THE TALENT MANAGEMENT AND EMPLOYEE RETENTION PROCESS IN THE HOTEL INDUSTRY: A CONCEPTUAL REVIEW

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ABSTRACT

The role of talent management looks to the future. Their main objective is to find the right candidates for the organization's open positions at the correct moment. As a crucial strategic pattern that pretends to have remarkably varied, far-reaching transformational roles and ambitions, HR is drawing more and more attention. This essay will highlight what seasoned managers informed us about their wish for a better method of achieving company goals. This aids in teaching hotels how to keep motivated, well-trained employees on staff while also raising employee job satisfaction and self-actualization levels, all of which may directly or indirectly assist in meeting ethical and social obligations to the hospitality industry. The study first summarises respondents' opinions as a whole before examining managers' opinions in various Delhi hotels to better understand their concerns. Here, it is intended to investigate these concerns through interviews with business leaders. The outcomes show that industry professionals need to rethink their existing HR procedures and adopt new ones that concentrate on innovation. And provide some solutions to the present HR difficulties.

Keywords- Challenges, Inspiration, Innovation, Retention, suggestions

INTRODUCTION

Finding new talent is not always difficult because there are still plenty of talented people, but keeping top performers will be the hardest challenge of all. The organizational function of talent management aids in giving employees in an organization the right guidance. It aids in organizing and hiring labor. It is a role that handles matters about administration, motivation, communication, performance management, and remuneration. However, low retention, high turnover, and a lack of commitment on the part of both management and employees are the main problems facing HR. Along with this, certain other aspects of HR are secondary yet crucial, such as understanding

customers, successfully deploying money, supporting management interests, utilizing information technology, and respecting brands. This essay will assess the HR environment in the hospitality sector in light of the problems it faces and suggests possible remedies.

DEFINITIONS OF TALENT MANAGEMENT

Low pay scales, lengthy workweeks, and poor TM practices are some of the worst practices that the hotel industry has historically been known for. However, managers in the sector have recently expressed a conscious desire to change these practices and are attempting to implement high commitment HRM and flexible work arrangements. Since the early research revealed managers were uninterested in TM practices in the 1990s, attention to HRM in the hotel industry has grown (Hales, 1987; Guerrier and Lockwood, 1989; Price, 1994; Lucas, 1995, 1996). Later studies (Harrington and Akehurst, 1996; Watson and D'Annunzio-Green, 1996; Gilbert and Guerrier, 1997; Hoque, 1999) revealed the hotel industry's HR processes were improving, becoming more effective, and growing. The industry's logical application of HRM methods, however, could only be determined with accuracy throughout the 20th century.

A DIFFERENT EVALUATION

This paper summarizes what experienced managers, supervisors, and assistants told us about the issues they wish they had a better way to handle manpower. To grab their distress, the paper outlines the views of respondents at different levels of responsibility. In our survey Managers, Supervisors and Assistants were asked to think and identify the issues, problems, or concerns that worried them or that they wished they had a better way of handling. The open-ended question was, "What one or two problems or concerns are most troubling to you as a manager?" The survey also captured additional information on specific human resource issues, along with demographic information regarding age, gender, position, marital status, salary, experience, and education.

OBJECTIVES:

1. To examine the factors that help to improve Talent Management policies in the hotel industry.
2. To know the employee's perception and description of the reasons for displeasure from the working criteria of hotel HR.

LITERATURE REVIEW

The study of literature regarding human resource concerns defers several elements of work by researchers. As it is a managerial function that facilitates providing proper direction to the individuals working in any organization, Human Resource involves a lot of activities such as recruitment and selection, retention, teamwork, training and development, appraisal, job security, and employee motivation. But the main challenge arises during staffing. Recruiting and training the right employees, making sure they are high performers, dealing with their performance factors, and ensuring your personnel and management practices conform to various regulations (Nikolis, 2009). Lastly, it can be concluded that HRM differs from one level to another and from one

organization to other. Broad aspects of attracting, maintaining, and developing employees are constant and both specialist HR and managers are wrestling with HR issues on a day-to-day basis. In these circumstances, models that allow for recognition of inconsistent strategic intent in HRM are still useful which allows us to appreciate why and how hotels differ in their approaches to HRM. The reality is far too complex and as we have already noted the employment experience for employees that vary enormously depending on the type of organization they work in and the job or role they have within their organizations. And for elaborating this concept following framework is conceptualized:

