-owned tourism enterprises, such as those explored in the context of Mahe Island, Seychelles, where resource constraints and organizational dynamics differ significantly. While focusing on realistic targets and investing in reward systems align with the sustenance of human resources, the transferability of these strategies to family-owned enterprises necessitates caution, given their unique governance structures and sustainability challenges. Furthermore, although the qualitative nature of this study provides substantial depth, it may benefit from complementary quantitative measures to robustly associate talent management with long-term business sustainability outcomes. Overall, Hassanein and Özgüt's findings contribute valuable regional knowledge but should be integrated with sector-specific nuances when examining the role of talent management in sustaining family-owned tourism businesses.

Singh and Supina (2024) conducted a detailed analysis of talent acquisition and retention within the hospitality sector, highlighting talent management as a strategic approach that includes acquiring, developing, and retaining high-potential employees. Their acknowledgment of the role of sociodemographic factors in shaping retention strategies is particularly pertinent given the hospitality

industry's diverse workforce. However, when applied to the sustainability of family-owned tourism businesses on Mahe Island, Seychelles, their frameworks may require further adaptations. Family-owned enterprises often encounter unique challenges, such as limited resources and entrenched family dynamics, which affect talent management differently from larger corporate hotels. While Singh and Supina appropriately emphasize the direct correlation between employee quality and service excellence, the sustainability of family-owned tourism businesses relies on balancing traditional values with contemporary talent practices. Therefore, integrating their findings with localized insights into family business governance, succession planning, and community embeddedness would enhance the understanding of how talent management contributes to long-term sustainability in this context. This indicates that while Singh and Supina's study provides a valuable foundation, its application to family owned tourism businesses requires a nuanced approach that considers the interplay between talent management and the sociocultural and economic realities of small-scale family operated enterprises.

Chung and D'Annunzio-Green (2018) offer significant insights into talent management (TM) practices within small- and medium-sized enterprises (SMEs) in the hospitality sector, identifying challenges such as resource constraints and reputational issues that jeopardize competitive advantage. Their qualitative methodology, employing semi-structured interviews with five owner-managers, provides a comprehensive understanding of practitioner perspectives; although the limited sample size constrains the generalizability of the findings. This study uncovers a reactive and informal approach to TM, characterized by employee-driven training needs that reflect the operational pressures typical of hospitality SMEs. While formal TM frameworks are largely absent, this does not imply a lack of strategic people management, indicating a nuanced and context-specific adaptation of TM practices. When juxtaposed with research on family-owned tourism businesses, such as those on Mahe Island and in Seychelles, this study emphasizes the importance of tailored TM strategies that balance resource limitations and sustainability objectives. However, emphasizing owner-managers' perceptions may neglect the broader organizational dynamics and external environmental factors that influence TM and sustainability in family-run tourism enterprises. Consequently, while Chung and D'Annunzio-Green make a substantial contribution to understanding TM in hospitality SMEs, further research is warranted to integrate these findings into the sustainability discourse of family-owned tourism businesses and to address the complex interplay between talent practices and long-term viability.

Jibril and Yeşiltaş (2022) investigated the influence of talent management practices on sustainable competitive advantage (SCA) in five-star hotels in Northern Cyprus and examined the mediating role of employee satisfaction in this relationship. Their methodology used validated questionnaires and statistical techniques, including structural equation modeling (SEM), bootstrapping, and analyses via Mplus and SPSS, with a sample of 368 employees across 14 hotels. This study differentiates between talent development and other talent management practices, showing that while development alone does not impact SCA, practices for identifying, engaging, managing performance, and retaining talent enhance it. This differentiation provides insights into the talent management components that drive sustainability and competitive positioning. However, the scope of this study is limited to five-star hotels and employee perspectives, potentially restricting its generalizability to broader hospitality contexts, in which organizational dynamics may differ. The authors propose that future research should expand to include other hotel categories and employers' perspectives. For family-owned tourism businesses, such as those in the Seychelles, the findings highlight the importance of strategic talent practices, which may require adaptation to the unique challenges of family enterprises. This study advances the understanding of talent management's contribution to sustainable advantages in hospitality while suggesting further research on diverse tourism models.

