

Redesigning HRM and Talent Management Architectures in Hotel Companies: An Integrated Multidimensional Framework

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Abstract

This study proposes a comprehensive integrated framework for Human Resource Management (HRM) and Talent Management (TM) specifically tailored to the unique operational realities of hotel companies. Drawing on a multidisciplinary synthesis of Strategic HRM, Resource-Based View (RBV), Dynamic Capability, and Sociotechnical theories, the research argues that hotel companies must develop coherent bundles of HR practices to build inimitable human capital and compensate for limited financial resources. The framework identifies four critical dimensions for organizational success: (1) strategically aligned HRM and TM systems; (2) scalable digital HR technologies (HRIS, AI-supported selection) that act as professionalization enablers; (3) sensitivity to institutional and regional contexts; and (4) a sustained focus on employee well-being and engagement as vital mediators of performance. This multidimensional perspective provides a robust theoretical foundation for analyzing and redesigning HR architectures in the hospitality sector, positioning context and human-centric values as core strategic drivers rather than background variables.

Keywords

strategic HRM, talent management, hotel companies, sustainable HRM, hospitality industry

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1. Úvod

Hospitality today remains a fiercely labor-intensive sector where human capital isn't just an asset—it is the very foundation of service quality and long-term viability. As hotel companies struggle to find their footing in a post-pandemic landscape, keeping pace with emerging trends in Human Resource Management (HRM) and Talent Management (TM) has shifted from a back-office task to a core strategic priority (Whysall et al. 2019). We are witnessing a massive technological push, where AI and robotics aren't just tools, but forces reshaping the very nature of job design (Silva et al. 2022a; Eger and Žižka 2024). At the same time, a new era of employee expectations is forcing a pivot toward sustainable, human-centric practices that prioritize mental resilience over mere productivity (Sugiharto et al. 2025).

2. Literature review

Yet, there is a frustrating disconnect in current academic circles; most HRM literature feels too broad and fails to grasp the lean, high-pressure reality of hotel operations (Gallardo-Gallardo, et al. 2019). This reveals a critical research gap: we lack a cohesive, multidimensional framework that shows how digital tools, strategic goals, and local socio-cultural contexts collide (King and Vaiman 2019; Battisti et al. 2023). Current research tends to get stuck in silos—focusing either on tech or on leadership—while ignoring how these forces together dictate whether an employee stays or leaves. There is an urgent need to figure out how hotels can overhaul their HR architectures to survive chronic labor shortages (Rahman 2025). By digging into these intersecting trends, we can finally offer practitioners a way to bridge the gap between abstract HR theories and the messy realities of daily hotel management (Shet 2020). Ultimately, understanding these dimensions is the only way to build a workforce that is tough enough to thrive in such a volatile, digital-first service economy (Kravchuk 2025):

1. Technological - Digital HRM & Analytics Dimension

Considering a technological dimension as a significant part of HRM and TM trends is necessary because digital systems have become their core enablers and shapers, not just tools as they were considered before. From a Technology–Organization–Environment (TOE) and related adoption/assimilation perspectives, digital HRM, AI and predictive HRM analytics are treated as technological, organizational and environmental configurations that determine whether advanced analytics capabilities emerge and influence talent outcomes in hotel companies (Gurusinghe et al., 2021; Prikshat et al., 2021; Mishra and Pathak, 2024). Excluding technology would ignore a major class of antecedents of modern human resources and talent management approaches effectiveness.

The resource-based view (RBV) and dynamic capability theory further justify this dimension: HR technologies (HRIS, AI, analytics, integrated data platforms) become strategic resources and capabilities when they enable better sensing of skills, faster talent decisions and more agile reconfiguration of the workforce, which in turn underpin sustained competitive advantage and resilience (Gurusinghe, et al. 2021; Sugiharto et al., 2025; Chowdhury, et al., 2024; Ruiz et al., 2024).