RESEARCH METHODOLOGY

We drew data from 10 hotels throughout the Delhi/NCR as part of the study. The hotels ranged from 50 to 400 rooms and employed between 50 to 500 employees. This proposed empirical research on HRM issues in the Delhi/NCR hotels. Out of 100 respondents; quantitative data related to the objectives of the study was collected through 100 self-administered questionnaires (designed on the base of researchers' observations and literature review: from the study of Herzberg, 1959; Potter and Steer, 1973; March and Simon, 1958)

Questionnaires were divided into three parts, one for the managerial level, the second part for the supervisor level, and the third party for the assistants/attendants level. Well known Likert scale is used to rate 25 questions, with 1 = Strongly Disagree and 5 = Strongly Agree. The response rate was 100% as all questionnaires were properly filled and were returned on time. Descriptive statistics like the percentage of 10 socio-economic factors (Table: 1) were calculated. For deeper insight along with validity and reliability, a semi-structured interview based on the findings of the questionnaire was conducted. The average time for the interview was 20 min., maximum time 27 min., and minimum time 15 min. The interviews were conducted with 6 employees, ranging in experience from 3 to 22 years in the hotel industry. Out of 6, 5 men and a lady were interviewed in their respective workplaces; respondents were heads of different departments. The answers to the semi-structured interview were positive. All questions were answered along with explanations and logic.

ANALYSIS, FINDINGS, AND RESULTS
1. RESULTS THROUGH QUESTIONNAIRE
The univariate analysis presented in Table 1 gives an insight into the demographical characteristics of the sample. Out of 100; 55% of respondents were found below 30 and the rest 46% were above 30. The result shows more existence of a younger workforce in the hotel industry than older. The sample represents the married to the unmarried percentage of 40 and 60 % respectively. Highly salaried (above 26000) employees are only 20% and 62% are between 5000-15000, and 18 % were in between 16000-25000. This finding is similar to other researchers' findings in different regions, i.e. hospitality industry has a minimum wage rate as compared to other industries (Hosmer, 2009; Kelly, & George, 2001). The level of education in Delhi/NCR hotels is high; 84% of employees

have bachelor's degrees, 12 % did master and 2 % HSSC and SSC. The respondents are currently working at different levels in the organization from entry-level to manager level. Their response to different characteristics of HRM was positive.

Table 1: Distribution of the respondents according to their socio-economic characteristics

Age	Percentage
Below 30	55
30 or above	46
Total	100
Gender	
Male	70
Female	30
Total	100
Marital Status	
Married	36
Unmarried	64
Total	100
Salary	
5000-15000	62
16000-25000	18
26000 Above	20
Total	100
Experience	
1-3Years	52
3-5 Years	32
6-10 Years	12
10 Years Above	04
Total	100
Education	
SSC	02
HSSC	02
Bachelors	84
Masters	12
Total	100
Position	
Managers	72
Supervisor	16
Assistants	12
Total	100

In contrast to the previous study, economic and environmental concerns materialize as more serious issues. On the other hand, information technology and branding issues have subsided in recent years; while costs and strategic positioning relative to the competition have increased their importance. To determine whether respondents' concerns varied by position, we conceded the key issues independently for managers, supervisors, and assistants. And the key issues include attracting talented people, quality and consistency of training, career opportunities for employees, lack of skills, motivational factors, manpower shortages, retaining talented people (turnover), and rising costs of benefits, as shown in Table 2.