Musakuro and De Klerk (2021) conducted a detailed analysis of talent management challenges within a specific South African public higher education institution (HEI) located in the Western Cape. They emphasized critical issues such as workforce planning, compensation, training, succession planning, recruitment, and performance management. Employing an interpretivist paradigm and semi-structured interviews with a purposive sample of HR professionals, this study offers in-depth qualitative insights. However, their limited scope and small sample size constrain the generalizability of their findings to the broader South African higher education sector. While the study effectively identifies key barriers to attracting and retaining academic talent, an essential factor for institutional sustainability and skills development, it does not fully explore how these challenges might compare or translate to different contexts, such as family-owned tourism businesses on Mahe Island and in Seychelles, where talent management intersects with unique sustainability concerns and industry-specific dynamics. Furthermore, the study's recommendations, although practical for the selected HEI, would benefit from integration with broader strategic frameworks that consider external factors and long-term sustainability goals in the HEI sector. Thus, while Musakuro and De Klerk's work contributes a valuable localized understanding of talent management barriers in South African HEIs, applying its insights to sectors such as family-owned tourism businesses necessitates careful contextual adaptation, particularly given the differing organizational structures, stakeholder priorities, and sustainability imperatives involved in the latter.

Alabbas et al. (2024) made a significant contribution by examining the mediating role of competitive creativity in the relationship between talent management and service quality in Jordan's IT sector. Rigorous quantitative methods, including stratified random sampling and advanced statistical analyses using SPSS and AMOS, were used. Their findings indicate that talent attraction and succession planning positively influence service quality, aligning with established talent management theory and underscoring

strategic human resource practices as drivers of organizational performance. However, the reported negative direct effect of talent development on service quality raises questions about the contextual factors or implementation challenges that may limit the effectiveness of development initiatives. This finding suggests a potential misalignment between employee growth efforts and immediate service outcomes in the hospitality industry. When considered in the context of family-owned tourism businesses on Mahe Island, Seychelles, where sustainability heavily relies on long-term relational and community-based factors, the Jordanian study's focus on competitive creativity and direct talent management practices may not fully capture the nuanced sociocultural dynamics influencing service quality and business sustainability in family firms. Thus, while Alabbas et al.'s findings are robust within a corporate IT environment, their applicability to family-owned tourism enterprises requires caution, highlighting the need for further research that incorporates the unique sustainability challenges and informal management structures of these businesses.

MATERIALS AND METHODS

This study's philosophical foundation focuses on assessing the influence of talent management practices on the long-term sustainability of tourism enterprises. This study adopts a pragmatic methodology that integrates theoretical frameworks and empirical analyses to explore the dynamic relationship between talent management strategies and sustainable business outcomes. The research design employs a descriptive or quantitative framework to systematically analyze key variables related to talent acquisition, development, and retention, as well as sustainability indicators specific to family-owned tourism enterprises. This design enables the identification of associations between talent management practices and the sustainability outcomes of these businesses. However, establishing causal relationships would require longitudinal or experimental/quasi-experimental designs with stronger control of confounding factors to more definitively determine the direction and nature of these effects.

The sampling methodology employed in this study entailed the identification of a target population comprising 405 owners/CEOs/managers of tourism enterprises located on Mahe Island, Seychelles. This identification was based on the official listing provided by the Ministry of Finance, National Planning, and Trade of the Republic of Seychelles as of November 2022. The establishments were stratified into three distinct categories, reflecting their economic significance and sustainability challenges: star-rated hotels and resorts (25 businesses), self-catering tourism facilities (350 businesses), and guesthouse tourism accommodation facilities (30 businesses). The study specifically excluded non-family-owned tourism enterprises and concentrated exclusively on family-owned businesses. The status of being family-owned was determined through business registration data, self-reporting, or verification processes. A sample size of 253 respondents was derived from the target population using Yamane's formula at a 95% confidence level with a 5% margin of error, accounting for an anticipated 20% non-response rate. The sample was proportionally allocated across the three strata (15 star-rated hotels and resorts, 219 self-catering facilities, and 19 guesthouses), ensuring representativeness relative to the population distribution.