A sociotechnical systems (STS) perspective shows that technology is intertwined with work design and people systems, performance results from the joint optimization of social and technical subsystems. Digital HRM strategy explicitly formalizes this fusion of HR processes and digital technologies and is empirically

linked to improved hotel performance (Wassell and Bouchard, 2020; Zhang, Dillard and Cavallo, 2025). Therefore, a technological HRM dimension is essential to capture how tools such as AI, HRM analytics, and integrated data infrastructures condition the design and impact of HRM/TM architectures (Zhang et al., 2025; Chowdhury, et al., 2024; Alaghbari et al., 2024). We can conclude that this dimension captures digital HRM, AI, analytics, HRM 4.0, and human–technology interaction within these key approaches:

- **Technology Acceptance Model (TAM) and UTAUT**
Explain why and how HR staff and employees adopt digital HR systems. Perceived usefulness, ease of use, and performance expectancy are central drivers of digital HRM usage (Theres and Strohmeier, 2023; Ijiga et al., 2025).
- **Information Systems / Technology Adoption Theories (IDT, TOE, Task–Technology Fit)**
Innovation Diffusion Theory, the Technology–Organization–Environment framework, and Task–Technology Fit are widely used to explain digital HRM adoption, emphasizing technological characteristics, organizational readiness, and environmental pressures (Theres and Strohmeier, 2023).
- **Resource-Based View (RBV) and Dynamic Capabilities**
Digital HRM, analytics, and AI-enabled HR capabilities are framed as strategic resources that can generate sustained competitive advantage when they are valuable, rare, inimitable, and non-substitutable, and when HR builds dynamic capabilities to sense, seize, and reconfigure resources in turbulent environments (Farndale et al., 2022; Amin et al., 2024).
- **Sociotechnical Systems Theory (STS)**
Emphasizes the joint optimization of social and technical subsystems. Integration of algorithmic or AI-based HR tools must be aligned with work design, learning, and employee well-being (Zhang et al., 2025).

These theories justify why technological trends belong as a distinct dimension- they shape HRM and TM by altering capabilities, structures, and behaviors.

2. Strategic HRM and Performance Dimension

A strategic dimension is required because integrated HRM and TM approaches are fundamentally about aligning people systems with competitive strategy and performance goals. Core strategic HRM (SHRM) theories argue that HR managers matter when they are configured to support strategy, elicit the behaviors required by that strategy, and form high-performance systems (Sugiharto et al., 2025)

SHRM and high-performance work systems frameworks explain why bundles of recruitment, development, performance management and rewards practices must be mapped against strategic priorities, not treated as isolated tools. From an resourced based view (RBV) and human capital lens, these systems create, deploy and protect valuable, rare and inimitable human capital; they are a central mechanism through which firms build and leverage talent for competitive advantage (Chowdhury et al., 2024). Dynamic capability arguments extend this by showing that HR systems contribute to sensing, seizing and reconfiguring resources in volatile environments, so strategic HRM–TM integration directly supports adaptability and innovation (Sugiharto et al., 2025; Chowdhury et al., 2024).

Configurational and contingency perspectives in SHRM further justify a strategic dimension: performance depends on the internal fit of HR practices and their vertical fit with strategy and environment, so any integrated map must reference strategy as a distinct layer that shapes which HRM/TM configurations are effective in which conditions (Wassell and Bouchard, 2020).

This dimension links HRM and TM to competitive strategy, performance, and organizational effectiveness by using these key approaches:

- **Strategic HRM Frameworks and Behavioral Perspective**
Strategic HRM explains how HRM systems elicit employee behaviors that fit business strategy. The behavioral perspective posits that HR practices are designed to produce specific role behaviors required by strategy (Amin et al., 2024).
- **Resource-Based View and Human Capital Theory**
Employees and talent systems are seen as strategic assets; HRM/TM architectures help develop and deploy human capital that underpins competitive advantage (Amin et al., 2024).
- **Dynamic Capabilities**
HRM is conceptualized as a set of HRM dynamic capabilities - building knowledge, social integration, and reconfiguration, that enable strategic agility and adaptation to environmental dynamism (Farndale et al., 2022).
- **Contingency and Configurational Perspectives (Fit)**
Horizontal fit representing internal coherence of HR practices and vertical fit representing alignment of HRM systems with strategy and environment, are core to explain how different HRM configurations yield effectiveness under different strategic and contextual conditions (Xi et al. 2025; Amin et al., 2024).
- **Macro-Contingent and Systems Views of Talent Management**
A macro-contingent TM framework argues that effective TM requires alignment of talent systems with both business strategy and macro talent systems, linking micro–meso–macro levels (King and Vaiman, 2019).

