

# Effectiveness of Talent Management Strategies: A Study with Reference to Hotel Industry in Chennai

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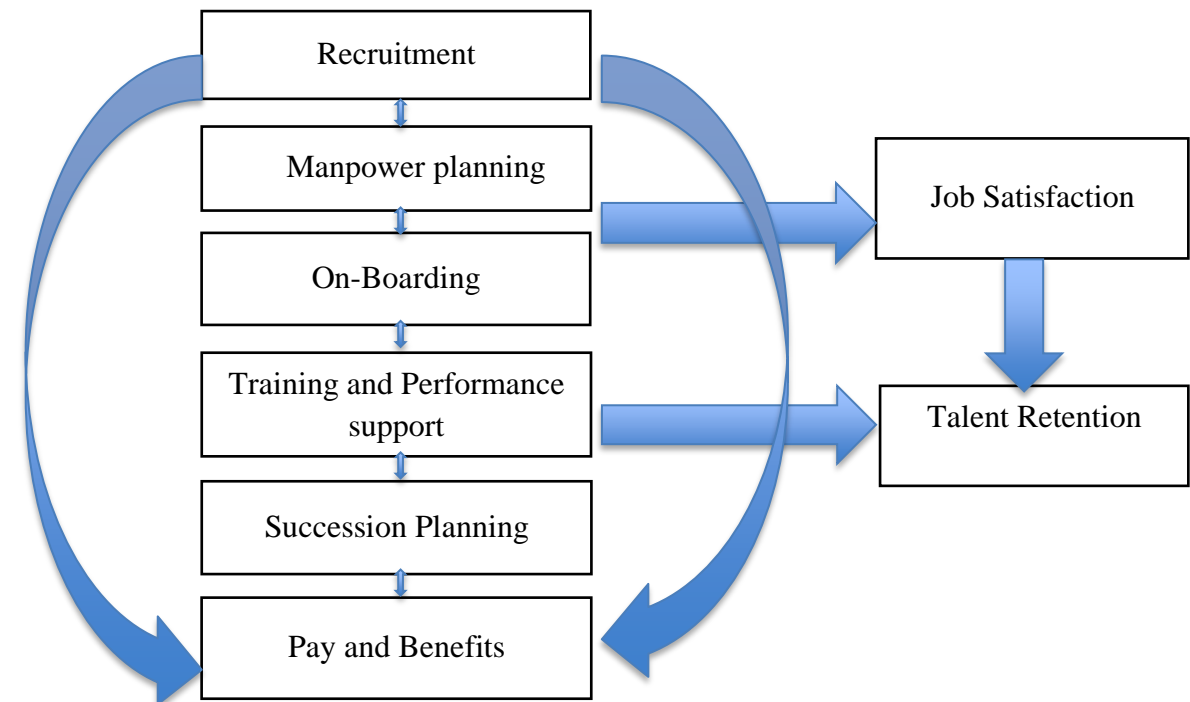
## INTRODUCTION

This study offers a comprehensive view of the talent management within the hotel industry, addressing both traditional challenges and emerging trends. It recognizes the unique demands placed on hoteliers in terms of attracting, retaining, and developing top talent, given the industry's reputation for high turnover and demanding work environments. One key aspect highlighted is the importance of creative recruitment strategies, such as employer branding and strategic partnerships with academic institutions, to ensure a steady influx of qualified employees. These approaches can help hotels differentiate themselves in a competitive labor market and attract candidates who are aligned with their organizational culture and values. Moreover, the study underscores the significance of ongoing training and development initiatives in nurturing talent and enhancing employee performance. From leadership development programs to on-the-job training, investing in employee growth not only improves service delivery but also fosters a culture of continuous learning and innovation within the organization.

The integration of technology into talent management processes is also examined, emphasizing its potential to streamline recruitment, training, and performance management. By leveraging data analytics, artificial intelligence, and virtual reality tools, hotels can optimize training modules, refine talent acquisition processes, and gain valuable insights for talent retention strategies. Additionally, the study underscores the importance of diversity and inclusion programs in fostering a sense of belonging and leveraging the diverse perspectives and skills of employees to drive business success. Embracing diversity in all its forms not only enhances organizational culture but also enables hotels to better understand and cater to the diverse needs of their guests.