The primary data for this study were collected through questionnaires consisting of closed-ended questions developed based on a conceptual framework. Construct validity, which evaluates the extent to which scale items accurately represent abstract or theoretical constructs, was also examined (Aithal & Aithal, 2020; Cheah et al., 2018). To establish validity, the researcher used component analysis, a method that explores internal data correlations to create consistent surrogate variables (D'Urso et al., 2021). These relationships facilitate the interpretation of the components. While Zikmund and Babin (2015) recommended a loading of 0.7 as appropriate, other researchers have suggested 0.4 as the minimum requirement for factor analysis. According to Rodrigues et al. (2017), an item loading of < 0.4 may indicate that it lacks a relationship with other items or that another aspect requires further investigation. The study considered factor loadings above 0.4 at a significance threshold of $\alpha < 0.05$ as valid constructs, as recommended by Field (2009). This guidance enhances the validity of the instrument by informing the necessary modifications and updates.

Following data collection, data analysis was conducted. This process is crucial because it facilitates the comprehension and interpretation of the data. The choice of a data analysis tool depends on the nature of the data, specifically whether they are qualitative or quantitative. Comprehensive regression diagnostics were performed to assess the validity of the regression model's underlying assumptions. Initially, residual plots were examined to identify any discernible patterns that might indicate violations of linearity or homoscedasticity. The residuals appeared to be randomly distributed around the zero line, suggesting that the assumption of constant variance was satisfied. To evaluate the normality of the residuals, both normal probability plots and formal statistical tests were utilized, confirming that the residuals approximated a normal distribution. Further confirmation of homoscedasticity was obtained through the Breusch-Pagan test, which revealed no significant evidence of heteroscedasticity, thereby reinforcing the reliability of the variance assumptions. Additionally, multicollinearity among the predictor variables was assessed using variance inflation factors (VIFs) and tolerance values. All VIF values were well below the accepted thresholds (commonly set at 5 or 10), and tolerance values remained sufficiently high, indicating that multicollinearity did not compromise the stability or interpretability of the regression coefficients. These diagnostic results collectively support the robustness and appropriateness of the regression model for the analyzed data.

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$$

Where:

Y = sustainability of family-owned tourism businesses in Mahe Island, Seychelles

β_0 = Constant factor

$\beta_1, \beta_2, \beta_3,$ = Regression coefficients

X_1 = key talent management challenges

X_2 = impact of talent management

X_3 = tailored talent management strategies

e = Error term

Adhering to ethical behavior is vital for ensuring ethical conduct and protecting participants. This requires addressing ethical considerations, including participant effects, informed consent, privacy, and the influence of research on the conclusions (Nii Laryeafio & Ogbewe, 2023). The names of people and businesses have been withheld to protect privacy. The researcher avoided using aggressive language and awkward inquiries that might have stressed the participants. Informed consent was obtained from the selected family companies to encourage collaboration and objectivity. Anonymity was protected by ensuring that the data-gathering methods did not expose identities and that the information was used strictly for this study. The study was conducted with permission from the government, and confidentiality was preserved using coding mechanisms for data from family businesses. Kisii University provided the researcher with a Letter of Introduction to confirm their identification and adherence to procedures. This letter was submitted to the Institutional Scientific and Ethics Review Committee (ISERC) of Kisii University to facilitate research approval and ensure compliance with ethical principles. The researchers then requested permission from the Seychelles Bureau of Standards to collect data.

RESULTS AND DISCUSSIONS

Response rate

This study aimed to ascertain respondents' participation rates. This evaluation was essential to determine whether the study had enough participants to draw conclusions and offer suggestions based on the findings. A sample of 253 respondents was polled using a structured questionnaire, resulting in a response rate of 80.6% (204 respondents). The data were analyzed. Consequently, the acquired data were regarded as appropriate for reaching inferences and suggestions, as recommended by Barroga et al. (2023) and Bell et al. (2022), who indicated a response rate of 30–60% as adequate for such objectives. A total of 49 respondents did not return their questionnaires for analysis, resulting in a non-response rate of 19.4%. Table 1 presents the response and non-response rates.