3. Contextual - Institutional and Environmental Dimension

A contextual dimension is indispensable because the meaning, design and effectiveness of HRM/TM practices are highly dependent on their institutional, sectoral and organizational context.

Contextual and institutional theories of SHRM emphasize that HR systems are shaped by regulations, cultural norms, labor markets, sector logics and governance structures, not only by internal strategy (Gallardo-Gallardo et al. 2019). Research on Industry 4.0 and sustainable HRM using extended TOE models shows that environmental and people-related enablers (regulation, stakeholder pressures, skills, culture) have high “driving power” for technology-led HRM change, justifying their explicit representation as a separate dimension (Mishra and Pathak, 2024).

In contextualized talent management, context is not just background; it actively affects how talent is defined, which practices are feasible, and how outcomes are interpreted. Scholars argue that TM can only be understood within specific organizational, national and temporal contexts, and call for models where

contextual factors are built into the theoretical architecture, not added ex post (Gallardo-Gallardo et al., 2019; Fedorova et al., 2020).

Recent work on HRM in public and local government organizations under digitalization further shows that sector-specific constraints (public accountability, regulation, fiscal limits, urban–rural disparities) both restrict and stimulate HR innovation, altering what “good” HRM/TM looks like in practice (Aluko et al., 2025). For these reasons, a distinct contextual dimension is theoretically required to capture institutional, sectoral, national and organizational conditions that moderate all technological and strategic HRM/TM choices (Gallardo-Gallardo et al., 2019; Mishra and Pathak, 2024; Aluko et al., 2025). This dimension explains why HRM/TM designs vary across countries, sectors, and institutional environments using these theories and approaches:

- Institutional Theory (including institutional logics and institutional work) Institutional logics and institutional work highlight how regulative, normative, and cultural-cognitive pressures shape HRM and how HR actors both respond to and reshape institutions (Lewis, Cardy and Huang, 2019; Mayrhofer et al., 2019; Allen and Wood, 2021).
- Contextually Based HRM Models Context-based SHRM models distinguish between market mechanisms (competition, technology) and institutional mechanisms (laws, culture, politics) as external determinants, and internal heritage (history, structure, culture) as internal determinants of HRM/TM systems (Gallardo-Gallardo, et al. 2019).
- Varieties of Capitalism and Business Systems Approaches Show how different national business systems and welfare/institutional arrangements generate distinctive HRM architectures, career patterns, and skill systems (Allen and Wood, 2021).
- Context-Focused HRM/IHRM Work Research on context in HRM and IHRM emphasizes national, organizational, and workplace layers of context and calls for context-dependent theorizing, not only variable-oriented models (Mayrhofer, et al., 2019; Farndale et al., 2022).
- Macro-Contingent Talent Management Positions organizational TM within macro talent management systems, shaped by economic, political, regulatory, technological, and cultural conditions, and argues that TM effectiveness depends on integrating these external contexts into system design (King and Vaiman, 2019).

These theories justify a dedicated contextual dimension: HRM/TM cannot be understood apart from national, sectoral, and institutional settings.

4. People (Employee centric) perspective

At the core of hotel companies lies the employee dimension, which encompasses engagement, well-being, and competencies. This approach is firmly grounded in human capital and sustainable HRM perspectives, arguing that these elements are not merely moral imperatives but essential mediators between HR practices (or technology) and overall performance. Employee engagement reflects the emotional and intellectual commitment of staff toward their roles, driving superior service quality. Well-being ensures the long-term physical and mental resilience of the workforce, which is critical in the high-pressure hospitality

environment. Finally, competencies represent the specific skills and knowledge necessary to adapt to evolving industry standards. (Sugiharto et al., 2025; Gallardo-Gallardo, et al., 2019).

