Factors Influencing Talent Management Practices in Hotel Industry – A Study Across 5-Star Hotels in Bangalore city

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Abstract:

Having the capacity to think beyond the box is the most significant asset a corporation can have. One of the most challenging challenges faced by organizations all over the world is the development and retention of top-notch workers. Human capital is becoming more important than ever before in today's business climate. Firms gain a competitive advantage by providing their employees with the information, skills, and experience they need to perform their duties more effectively. In today's shifting business climate, where Indian organizations are becoming more agile and adaptive, talent acquisition is becoming increasingly vital. Getting the right people in place is the first step toward meeting an organization's goals of having a highly motivated, empowered, and flexible workforce. Success depends heavily on this one factor. Personnel management in the Indian hotel business has to be better understood. An "exploratory study" is a study that aims to get a deeper grasp of an undefined subject matter. This research is unquestionably Exploratory in nature, with the goal of learning more about the present issue. The workers of Bangalore's five-star hotels provide the major data source. The Cochran Formula specifies a sample size of 180 employees with a 95% confidence level and a 30% error margin for a specific population. It is based on the criteria found in the literature review used to construct the survey's question. The first component of the report includes demographic data about the respondents, followed by sections on hotel talent management practises and on the variables that impact these practises. A Likert scale underpins each question on the survey. Recruiting and keeping employees, training and development, performance management, rewards and recognition, and succession planning are all examples of dependent variables. Developing people and recruiting and keeping talent are examples of independent variables. It is used to show descriptive statistics and then to test hypotheses using SPSS Version 25 and AMOS R Version 23 The components driving talent management methods are identified using first order confirmatory factor analysis (SEM). As a reminder, this study only focuses on the employees of 5 star hotels in Bangalore City, and the findings cannot be applied to any other sector or hotels rated lower than 5 stars in the city. Employees say that retaining talent has the highest mean value of 4.43, while succession planning has the lowest at 4.06. Employees' perspectives on talent management practises are equally influenced by each of the six aspects listed in the literature review Performance management has the most influence on talent management in the hotel industry, whereas performance management has the least impact.

Keywords: Hotel Industry, Talent management practices, Talent retention, Talent attraction, Performance Management, Succession Planning, reward and recognition

Introduction

Talent management practices can be defined as the activities undertaken by an organization to attract, improve and retain workers who possess useful skills **(Graham et al., 2024)**. This includes competition recruitment of high performing workers, valuing training and development of workers and finally working towards creating a culture that supports engagement and growth of the employee **(Groenewald et al., 2024)**. If an organization uses these practices well, it will have the appropriate persons for the position, hence it will have improved efficiency, satisfaction of its employees and general success **(Kolachina et al., 2024).**

Attraction, development, retention, succession planning and leadership **(Kravariti et al., 2022)**are all discussed in this portion of the course. This is crucial for this study because it helps to understand the experiences of hotel workers and the function that TM activities play in developing personal careers **(Al Aina & Atan, 2020)**. Using these methods, hotels may stay one step ahead of the competition when it comes to recruiting and retaining highly trained employees. Employees' job growth needs may be analysed in depth to help companies plan ahead and generate the necessary workforce to meet immediate market demands **(Kaliannan et al., 2023)**. As an alternative **Cappelli and Keller (2014)** stated that, workers who have been given the opportunity to establish their own careers are driven, focused, and loyal to the success of their employer

A company's most valuable asset is its ability to think beyond the box. Developing and retaining top-notch employees is one of the most difficult difficulties facing businesses all over the world **(Lai et al., 2020)**. The importance of human capital in today's corporate environment has been given more prominence than ever before. Firms get a competitive edge because they are able to provide their staff with the necessary information, skills, and experience to do their jobs better **(Boxall & Purcell, 2003).**Because it has brought people closer together, globalisation has altered the whole landscape of the earth. Because so many people from all over the world congregate in one place, every country, state, and city are evolving and getting closer together. All industries, including tourism and hospitality, industry, and information technology, are seeing rapid transformation. Changes have occurred in the hotel business recently, with several domestic and foreign rivals. The entry of multinational hotel chains into the Indian hospitality sector has spurred tremendous expansion in the country's hotel business in recent years **(Sanjaykumar, 2016).**