Table 1: Response Rate

Questionnaire	Sample size	Response rate
Dully filled Questionnaires and returned	204	80.6
Not returned	49	19.4
Total	253	100

Source: Survey data (2025)

Descriptive Statistical Analysis

This section presents a descriptive analysis of the independent and dependent variables. A 5-point Likert scale was used to evaluate these variables.

Key talent management challenges faced by family-owned tourism enterprises on Mahe Island, Seychelles

The analysis of the mean (M) and standard deviation (SD) values indicates a consistent consensus among participants regarding the critical talent management challenges encountered by family-owned tourism enterprises on Mahe Island. High mean scores, all exceeding 4.1 on a 5-point scale, demonstrate strong agreement that issues such as attracting skilled employees (M = 4.48, SD = 0.62), inadequate succession planning (M = 4.12, SD = 0.76), and limited access to formal training (M = 4.27, SD = 0.68) significantly impede business performance. The relatively low standard deviations across the items suggest that the participants' responses were closely clustered, reflecting a shared perception of the challenges. Notably, the highest mean scores pertain to retaining talented non-family employees (M = 4.54, SD = 0.60) and balancing family culture with modern talent management practices (M = 4.51, SD = 0.66), underscoring the acute nature of these concerns. The aggregate mean of 4.36, with a low SD of 0.37, further confirms the overall uniformity in recognizing talent management deficiencies. These findings underscore that family dynamics, informal HR practices, and resource constraints collectively hinder strategic human resource management, leading to high turnover and reduced innovation capacity. The data emphasize the urgent need for structured talent development and incentive mechanisms to enhance workforce professionalization and sustainability in these enterprises.

These findings highlight that family dynamics, informal human resource practices, and resource constraints collectively impede the strategic management of talent in these enterprises. Informal HR practices prevalent in family-owned businesses may lead to

inconsistent efforts in talent development and retention, while limited financial and training resources hinder access to formal skill-building opportunities (Kolachina et al., 2023). These factors collectively contribute to high employee turnover and reduced innovation capacity, thereby jeopardizing operational efficiency and long-term sustainability (Al Aina and Atan, 2020). These data underscore the urgent need to implement structured talent development programs and incentive mechanisms tailored to the unique context of family-owned tourism businesses on Mahe Island. Formalizing talent management practices can professionalize the workforce, enhance employee commitment, and foster innovation, thereby strengthening the resilience and sustainability of these enterprises in the competitive tourism market.

The impact of talent management on operational resilience, employee engagement, and community involvement

The analysis indicates a strong and generally favorable perception of talent management practices within tourism enterprises on Mahe Island, as evidenced by the consistently high mean scores across key dimensions. Succession planning ($M=4.6814$, $SD=0.56276$) emerged as a critical component of operational resilience, reflecting the widespread recognition of its importance in ensuring leadership continuity and sustainability. This strong consensus underscores that stakeholders view the systematic preparation of future leaders as essential for maintaining the enterprise's competitive position and preserving the family legacy in a dynamic tourism environment. Similarly, employee engagement aimed at fostering service quality ($M=4.6127$, $SD=0.58892$) is highly valued, indicating that these enterprises prioritize the active involvement and motivation of their workforce as a strategic asset to ensure service quality. The relatively low variation in responses suggests a shared understanding that engaged employees contribute directly to superior customer experiences, which is vital for sustaining business performance in a sector that is highly dependent on excellent service. The aggregate mean score of 4.3897 ($SD=0.34387$) further confirms the strong overall endorsement of talent management practices, indicating that family-owned tourism businesses have effectively integrated human capital strategies that support operational stability and growth in the tourism industry. The low standard deviations across most dimensions indicate a moderate consensus, reflecting a coherent approach to talent management, despite potential differences in organizational size or maturity. However, community involvement ($M=4.1667$, $SD=0.72375$) had the lowest mean and highest variability, revealing divergent perceptions among respondents regarding the extent and effectiveness of local engagement initiatives.