Overall, the study provides valuable insights for hotel managers and HR specialists seeking to enhance their talent management strategies and stay competitive in an ever-evolving hospitality market. By understanding and implementing smart talent strategies, hotels can effectively address challenges, capitalize on opportunities, and achieve sustainable growth.

## CONCEPTUAL FRAMEWORK



## REVIEW OF LITERATURE

**M. Goldsmith and Louis Carter (2009)** focus on presenting contemporary perspectives, tools, models, instruments, and case studies essential for identifying, leading, and managing talent within organizations. The authors offer a comprehensive array of insightful ideas, tools, and models for the formulation and execution of effective talent management strategies. Additionally, they provide case studies to illustrate the planning and implementation of successful talent succession management strategies within organizations.

**Vaiman et al. (2012)** define global talent management as encompassing all organizational activities aimed at attracting, selecting, developing, and retaining top-tier employees in strategically significant positions.

**K. R. Manjunath and K. Jalaja (2013)** emphasize that organizational success hinges not only on acquiring quality human resources but also on realizing optimal value from them. This necessitates the development of strategies that encompass the appraisal, development, and retention of intellectual resources. Such initiatives are crucial for establishing long-term sustainable competitive advantages, especially in competitive or highly fragmented market conditions. Acquiring the right talent and ensuring their sustained presence over the long haul affords organizations the opportunity to achieve strategic turnaround in their operations.

**According to Schiemann (2014)**, talent management encompasses a distinct function that consolidates all activities and duties related to managing the talent lifecycle, irrespective of geographical location. This includes activities ranging from the attraction and acquisition of talent to its development and retention.

**Amiri and Nobakht (2016)** assert that while performance management is crucial for enhancing organizational effectiveness and achieving goals, the impact of talent management is deemed more significant among HR professionals and managers. They emphasize that focusing on talent management is essential for improving organizational circumstances and ultimately attaining organizational objectives.

**Amiri and Safariolyaei (2017)** delve into the concept of talent management within the employee framework. They highlight the importance of identifying and nurturing employees' hidden talents, advocating for a management focus on talent development to enhance productivity and performance among workers.

**Furthermore, Son et al. (2020)** delineated talent management as encompassing activities and processes characterized by the systematic identification of pivotal positions that significantly contribute to the organization's sustainable competitive advantage. This involves the cultivation of a talent pool consisting of individuals with high potential and outstanding performance to occupy these roles. Additionally, it entails the establishment of a differentiated human resource framework aimed at facilitating the placement of capable individuals in these positions and ensuring their enduring commitment to the organization.

### Objective of the Study

1. To find out the factors influencing talent management in the hotel industry
2. To identify the most suitable strategy to identify, develop and retain talented employees in the organization

### Limitations of the Study

1. Only talent management predominant variables alone taken for this study and the outcome variable were not measured.
2. Only medium size hotels are taken for this study. The findings are generalized to only hotel industry located in Chennai alone.

## RESEARCH METHODOLOGY

The quantitative descriptive research design and the data collected among 110 employees from different hotels in Chennai. The sampling method used for this study is non probability Convenience sampling. The Primary Data is collected by creating and circulating questionnaires with the help of Google Forms. The secondary data is taken from various articles, Books, Journals and websites. The statistical tools used to analyze the Data are 1.Percentage analysis 2.T-Test 3.Pearson Correlation.

ANALYSIS AND INTERPRETATION

1. Classification Based on Gender

Gender	No. of Respondents	Percentage %
Male	101	92%
Female	9	8%
Total	110	100

From the above table it is interpreted that 92% of the respondents identified as male, and 8% of respondents are female. The findings indicate a notable predominance of male respondents within the sample population.

2. Classification Based on Qualification

Qualification	No. of Respondents	Percentage %
Diploma	10	9%
UG	33	30%
PG	45	41%
Professional Course	22	20%
Total	110	100

From the table, it is observed that 41% of the respondents hold postgraduate qualifications, 30% have completed undergraduate studies, 20% have pursued professional courses, and 9% have obtained diplomas. Notably, there were no respondents who did not provide information regarding their high school education.