Bengaluru lately saw a major shift from a small village to an international metropolis. Engineering, information technology, and hospitality have all seen significant investment in the previous decade or so **(Nisbett, 2020)**. Many people journey to the city for business objectives. Additionally, hotels in both price ranges have seen a rise, going from the lowest to the highest number of rooms available. As a result of this fast expansion, there is a high need for competent hospitality experts across a wide range of businesses, including hotels, banking, retail, and so on. Because of the technical skills they learned during their training, hotel management experts are a need for any organization **(Kumari, 2024)**.

Because of this high demand, there has been an increase in attrition and a number of career advancement job swaps have occurred **(Asghar et al., 2021)**. For the sake of their long-term growth, many employees would like to cooperate with well-known firms." These frequent work shifts have prompted hotels to implement methods such as "Succession Planning," "Turnover Control," etc. in order to retain staff. "Talent Retention Management" in hotels is the topic of this essay **(Goh & Okumus, 2020)**.

As stated by **Cheese (2008),** it is possible to identify the following variables. High performance attracts new talent and offers the means to reward it, which in turn attracts new talent and provides the means for it. The bottom line improves as a result of increased productivity, consistency, innovation, and customer happiness **(Reilly, 2018)**. Those who want to work in the hospitality sector can do so while pursuing a variety of other interests. This is a global phenomenon, not just in India. For its visitors, it offers polished services in high-end hotels. Always listen to your visitors or clients because they are always correct. Talent management practices in the hotel business also attract and retain employees, and hotel experts have realized the importance of marketing principles in the hotel industry **(D'Annunzio-Green, 2018)**. Just the opposite is true when it comes to low-budget hotels, which don't do anything in the way of talent management. The notion of comprehensive quality management plays a significant part in hotel marketing management **(Davern, 2021)**. Tourism is experiencing a strong development, which implies that the hotel business is like a foreign exchange pool, allowing for a balanced mix of core and peripheral services. There is still a place in the hotel sector for creative outlets to be sought out. Some of the world's most prominent hotel chains have ramped research up in an effort to diversify their product offerings **(Kichuk, 2017)**. In light of this, we believe that a more wide range of resources should be used in the design. As technology advances, new methods of recruiting and training personnel are expected. Leading hotel chains have been identified as actively supporting an on-going training programme for its employees to better prepare them for the usage of modern telecommunications equipment.

With this background the current study aims to study the Factors influencing Talent management practices in Hotel Industry – A study across 5 star hotels in Bangalore city. The introductory section of this research article establishes the study's backdrop, followed by a literature assessment that delineates the research need. The methodology is outlined in the third section, followed by the presentation of analysis and interpretation. The research article concludes with recommendations, consequences, and directions for future research.

Literature review

A systematic literature study was performed utilizing the keywords – Talent management, talent management practices, Hotel industry. The objective of the review was to identify the studies related to the factors influencing Talent management practices in Hotel Industry. The systematic literature review provided a comprehensive analysis of the existing literature on the subject and supplied a succinct overview of the current understanding of the topic.

Practices in talent management are believed to be the backbone of all the activities that an organization undertakes in attracting and retaining the best employees in the organization (**Chang & Werther, 2021**). Organizations are able to implement talent management best practices that assist them to spot and nurture potential employees to enable them to have a rich bench of leaders in the future (**Garavan et al., 2021**). This not only aids in bettering employee engagement and their rate of productivity, but also aids in enhancing the growth and success of the organization as a whole (**Sheehan et al., 2018**). Also, talent management strategies may aid in nurturing a desirable culture in the organization where employees are respected and appreciated, enhancing satisfaction and loyalty (**Bagheri et al., 2020**). In the context of Hotel industry, it is also emphasized that TM processes may be critical in helping to ensure that the most suitable people are recruited and developed further. Given the degree of turnover in the hospitality industry, putting effective TM practices can assist the hotels in recognizing and developing their stars which will in turn improve guest satisfaction and boost profits (**Joshi, 2023**). Employers have to invest in the career development and further professional learning of their employees, which will in turn assist hotels in attracting most qualified employees and remain competitive (**Saad & Mayouf, 2018**). In the general sense, talent management is one of the several pillars upon which success and sustainability in the hotel industry is built (**Marinakou & Giousmpasoglou, 2019**).