The findings suggest that although internal talent management practices are well established, there may be inconsistencies or gaps in how these enterprises engage with and contribute to their surrounding communities. Such variability can be attributed to differences in business priorities, resource availability, and awareness of community roles, highlighting areas of potential enhancement (Kolachina et al. 2023). Overall, these findings imply that family-owned tourism enterprises on Mahe Island excel in developing internal human capital through succession planning and employee engagement, but could benefit from strengthening and more uniform communication of their community involvement efforts (Karim et al., 2025). Enhancing this external dimension may not only improve stakeholder alignment but also reinforce social sustainability and local support, which are increasingly recognized as vital components of long-term business viability in the tourism industry.

Contributions of tailored talent management strategies to balancing tradition with innovation, thereby supporting long-term competitiveness and sustainability

The survey results presented show that the respondents' evaluations indicate a strong consensus on the effective integration of tailored talent management strategies to balance tradition and innovation within tourism enterprises. This is evidenced by high mean scores ranging from 4.18 to 4.44, with relatively moderate standard deviations between 0.58 and 0.76. The aggregate mean of 4.33 ($SD = 0.37$) highlights the overall positive perception of these strategies in promoting long-term competitiveness and sustainability. Notably, the highest mean scores were associated with the preservation of cultural heritage while fostering innovation ($M=4.44$, $SD=0.58$) and talent retention that sustains family cohesion amid industrial changes ($M=4.44$, $SD=0.76$), indicating particular strengths in these areas. The moderate variability in responses suggests consistent agreement while allowing for some diversity in experiences or emphasis among the respondents. These data suggest that customized talent management practices effectively harmonize respect for family legacies with the adoption of innovative leadership and training approaches, thereby enhancing operational resilience and sustainability in the dynamic tourism market.

These findings underscore the dual focus of these enterprises on safeguarding family values and legacy while embracing innovative leadership development and training approaches that respond to the dynamic nature of the tourism industry (Yadav & Kestwal, 2024). The moderate variability in responses suggests that, while agreement is strong, there remains some diversity in how these strategies are experienced or prioritized across different businesses, possibly reflecting variations in family dynamics, organizational maturity, or resource availability. These data imply that customized talent management practices within tourism enterprises effectively harmonize respect for tradition with the necessity of modernization (Novita et al., 2024). By aligning talent development initiatives with the preservation of cultural identity, these businesses can enhance operational resilience and ensure continuity in leadership and service quality. Moreover, the strategic retention of talent that fosters family cohesion supports stable governance structures that are critical for navigating industry changes and sustaining competitive advantages (Jasim et al., 2024). Overall, the integration of tailored talent management strategies has emerged as a foundational mechanism through which family-owned tourism businesses on Mahe Island can maintain their unique cultural heritage while adapting to market innovation. This balance not only

strengthens their long-term sustainability but also positions them to capitalize on evolving opportunities in a competitive and rapidly changing tourism sector.

The extent to which talent management strategies enhance the sustainability and growth of family-owned tourism businesses

The analysis shows that the mean scores across various dimensions of talent management strategies in family-owned tourism businesses on Mahe Island consistently exceeded 4.1, with a relatively low aggregate standard deviation of 0.41204, indicating strong consensus among respondents regarding the effectiveness of these practices. Notably, leadership development initiatives (M=4.2941, SD=0.70310) and performance management alignment (M=4.3824, SD=0.76299) received the highest mean ratings, underscoring their critical roles in preparing future leaders and maintaining a strategic focus on sustainability and growth. The moderate standard deviations across items suggest a generally shared perception, but also hint at some variability in experiences, particularly in training programs tailored to unique local needs (SD=0.81749), which may reflect differing implementation levels or resource availability. The high mean for community involvement in talent development (M=4.3088, SD=0.68605) highlights the integration of social sustainability with talent management, reinforcing the interconnectedness between local engagement and business resilience. Overall, the data reveal that while talent management is broadly effective and valued, areas such as tailored training and talent retention show slightly more variation, suggesting opportunities for targeted enhancement to further strengthen operational efficiency and competitive advantage in family-owned enterprises.