Table 1. Summary Table of Dimensions and Core Theories

Dimension	Core justification	Citations
Technological - Digital HRM and Analytics Dimension	Technologies are strategic resources and sociotechnical design levers shaping HRM/TM capability and outcomes	(Gurusinghe et al., 2021; Zhang et al., 2025; Chowdhury et al., 2024; Wassell and Bouchard, 2020; Ruiz et al., 2024; Prikshat, et al., 2021; Mishra and Pathak, 2024; Alaghbari et al., 2024)
Strategic HRM and Performance	HRM/TM must align with strategy and performance via SHRM, RBV, HPWS, dynamic capabilities	(Sugiharto et al., 2025; Chowdhury et al., 2024; Wassell and Bouchard, 2020)
Contextual - Institutional and Environmental	Institutions, sector and environment condition what HRM/TM is feasible and effective	(Gallardo-Gallardo et al., 2019; Fedorova et al., 2020; Mishra and Pathak, 2024; Aluko et al., 2025)
People / Employee-centric	Human capital, capabilities and well-being mediate between HRM/tech and performance	(Sugiharto et al., 2025; Gallardo-Gallardo et al., 2019; Kravchuk, 2025)

(Source: own elaboration)

3. Methodology

This study adopts a secondary research design grounded in an exploratory theoretical analysis and conceptual synthesis to examine emerging trends in Human Resource Management and Talent Management in hotel companies. The methodological framework is designed to bridge the gap between theoretical scholarship and practical organizational application through a comparative review of recent literature. Rather than collecting primary data from organizations or employees, it systematically interrogates and integrates existing scholarship on emerging trends in Human Resource Management (HRM) and Talent Management (TM). Similar to recent systematic and conceptual reviews in HRM and TM, this design enables a structured mapping of a rapidly evolving field while highlighting conceptual developments, gaps, and future directions.

4. Results

The rapid evolution of the hospitality landscape is increasingly defined by the **(1) Technological/Digital HRM and Analytics Dimension**. Within the integrated framework of hotel companies, technology is no longer viewed merely as a supportive tool for administrative efficiency; it has become a fundamental strategic enabler that professionalizes HR processes and compensates for lean organizational structures. By adopting a sociotechnical perspective, hotel companies can align digital solutions with human capital to reshape work design, communication, and learning patterns.

This dimension is characterized by several core trends that bridge the gap between traditional HR practices and the data-driven future of the industry:

- **HR Digitalization and HRM 4.0/Smart HR:** The shift toward "Smart HR" through e-HRM, cloud platforms, and AI-driven systems is fundamentally reshaping the lifecycle of the hotel employee. From automated recruitment to intelligent workforce planning, these technologies allow hotel companies to remain agile and responsive to market fluctuations (Silva et al., 2022a; Eger & Žižka, 2024).
- **HR Analytics and Data-Centric Talent Management:** Moving beyond intuition, modern hotel management relies on predictive modeling and data-driven talent identification. This allows for personalized development pathways and the ability to proactively manage turnover—a critical factor in the labor-intensive hospitality sector (Ghosh et al., 2025; Jothi & Savarimuthu, 2022).
- **Human–AI and Human–Robot Collaboration:** As autonomous systems and robotics enter the service environment, the focus shifts to the redesign of jobs and the emergence of new skill mixes. The successful co-working of humans and machines is becoming a cornerstone of modern hotel operations, requiring a strategic re-evaluation of employee competencies (Capolupo et al., 2025; Whysall et al., 2019).