India's tourist hotels: Uttrakhand, are the subject of a study including the actions of human capital (**Bagri et al., 2010**). As a result, they focus primarily on issues relevant to their region and destination. Working conditions, staff turnover, and a lack of training and growth are the most pressing issues affecting this business. Internal recommendations are the primary source of new hires. Talent pool, on the other hand, has a clear disparity between what the market wants and the talents necessary. As a result, job advancement isn't going as planned. The industry must rethink its recruitment methods and thus take a more active role in enhancing the career path of its employees in order to maintain a skilled workforce. As a result, we'll be able to keep attracting top talent.

Priyanka et al., (2015) evaluated the hotel industry's practices for attracting and retaining talent. It's a simple theme that illustrates the difference between high-end and low-end hotels in terms of design standards. A major objective of the investigation was to see if there were any opportunities to conduct talent management exercises at budget and premium hotels. Studying hotel industry capacity management practices is the primary goal of the research. The study will examine how the hotel industry is able to supply capacity, as well as how the hotel industry retains members through talent management practices. There was no investigation into talent management practices in luxury and budget hotels, according to the papers reviewed, despite the fact that it appears that the work of the examiners was primarily centered on talent management practices in the banking, IT, hospitality, and tourist industries.

The most important factors that can inspire and attract employees have been identified by **Deery and Jago, (2015).** Work-life balance is an important factor to consider when dealing with issues related to employee management and productivity. There are several factors that impact work-life balance, such as job and income satisfaction and work load, as well as personal factors as depression and drug abuse. Prepared and dependable training programmes

must be designed, together with a genuine concern in the well-being of workers and their personal life, which will have a direct influence on the level of employee happiness.

Workers who are identified as eligible early on might be secured for a longer length of time by enhancing production capability management techniques **(Sanjaykumar et al, 2016).** This study's primary goal is to analyse the hotel industry's HR practises and determine how these practises affect employee retention. Talented employees are more likely to stay in the group because of HR operations such as monitoring compensation and "incidental incentives," a study found. The 'Work Life Balance' of the members, anytime altered, effectively prompts the preservation of power. The hotel chain should fund 'Preparing and Development Projects,' which have a favourable impact and help recruit top executives. Successful capacity management through HR processes involves a one-hour window to provide for a more pleasant working environment for possible candidates.

Addressing this conundrum and the possibilities presented by talent management. Hotels are making a conscious effort to address this issue by renewing their efforts to recruit new employees. There are several benefits to retaining workers, including cheaper costs, increased productivity and performance, improved employee morale, and a stronger brand for the hotel, according to the **Gaikwad and Shende, (2016).**

3.1 Research Gaps

It has been found that there is a wealth of literature on talent management operations, and that a great deal of research has been done on the importance of talent management techniques in corporate management **(Morton, 2005).** Talent management is a critical factor in achieving organizational magnificence in the period of globalization in the Indian setting, according to a number of academic studies. According to **Kumari and Bahuguna (2012),** it also illustrates numerous business strategies to find, pull in and retain the best potential **(Parul Saxena, 2012).** Talent acquisition is becoming increasingly important in today's changing business environment, where Indian companies are becoming more flexible and adaptable. An organization's first step in achieving its demands for a focused, empowered, and adaptive human resource is to procure the talent necessary to achieve those needs it's a crucial aspect of the project's success. The Indian hotel industry's personnel management processes need to be better understood.