The findings reveal consistently high mean scores across various dimensions of talent management strategies in family-owned tourism businesses on Mahe Island, reflecting respondents' 'strong endorsement of these practices. This indicates their perceived effectiveness in fostering organizational success (Al-Romeedy & Alharethi, 2024). Leadership development and performance management alignment have emerged as pivotal components, highlighting businesses' focus on cultivating capable future leaders while ensuring that employee performance is closely aligned with strategic objectives, particularly sustainability and growth (Hassanein and Özgit, 2022). Moderate variability, especially in training programs tailored to local needs, suggests disparities in the deployment of these initiatives, potentially influenced by differences in resource allocation or contextual challenges unique to each enterprise. Furthermore, the strong emphasis on community involvement in talent development underscores a holistic approach that integrates social sustainability and reinforces the symbiotic relationship between local engagement and business resilience (Ajayi & Udeh, 2024). Although the overall consensus highlights effective talent management, the observed variation in areas such as tailored training and talent retention points to specific opportunities for refinement in this field. Addressing these issues could enhance operational efficiency and strengthen the competitive positioning of family-owned tourism businesses by ensuring that talent strategies are both contextually relevant and consistently applied.

The relationship between Talent Management and the Sustainability of Family-Owned Tourism Businesses in Mahe Island, Seychelles

This study investigates the relationship between talent management and the sustainability of family-owned tourism enterprises on Mahe Island, Seychelles. Employing an ordinary least-squares regression model, this analysis quantitatively evaluates the impact of various talent management strategies on the long-term viability of firms. As detailed in Table 1, the regression results identify specific practices that significantly influence the sustainability of business operations. This study establishes a framework for understanding how targeted talent management approaches can enhance resilience and foster growth within the unique socioeconomic context of Mahe Island's tourism sector.

Table 2: Talent Management and Sustainability (Model summary)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.860 ^a	0.740	0.736	0.21157

a. Predictors: (Constant), key talent management challenges, impact of talent management, tailored talent management strategies

Source: Survey data (2025)

Table 2 details the statistical relationship between talent management practices and sustainability outcomes. Pearson's correlation coefficient of 0.860 signifies a strong positive correlation between talent management strategies and sustainability. The results indicate an R-squared value of 0.740, suggesting that approximately 74% of the variance in sustainability outcomes is attributable to the talent management variables incorporated in the model. Furthermore, the adjusted R-squared of 0.736 corroborates a robust model fit while accounting for the number of predictors, thereby affirming the robustness of the relationship. The standard error of the estimate is 0.212, indicating a moderate level of dispersion around the regression line. Collectively, these statistics underscore that talent management is a significant and reliable predictor of sustainability within the examined context. This investigation further confirmed the robustness of the model. Table 3 presents the results.

Table 3: Talent Management and Sustainability (Model Fitness) (ANOVA)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	25.512	3	8.504	189.992	0.000b
	Residual	8.952	200	0.045		
	Total	34.464	203			

a. Dependent Variable: Sustainability of family-owned tourism businesses

b. Predictors: (Constant), key talent management challenges, impact of talent management, tailored talent management strategies

Source: Survey data (2025)

The statistical analysis provides robust validation of the proposed model, which links talent management to sustainability in family-owned tourism businesses on Mahe Island in Seychelles. The F-test yielded an F-calculated value of 189.992, which significantly surpassed the critical threshold of 2.605 at a significance level of 0.05, with (3, 200) degrees of freedom. This substantial disparity indicates a strong overall model fit, further corroborated by a p-value of 0.000, confirming that the results are unlikely to be due to chance. This statistical significance not only affirms the reliability of the model but also substantiates the predictive power of talent management strategies in influencing business sustainability. This finding suggests that effective talent management is a critical determinant of the long-term viability of tourism enterprises. The study also displayed. The regression model coefficients are presented in Table 4.