Table no 2.

| Concern	Managers	Supervisors	Assistants
Attraction	44%	22%	34 %
Retention	35%	45%	20%
Training	46%	32%	22%
Motivation	38%	34%	28%
Career Opportunity	47%	21%	32%
Employee Skills	23%	36%	41%
Manpower Shortage	32%	39%	29%
Financial Benefits	20%	35%	45%

GRAPH NO. 1.
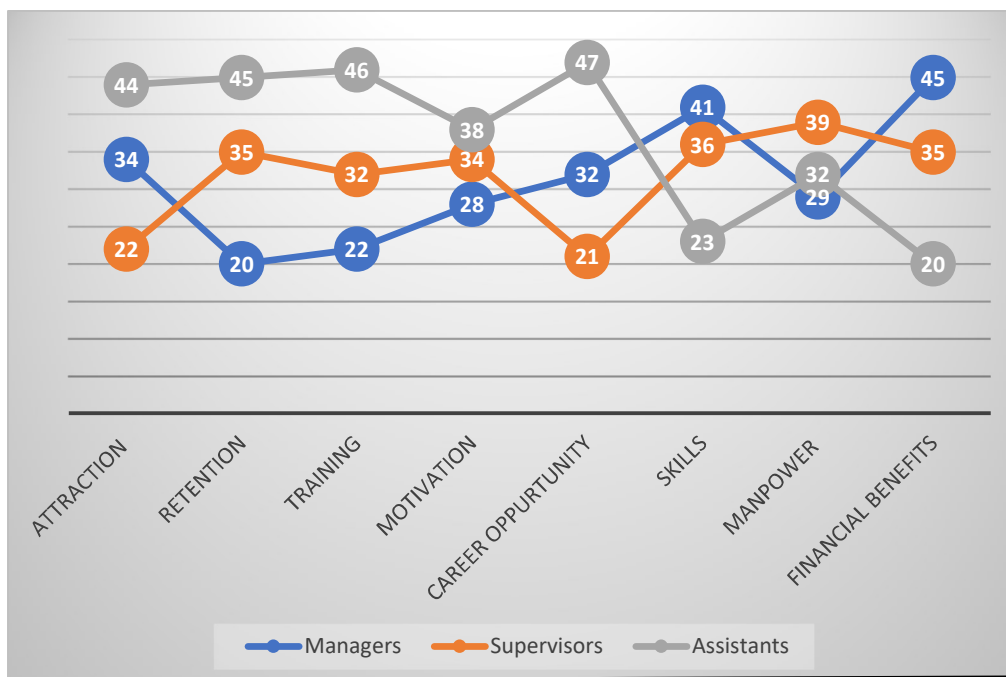
As the research data are shown in graph no.1, Managers are more concerned with attracting talent at the assistant level, while retaining supervisors over time, managers focused more on retaining people over time and supervisors emphasized the training of the employees. Unmotivated staff is a common hurdle in providing quality service. Balancing skilled and inexperienced employees was viewed as an operational challenge that often created motivational problems. Though the key human resource issues of monetary benefits are noted, they are considered to be of lesser importance. While career opportunities were not at the top of the list of HR importance.

In extension with the above concerns, there are other areas mentioned by managers, which can be summarized in order of frequency: (**1**) human capital (2) economy and environment (3) Rising operating costs (4) understanding customer needs, and (5) thinking strategically in a competitive environment.