3. Classification Based on Recruitment Methods

Factors	Recruitment Methods										
	Advertising (Hotels Website)			Online job boards (e.g., LinkedIn, indeed)		Employee referrals		Campus recruitment		Job consultancy	
	No. Of Respondents		%	No. Of Respondents	%	No. Of Respondents	%	No. Of Respondents	%	No. Of Respondents	%
Usage of recruitment methods	20		18%	25	23%	47	43%	11	10%	7	6%

Classifications of respondents based on the Factors of recruitment are: it is apparent that the primary recruitment method employed by Hotels to acquire new employees is through Employee Referrals, as indicated by 43% of the respondents.

Following this, 23% of respondents cited Online Job Boards, 18% mentioned Advertising, 10% referenced Campus Recruitment, and 6% indicated on Job Consultancies. Notably, Employee Referrals emerged as the predominant method favoured by most employees for recruitment in Hotel Industry.

#### 4. Classification of respondents Opinion about Training and Performance Support

Factors	Level of Agreeability									
	Strongly agree		Agree		Neutral		Disagree		Strongly disagree	
	No. Of Respondents	%	No. Of Respondents	%	No. Of Respondents	%	No. Of Respondents	%	No. Of Respondents	%
Good Policy	30	27%	69	63%	7	6%	4	4%	0	0%
Well, analysed	22	20%	79	72%	6	5%	3	3%	0	0%

The above table data provided, a significant majority of respondents, comprising 63% feel agree, while 27% strongly agreed, 6% remained neutral, and 4% disagreed regarding the Hotels training and development policy among its employees. 72%, expressed agreed, while 20% strongly agreed that the training courses offered by our hotels are meticulously analyzed and effectively catered to employee development. A smaller proportion, 5%, indicated neutrality conversely, only 3% disagreed towards well analyzed.

#### 5. Classification of Respondents Based Succession Planning

Factors	Opinion			
	Yes		No	
	No. of Respondents	%	No. Of Respondents	%
Sources effective Managers from outside	68	62%	42	38%
Replacement is effective	63	57%	47	43%

Classification of respondents based on the Factors of succession planning it is interpreted that: 62% of respondents have acknowledged Hotels practice of sourcing effective managers from external sources, whereas 38% of respondents have expressed a rejection of this approach. 57% of the respondents have endorsed the effectiveness of manager replacement, while 43% have expressed dissent towards this aspect.

**6. Classification of Respondents opinion towards Compensation and Benefits**

Attributes	Level of Agreeability									
	Very satisfied		satisfied		Neutral		Dissatisfied		Very dissatisfied	
	No. of Respondents	%	No. of Respondents	%	No. of Respondents	%	No. of Respondents	%	No. of Respondents	%
Satisfied level with the current role	46	42%	57	52%	5	4%	2	2%	0	0%
Incentive & bonus provided for good performance	16	14%	90	82%	4	4%	0	0%	0	0%
Salary package offered by the hotels is adequate to your level	14	13%	89	81%	5	4%	2	2%	0	0%

Classification of respondents based on the attribute of compensation and benefits it is interpreted that: From the table, it is presented that, 52% of respondents indicated they are satisfied, while 42% expressed being very satisfied with their current role. Additionally, 4% of respondents remained neutral, and 2% expressed dissatisfaction.

From the table, it appears that 82% of the respondents are satisfied, while 14% are very satisfied with the incentive or bonus provided for good performance. Additionally, 4% of respondents remain neutral. it is observed that 81% of respondents reported being satisfied, with 13% expressing a high level of satisfaction. Additionally, 4% of respondents remained neutral, while 2% indicated dissatisfaction with the incentive or bonus provided for good performance.

**7. Classification of Respondents based on Employee Retention**

Attributes	Level of Agreeability									
	Strongly agree		Agree		Neutral		Disagree		Strongly disagree	
	No. Of Respondents	%	No. Of Respondents	%	No. Of Respondents	%	No. Of Respondents	%	No. Of Respondents	%
willing to shift other organization	13	12%	64	58%	16	14%	13	12%	4	4%
Willing to stay with the organization for long-term	12	11%	78	71%	6	5%	14	13%	0	0%

It is observed that 58% of the respondent's agreed to shift the organization, 14% remained neutral, 12% strongly agreed, 12% disagreed, and 4% strongly disagreed regarding their willingness to shift to another organization upon receiving a favourable opportunity from outside. It is evident that 71% of the respondent's, 13% disagreed, 11% strongly agreed, and 5% remained neutral regarding them to stay with the organization for the long-term. Notably, no respondents indicated strong disagreement with this proposition.