Table 4: Relationship between talent management and sustainability (Model Coefficients)

Model		Unstandardized		Standardized	t	Sig.
		Coefficients		Coefficients		
		B	Std. Error	Beta		
1	(Constant)	0.573	0.196		-0.885	0.037
	key talent management challenges	0.176	0.077	0.156	2.286	0.023
	impact of talent management	0.167	0.077	0.140	2.167	0.031
	tailored talent management strategies	0.679	0.076	0.610	8.984	0.000

a. Dependent Variable: Sustainability of family-owned tourism businesses

Source: Survey data (2025)

The coefficient of 0.573 in the regression model represents the intercept, signifying the estimated baseline level of sustainability for family-owned tourism businesses on Mahe Island when all predictor variables—key talent management challenges, impact of talent management, and tailored talent management strategies—are zero. The coefficient for key talent management challenges ($\beta = 0.176$) indicates that for every one-unit improvement in addressing these challenges, the sustainability score increases by 0.176 units, assuming that other factors remain constant. This finding demonstrates that effectively managing talent challenges positively influences sustainability. Similarly, the impact of talent management ($\beta = 0.167$) suggests that a one-unit increase in the positive effects of talent management practices results in a 0.167 unit rise in sustainability, controlling for other variables, thereby highlighting the direct beneficial role of talent management in business sustainability. Notably, tailored talent management strategies ($\beta = 0.679$) exert the strongest effect, with a one-unit increase in the effectiveness of customized talent management approaches corresponding to a substantial 0.679 unit increase in sustainability, holding other predictors constant. Collectively, these coefficients confirm that enhancing talent management practices—particularly through tailored strategies—significantly improves the sustainability of family-owned tourism enterprises. The associated p-values confirm the statistical significance of these relationships. The regression equation can thus be expressed as:

Sustainability = 0.573 + 0.176 (Key Talent Management Challenges) + 0.167 (Impact of Talent Management) + 0.679 (Tailored Talent Management Strategies) + error

Therefore,

$$Y = 0.573 + 0.176X_1 + 0.167X_2 + 0.679X_3$$

This means that starting from a baseline sustainability value of 0.573, incremental improvements in each talent management dimension increase sustainability scores, with tailored talent management strategies exerting the greatest influence.

This empirical evidence corroborates and expands the existing literature that underscores the strategic significance of human capital in maintaining competitive advantage within family enterprises, particularly in the tourism sector. The resource-based view (RBV) theory supports this interpretation by conceptualizing talent as an inimitable and valuable resource that enhances operational resilience and promotes sustained growth (El Nemar et al., 2022; Marlapudi & Lenka, 2024). The findings of this study affirm the RBV's assertion that the effective management of internal human resources—including the attraction, development, and retention

of skilled family and non-family members—constitutes a fundamental asset for navigating the complex challenges faced by family-owned tourism businesses, such as succession planning, market volatility, and resource constraints.

Furthermore, the beneficial effects of customized talent management strategies on sustainability underscore the significance of the talent management framework, which advocates the systematic identification, development, and retention of key talent in alignment with organizational values and strategic objectives (Elzek et al., 2023; Jibril & Yeşiltaş, 2022). The data indicate that family-owned tourism enterprises on Mahe Island effectively integrate these practices to harmonize tradition with innovation, thereby enhancing leadership continuity, employee engagement, and adaptability, which are essential for maintaining service quality and competitive positioning in a dynamic tourism market. This finding aligns with that of Hassanein and Özgüt (2022), who emphasized that tailored talent management enhances employee satisfaction. Retention is critical for operational stability in the hospitality industry.

This study underscores the importance of addressing critical talent management challenges, including succession planning, access to formal training, and the integration of family culture with contemporary human resource practices. Failure to address these challenges may result in high employee turnover, skill shortages, and reduced innovation capacity, thereby jeopardizing business sustainability (Kolachina et al. 2023; Kumar 2021; Musakuro & De Klerk 2021). The strong positive correlation identified in this study suggests that overcoming these obstacles through comprehensive talent management initiatives directly enhances financial performance, operational efficiency, and long-term viability.