GRAPH NO. 2
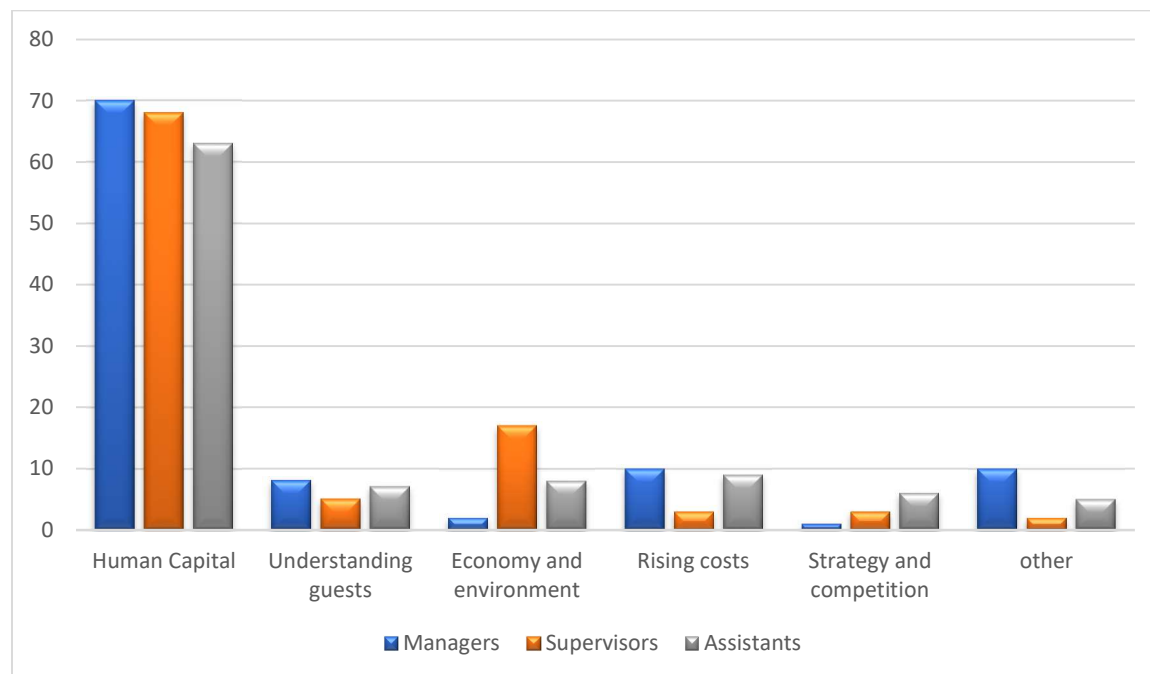
FINDINGS

The selected people for the interview were asked about their work experience with the hotel and the role of the HR department in the organization. They reported that HR worked out for the betterment of the entire workforce, its playing a proactive role in all areas (e.g. recruitment, selection, negotiation, cafeteria offerings, performance appraisals, etc.). In the way of research, this was found that good performers were highly approachable by their managers and supervisors. They love to work and are enjoying their current jobs and are found much satisfied; so the percentage of absenteeism is also found low. The top of list causes of retention and turnover reported by associates at the different levels were cachet offered to them, easy accessibility, promotions and growth, teamwork and cooperation, flexibility in working hours, learning

environment (in-house and external training), facilities (like laundry, free medical check-ups, meals, employee discounts, etc.), chances of socialization and recreational activities and goodwill, ease of communication, empowerment, and sense of ownership, lack of alternatives, rightsizing of the workforce, and lastly retirement plans (employee old age benefits i.e. provident fund, pension, and insurances).

SUGGESTION AND RECOMMENDATIONS

This study dispels any remaining questions regarding the common set of shared challenges that will enable hotel management to function effectively in both good and bad economic times. The establishment of a Talent Management infrastructure to support all hospitality businesses will improve hiring procedures, retention of skilled workers, training, morale development, performance management, and employee relations. It should also be viewed as an opportunity to think differently about the problems, rather than a constant problem. Talent management innovation is necessary to achieve a long-lasting improvement in a field that is getting harder to work in. Use self-sufficient employees as an alternative to traditional hierarchical structures and provide employees the chance to offer their opinions during the decision-making process if they have suggestions about how to make the industry's operations more efficient. Maybe it's time for business and labor to cooperate so that employees are more desirable, career paths are clearer, and training investments are wiser. Even though talent management issues are a global problem, individual efforts to address the issues seem to be waning. As a result, it is time for industry experts and academics to work together in a planned, international, cooperative effort to identify solutions to enhance human resources management.

FUTURE RESEARCH

• A study with a big sample size from several cities should seek validity; the results were only obtained from a limited sample of the city.

• To identify the gap and offer suggestions for improvements, the Indian and worldwide hotel businesses could be compared.

CONCLUSION

In this study, the hotel industry was recognized for its importance as a source of employment because it offers a wide variety of professions and will be crucial in the creation of jobs in both developed and developing nations in the future. Even though the hotel industry creates a tremendous number of jobs, there are several issues with the nature of those occupations. Unenthused opinions about the industry have been caused by the nature of the job work, which involves long hours, little pay, and no social life. These attitudes can be improved by using better Talent Management techniques. In the end, we must be careful to grasp the reasons behind all the variances in HRM procedures within the sector in addition to simplifying them and giving full rein to their enthusiasm, engaging with their creativity, and developing their potential as a result of their insightful thoughts, smart ideas, and keen observations are some strategies that can be used

to lessen differences. People do undoubtedly labour for pay, but numerous studies have proven that this is not the sole motivation; there is also a need to demonstrate caring for their welfare or there will be increased turnover.

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