### **Statistical Analysis: T-test**

The independent sample T-test compares the means of two independent groups to find if the associated sample means are significantly different. The p-values were found to be .000 in both cases (assuming equal variances and not assuming equal variances), which suggests that there is a significant difference in the mean length of time individuals have been retaining in the organization between married and unmarried individuals.

### **Correlation**

Correlation helps to describe the strength and relationship between two variables. Pearson correlation was used to identify whether there is a relationship between clarity of the organization's view provided during onboarding the provision of good mentorship for recruits during onboarding, and employee retention. The correlation coefficient of 0.540 and 0.823 with a p-value of 0.000 suggests a strong positive relationship between recruitment methods and employee retention.

## **FINDINGS AND DISCUSSIONS**

- It is observed that 84% of the respondents have accepted that the Hotel industry meet their workforce requirement plan.
- The study reveals 81% of the respondents have accepted they have an immediate filling of vacancy.
- From the study it is found 86% of the respondents have accepted that the right person placed in right job.
- It is apparent that the primary recruitment method employed by Hotel industry to acquire new employees is through Employee Referrals, as indicated by 43% of the respondents.
- It can be observed that 72% of the respondents are agreed for employee more through internal sources.
- It is evident that 50% of the respondents agreed for received clear view about the organization.
- From the analysis, it is evident that 49% of the respondents are agreed, that they provide a good mentor for its employees.
- From the table data provided, a significant majority of respondents, comprising 63%, agreed regarding the Hotel industry's training and development policy among its employees.
- A significant majority of respondents, comprising 72%, agreed, that the training courses offered by our hotels are meticulously analyzed and effectively catered to employee development.
- It is evident that 62% of respondents have acknowledged Hotel industry's practice of sourcing effective managers from external sources.
- It is found that 57% of the respondents have endorsed the effectiveness of manager replacement.
- It is presented that, 52% of respondents indicated they are satisfied with the current role.
- It appears that 82% of the respondents are satisfied, with the incentive or bonus provided for good performance.
- 81% of respondents being satisfied, with the salary package offered by the hotels is adequate to to meet out their needs.
- 58% of the respondent's agreed, regarding their willingness to shift to another organization upon receiving a favorable opportunity from outside.
- It is evident that 71% of the respondent's agreed that to stay for the long term with the organization.

## **SUGGESTIONS**

1. Immediate filling of vacancy at Hotels, will reduce the workload of other employees and increase the service performance of the organization on the whole.
2. Effective communication regarding the vacancies for various positions in the Hotels to all the Levels of Employees in Management and ensure it which strengthens the 3.Internal Sources of Recruitment and also it helps the management to be benefited of the costs that are needed for sourcing and attracting of new employees.

4. Appointing a mentor helps the new recruits obtain clear view about the organization, so by appointing a well-trained mentor will increase the effectiveness of the process, obtaining clear view about the organization helps new recruits get adapted to organizational culture and environment quickly.

## CONCLUSION

Effective talent management practices are crucial for organizations to thrive in today's competitive landscape. By prioritizing the attraction, development, and retention of top talent, businesses can build a strong foundation of skilled individuals who drive success. Talent management isn't just about filling positions; it's about nurturing potential, fostering growth, and aligning individual goals with organizational objectives. When companies invest in their employees' development and well-being, they create an environment where people are motivated to perform at their best. This not only enhances productivity but also fosters a positive hotels culture where employees feel valued and engaged. Moreover, aligning talent management strategies with overall business goals ensures that organizations have the right people in the right roles to support their long-term objectives. It's about strategically identifying and cultivating the skills and leadership qualities needed to propel the business forward.

In essence, talent management is a strategic imperative that goes beyond HR functions to make the organizational success; it requires careful planning, continuous investment, and a culture of support and growth for all employees.

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