Objectives

- To study the demographic features of employees in 5 star Hotels in Bangalore city
- To study the factors influencing talent management practices in Hotel Industry

Research methodology

The term "exploratory research" refers to studies conducted to get a better understanding of a topic that has yet to be properly defined. As a means to gain a better knowledge of the current topic, this study is undoubtedly Exploratory in nature. The employees of five-star hotels in Bangalore city provide the primary data source. The sample size is set at 180 people based on the Cochran Formula for a given population with a 95% confidence level and a 30% margin of error (Appendix -1). It is based on the factors picked from the literature study for the Questionnaire. Demographic information on the respondents is included in the first section, followed by a section on hotel talent management methods and a section on the factors that influence hotel talent management practices. Each item in the survey uses a Likert scale as a basis. Dependent Variables include procedures like recruiting and retaining talent, training and development, performance management, reward and recognition, and succession planning. Independent Variables include practices like attracting and retaining talent and developing employees. SPSS Version 25 and AMOS R Version 23 are used to illustrate descriptive statistics and subsequently test the hypotheses. First order confirmatory factor analysis is used to identify the elements that drive talent management strategies (SEM). It is important to note that the study's scope is confined to workers of 5 star hotels in Bangalore City, and the findings cannot be extrapolated to any other industry or hotels below 5 ratings.

Results and Discussion

Demographic variables

Figure 1: Demographic Profile of the respondents
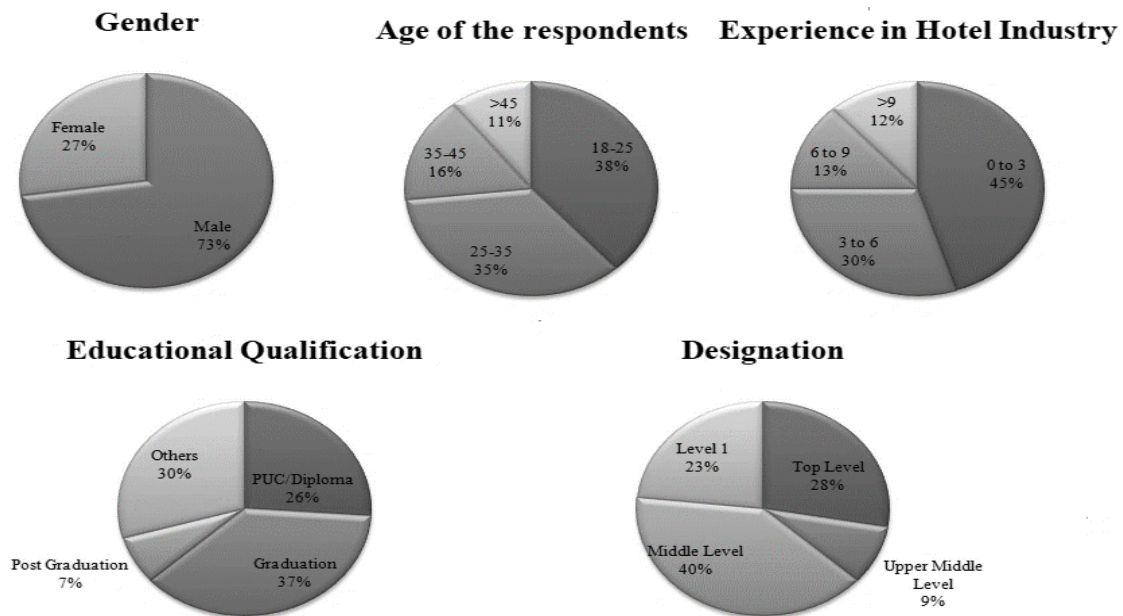
Source- Author created using primary data

The figure above depicts the demographics of those who took the survey. 73% of workers are men, whereas 27% of them are women. People's ages matter, especially in the hotel sector, where 38% of employees are under the age of 25, 35% are between the ages of 25 and 35, and just a relatively small fraction are above the age of 45. Only 7% of employees have finished a postgraduate degree, indicating that the educational level of the workforce as a whole is not very high. About 23% of employees are classified as level 1, while about 40% are classified as intermediate level. The hotel sector has a high attrition rate, with 45 percent of its employees having worked in the industry for less than three years.