Furthermore, the incorporation of community involvement and social sustainability into talent management practices, as evidenced by the relatively high but variable scores in this domain, indicates that family-owned businesses acknowledge the broader socioeconomic context of their operations. This observation is consistent with that of Alabbas et al. (2024), who identified the mediating roles of competitive creativity and community engagement in enhancing service quality and sustainability. However, this study emphasizes this by examining the distinctive relational dynamics inherent in family firms. In summary, this study advances the understanding of how strategic talent management serves as a critical mechanism for sustaining family-owned tourism businesses in Seychelles by fostering human capital development, leadership continuity, and cultural preservation, while simultaneously promoting innovation and market responsiveness. These findings underscore the need for family enterprises to adopt structured and contextually adapted talent management practices that address both internal family dynamics and external market demands to ensure enduring competitiveness and resilience.

CONCLUSION AND RECOMMENDATIONS OF THE STUDY

Conclusion

This study demonstrates that effective talent management is pivotal in enhancing the sustainability of family-owned tourism businesses on Mahe Island, Seychelles. The findings show that aligning talent acquisition, development, and retention strategies with unique operational and cultural challenges significantly improves long-term resilience. Addressing challenges such as succession planning, skill retention, and balancing family culture with modern HR practices reduces turnover and ensures leadership continuity. Family owned tourism businesses should implement structured talent management programs that incorporate training, leadership development, and performance incentives that align with their business goals and family values. Emphasizing succession planning ensures a smooth leadership transition, which is vital for preserving family legacies and service quality. Employee engagement and community involvement strengthen social sustainability, which is crucial in island economies where local support drives tourism. This study emphasizes the integration of innovation within talent management strategies, enabling businesses to adapt to market demands while preserving their cultural heritage. This balance can be achieved through training programs that promote new skills while respecting family values and enhancing operational resilience. For similar island economies, these insights suggest investing in human capital development, formalizing HR practices, and embedding community engagement into talent strategies. Policymakers should support capacity-building initiatives and facilitate access to training resources to help family-owned enterprises overcome resource constraints. The practical application of this study's findings involves adopting comprehensive, culturally sensitive, and innovation-oriented talent management frameworks that safeguard the continuity and identity of family-owned tourism businesses and equip them to thrive in dynamic tourism markets. This approach ensures the enduring viability and growth of these enterprises and contributes to the broader economic and social sustainability of the island's tourism sector.

Recommendations

The investigation into the correlation between talent management and the sustainability of family-owned tourism businesses on Mahe Island, Seychelles, presents several actionable recommendations for family-owned tourism businesses. Family-owned tourism enterprises should prioritize strategic talent management practices, including the identification, development, and retention of both family and non-family personnel, to bolster business continuity and resilience. The implementation of structured training programs and succession planning is essential to ensure the intergenerational transfer of critical knowledge and skills, thereby supporting sustainability. Furthermore, cultivating an organizational culture that emphasizes innovation and adaptability enables businesses to navigate evolving market conditions effectively. Engaging in collaborations with local institutions and leveraging community networks can further enhance the talent pool and facilitate resource sharing. Collectively, these strategies contribute to establishing sustainable competitive advantages, thereby securing the future viability of family-owned firms.

CONTRIBUTIONS OF THE STUDY TO KNOWLEDGE

This study provides novel insights by examining the interaction between talent management and the sustainability of family-owned tourism enterprises, a specialized yet significant area within both human resources and tourism management scholarship. Focusing on Mahe Island, Seychelles offers empirical evidence from a distinctive geographic and cultural setting, thereby enhancing the understanding of how talent management practices contribute to the long-term viability of family-operated tourism businesses. The significance of this study lies in bridging the gap between talent management strategies and sustainable business outcomes, underscoring the practical implications for family businesses in emerging tourism destinations, and informing policymakers and practitioners seeking to bolster sector resilience and growth in the tourism sector.

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