The **(2) Strategic HRM and Performance Dimension** represents the integrative pillar of the framework, moving beyond administrative functions to position human capital as a primary source of competitive advantage. In the context of hotel companies, which often operate within volatile markets and lean structural frameworks, the alignment of HR practices with overarching business goals is no longer optional—it is a strategic necessity. This dimension emphasizes that high-performance work systems are most effective when they are vertically aligned with the company's innovation and sustainability agendas and horizontally integrated across the employee lifecycle.

This strategic perspective is defined by several transformative trends:

- **SHRM as a Strategic Partner:** Modern HRM and Talent Management are now viewed as essential partners in shaping business strategy. This involves a tight integration with the hotel's competitiveness and sustainability goals, ensuring that human capital initiatives directly support long-term organizational viability and innovation (Whysall et al., 2019; Nastase et al., 2025).

- **Dynamic, Systems-Thinking Talent Management:** Under the pressures of Industry 4.0, talent pipelines are no longer managed in silos. Instead, they are treated as interconnected systems—encompassing attraction, development, mobility, and succession—that must remain agile to respond to rapid industry shifts (King & Vaiman, 2019; Battisti et al., 2023).
- **Macro-Contingent and Multi-Level TM:** A robust talent strategy must transcend the boundaries of the individual firm. It requires a multi-level approach that considers macro-environmental factors (national labor markets and regulations), meso-level industry trends (hospitality sector shifts), and micro-level individual needs, ensuring a holistic fit within the specific sectoral and regional context (Gallardo-Gallardo et al., 2019; Rahman, 2025).

The **(3) Contextual - Institutional, and Environmental dimension** acknowledges that HRM and Talent Management (TM) do not operate in a vacuum. Especially for hotel companies, which are deeply embedded in local labor markets and diverse regulatory frameworks, success depends on a high degree of "contextual fit." This perspective challenges the "one-size-fits-all" approach, arguing that the definition of talent and the feasibility of specific HR practices are dictated by a complex interplay of geographic, sectoral, and institutional forces. By treating context as a core strategic variable, hotel companies can better navigate the unique challenges of global mobility, regional demographics, and industry-specific regulations.

This dimension is characterized by three key pillars:

- **Contextualized Talent Management:** Research indicates a strong variation in TM practices based on country, sector, and even the size of the hotel. Local institutions and cultural nuances fundamentally shape the understanding of what constitutes "talent" and dictate the most effective ways to manage it within a specific social fabric (Tyskbo & Firtin, 2025; Gallardo-Gallardo et al., 2019).
- **Industry- and Sector-Specific HRM:** The hospitality and tourism sectors face distinct challenges, including high labor intensity, specific safety regulations, and a constant need for evolving service skills. These sectoral pressures require specialized HRM strategies that differ significantly from other industries like high-tech or manufacturing (Sheehan et al., 2018; Eger & Žižka, 2024).
- **Global and Macro Talent Systems (GTM):** National regulations, demographic shifts, and global mobility regimes create the architecture within which talent flows occur. Understanding these macro-level forces is essential for hotel groups to develop robust Global Talent Management (GTM) strategies that can adapt to changing migration patterns and international labor standards (Rahman, 2025; Shvetsova, 2025).

In the hospitality sector, the **(4) People (employee centric) dimension** (engagement, well-being, and skill-sets) is the vital link between operational inputs and firm success. Drawing from sustainable HRM theory, this approach recognizes that fostering employee health and commitment is a strategic necessity; it acts as the primary mediator through which HR systems and digital tools drive competitive performance.

- **Employee Engagement and Service Quality:** Engagement reflects the emotional and intellectual commitment of staff, driving superior service quality. It is a critical differentiator in the service-centric hospitality industry (Sugiharto et al. 2025; Gallardo-Gallardo et al., 2019).
- **Well-being and Mental Resilience:** In high-pressure environments, the long-term physical and mental resilience of the workforce is critical. Strategic well-being ensures the sustainability of human resources and prevents burnout (Sugiharto et al. 2025).

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- Competency-Based Development and HRM 5.0: The "human-centric" turn in HRM 5.0 focuses on developing specific skills that allow employees to co-create value with digital systems, fostering resilient and digitally enabled organizations (Kravchuk 2025; Sugiharto et al. 2025).