Descriptive statistics

Table 1 : Descriptive statistics

Descriptive Statistics							
	N	Minimum	Maximum	Mean	Std. Deviation	Skewness	Kurtosis
Talent_Attraction	180	2	5	4.09	0.834	-0.753	0.141
Training_Development	180	2	5	4.19	0.694	-0.484	-0.075
Performance_Mgt	180	2	5	4.09	0.870	-0.597	-0.506
Reward_recognition	180	2	5	4.14	0.996	-0.866	-0.417
Talent_retention	180	2	5	4.43	0.652	-0.953	0.896
Succession_Planning	180	2	5	4.06	0.678	-0.510	0.664
Valid N (listwise)	180						

Source- Author created using primary data

In the hotel industry, a variety of factors influence talent management techniques; however, only six factors were selected based on the literature gaps that were discovered. There are no substantial disagreements among the six variables, which suggests that no one objected strongly. The maximum number of replies is 5, which indicates strong agreement. All of the questions' mean values are above 4, which indicates a wide range of responses from agreement to strong agreement. Talent retention has the greatest mean value of 4.43, while succession planning has the lowest mean value of 4.06, according to workers. This indicates that there is little difference in the replies of the employees that participated in the survey. **Hair et al. (2007)** recommended tolerable ranges for both Skewness and Kurtosis as -1 to 1, respectively. It is possible that the data are not regularly distributed since the Skewness (a statistic that assesses this) values are large. Skewness and Kurtosis are statistical measures of how much variance or variation there is between the real curve and the symmetrical curve (Normal Distribution). Using this data, it can be concluded that the construct is natural because it reveals how many replies are oriented toward the extreme values.

Testing of Hypothesis

Hypothesis: Talent attraction, talent retention, performance management, Reward and recognition, training and development and succession planning dimensions significantly impact the overall talent management practices

Table 2 : Model Fit – Factors influencing talent management practices

| Fit Indices	χ^2 (Chi-square)	df (Degrees of Freedom)	Chi-square/df (χ^2/df)	GFI (Goodness of Fit Index)	RMSEA (Root Mean Square Error of Approximation)
Actual Model Value	582.653.	81	7.1334	0.750	0.073
Accepted value			< 3	> 0.90	< 0.10

Source- Author created using primary data

Model fit data well since the Chi-Square value was 582.653 (81 D.F.) statistically significant, with a p value of 0.01; this indicates that the model is statistically significant. It has a Goodness of Fit Index (GFI) of 0.750, which is below the expected criterion but a decent measure, and a Root MeanSquare Error Approximation (RMSEA) of 0.073, which demonstrates that the model is towards the expected criteria of fitness of excellent. The model's output is depicted in the Model below, and the standardised estimates for relationships are displayed in the Model.

Table 3 : Estimates – Factors influencing talent management practices

			Estimate	S.E.	C.R.	P
Succession_Planning	<---	TMS_Hotelindustry	0.673	0.118	8.375	***
Talent_retention	<---	TMS_Hotelindustry	0.806	0.121	9.528	***
Reward_recognition	<---	TMS_Hotelindustry	0.821	0.185	9.679	***
Performance_Mgt	<---	TMS_Hotelindustry	0.841	0.162	9.875	***
Training_Development	<---	TMS_Hotelindustry	0.741	0.127	8.875	***
Talent_Attraction	<---	TMS_Hotelindustry	0.809	0.155	9.558	***