Together, these strands explain why each dimension—technological, strategic, contextual and people — must appear in an integrated HRM/TM trend map: each represents a distinct but interacting class of determinants that established theory identifies as necessary to understand and design effective HRM and talent systems.

Table 2 Integrated HRM/TM Trend Map and Design Levers

Dimension	Key Emerging Trends	Architecture Design Implications	Citations
Technological	HRM 4.0, AI, analytics, human–AI collaboration	Build HR tech stack; analytics roles; reskilling systems	(Silva et al., 2022a; Silva et al., 2022b; Claus, 2019; Whysall et al., 2019; Daraojimba et al., 2024; Ghosh et al., 2025; Jothi & Savarimuthu, 2022; Bindra et al., 2025; Eger & Žižka, 2024; Capolupo et al., 2025)
Strategic	SHRM as strategic partner; systems-thinking TM; macro–micro alignment	Business-centric TM, board oversight, ESG/DEI integration	(Whysall et al., 2019; Shet, 2020; Gallardo-Gallardo et al., 2019; Daraojimba et al., 2024; Ghosh et al., 2025; Rahman, 2025; Battisti et al., 2023; King & Vaiman, 2019; Nastase et al., 2025)
Contextual	Contextualized TM; sectoral and national variation; global talent systems	Context-sensitive designs; multi-level TM; sector-specific HRM	(Tyskbo & Firtin, 2025; Whysall et al., 2019; Gallardo-Gallardo et al., 2019; Sheehan et al., 2018; Rahman, 2025; Battisti et al., 2023; Shvetsova, 2025; Eger & Žižka, 2024)
People	Monitoring of employee engagement, well-being and mental resilience	HR-centric to TM-centric strategy HRM orientation	(Kravchuk 2025; Sugiharto et al. 2025; Gallardo-Gallardo et al., 2019).

(Source: own elaboration)

5. Conclusion

This study brings together strategic HRM, talent management, resource-based, dynamic capability, sociotechnical and contextual perspectives into a single integrated framework tailored to the realities of hotel companies. From a strategic HRM and RBV viewpoint, hotel companies need coherent bundles of HRM and TM practices that build valuable, rare and inimitable human capital and align it with their competitive priorities, compensating for their typically limited financial and structural resources. Dynamic capability theory reinforces this need by highlighting how agile, learning-oriented HR architectures enable small firms to sense market changes, seize opportunities and reconfigure their limited talent base more quickly than larger, more bureaucratic competitors.

The technological/digital HRM dimension recognizes that, for hotel companies, affordable HRIS, e-recruitment, AI-supported selection and basic HR analytics can become critical enablers rather than mere tools, helping them professionalize HRM processes, compete for scarce talent and make evidence-based people decisions despite lean HR departments. A sociotechnical lens is especially relevant here: in big organizations, the tight coupling between people, informal structures and technology means that even simple digital solutions can reshape work design, communication patterns and learning, amplifying or constraining the impact of HRM/TM initiatives.

At the same time, contextual and institutional perspectives clarify that hotel companies HRM and TM systems are embedded in specific sectoral, regional and regulatory environments, as well as in distinctive owner-manager values and local labor markets. These contextual forces shape how “talent” is defined, which HR practices are feasible, and how quickly digital solutions can be adopted, making it essential to treat context as a core dimension rather than a background variable. Finally, human-capital and sustainable HRM views justify the focus on employee capabilities, well-being and engagement as key mediating mechanisms between HR/technology and firm performance—particularly crucial for hotel companies, where each employee carries disproportionate strategic weight.

Taken together, the integrated framework argues that hotel companies’ success in managing people depends on the interaction of four dimensions: strategically aligned HRM and TM systems, appropriate and scalable digital HR technologies, sensitivity to institutional and organizational context, and sustained investment in employee capabilities and well-being. Positioning our study within this multidimensional perspective provides a robust theoretical justification for analyzing and redesigning HRM and TM architectures specifically for hotel companies.

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