Source- Author created using primary data

Figure 2: SEM results Factors influencing Talent management practices
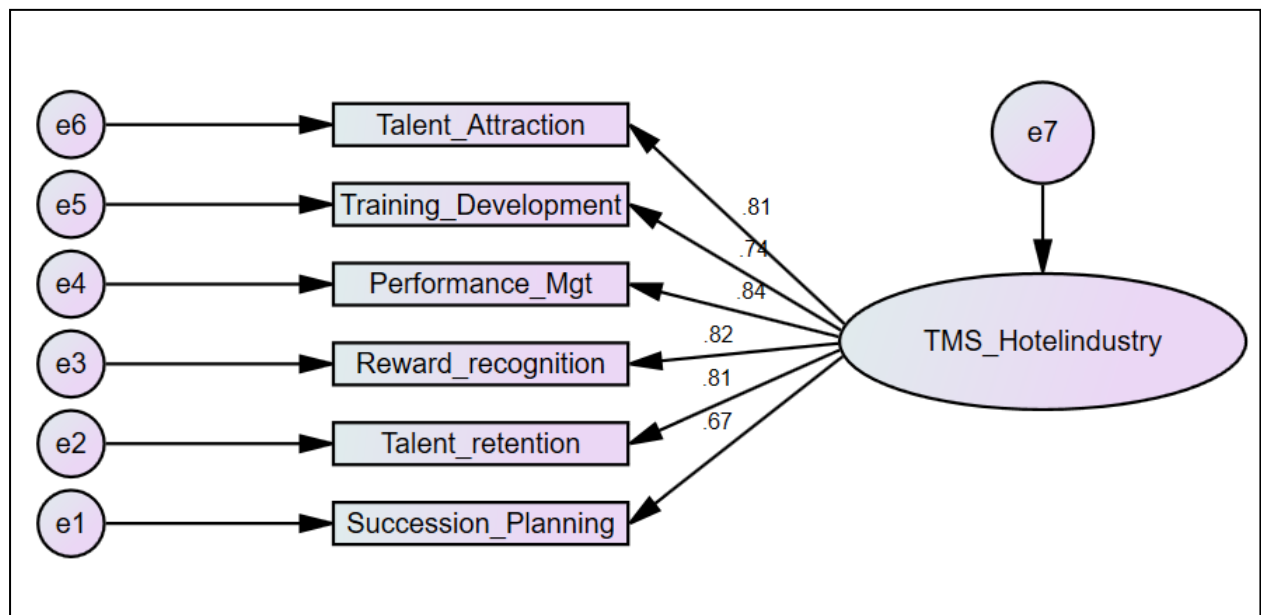
Source- Author created using primary data

The link between the factors and the approaches of talent management is shown in the table above. The unstandardized regression estimates in the first column show the wide range of mean values among the respondents. The dependent variable's total change because of the independent variable is captured. The standard error of a forecast is used to determine how accurate a forecast is. The p column indicates the significance of the estimate/standard error ratio.

According to the data in the table above, talent management techniques increase by 81% when recruitment efforts increase by a factor of 1. Talent management techniques grow by 74% as a result of training and development. Reward and recognition account for 84% of the shift in talent management practices brought about by performance management. 81 percent and 61 percent of the shift in personnel management strategies may be attributed to succession planning and talent retention.

The six elements outlined in the literature research contribute equally to talent management strategies in the viewpoint of workers, on an overall basis. In the hotel business, performance management has the most impact on talent management methods, while performance management has the least impact.

Conclusion

The Indian hospitality business has emerged as one of the most important sectors driving the expansion of the service industry and, as a result, the expansion of the Indian economy in recent years. Following the study's findings, it is concluded that 5 star hotels in Bangalore have talent management practices in place, and that their employees are in agreement with the talent management dimensions. The six dimensions selected for the study are all major contributors to the talent management practices examined in the study. According to the findings of this study, hotel managers will gain a better understanding of how human talents are handled in an important field of the hospitality industry, which will aid them in assessing their talent management activities and improving the talent management system by putting talent management practices into exercise.

There are some of these limitations in our analysis. Two things to note about this report: it only looked at five-star hotels and it followed a four-step procedure for talent management. Either the findings would be different, or they would depend on if the research was conducted in other types of hotels, such as four and three-star hotels, or in other hospitality businesses, such as the restaurant industry. Second, this research just covers a single model, and it is possible that a different model will be used in future studies, which would be a suggestion. It is also

advised that the effect of talent management methods on one of its outcomes, such as service efficiency, work satisfaction, and engagement, be examined.

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