

Managing Talent in Hotel Industry: A Conceptual Framework

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Abstract

A well-managed talent management strategy for hotel managers offers a validated and realistic way to build a culture of high efficiency, continuous growth, and a deep commitment to high-quality service for organizations. This research paper explores talent management strategies in the hotel industry and focuses specifically on talent management activities in luxury and low-budget hotels that have a direct effect on the setting of objectives, compensation for success, coaching and employee growth. The hotel industry is one of the fastest growing economic sectors of our time. The hotel industry is a multi-billion-dollar business that is rising. It is thrilling, never dull, and it offers endless possibilities. Hotels are highly intensive as a service sector, and in this sense, it is a vital role for the management of employees employed in hotels. The emerging positive trend in the tourism industry suggests that the hotel industry is like a reservoir from which foreign exchange flows like other sectors, so that a reasonable mix of core and peripheral services is made possible. The hotel industry also needs to pursue avenues for innovation. It should not be ignored that the world's leading hotel companies have stepped up research to enrich their offerings with the slogan of incorporating extra attractions to their service mix.

Keywords: Talent Management, Talent Management Practices, Hotel Industry.

1. Introduction

Talent is an organization's most valuable asset. Developing and retaining good talent is one of the toughest problems facing businesses around the world. Organizations are more dependent on human resources in today's society and are given the important role that workers have in an organization. The explanation is that some of the main contributors to why organizations are gaining competitive advantages are in the ability to provide expertise, skills and experience of workers. The standard of the workers and the facilities they offer directly impacts the bottom line in the hotel industry. The success of the workers, as the frontline brand ambassadors, is what drives the true competitive advantage of the company. They need to recruit, cultivate and retain qualified, enthusiastic and responsible workers to succeed, and keep them engaged and motivated.

The employee's contribution and loyalty depend on the continued performance of the industry (Baum & Kokranikal, 2005). Performance is not measured by money alone, but the talent it has in the form of its employee skills and competencies has become the key to success in the highly competitive business world of today. But why does talent matter so much? The following factors can be established, Talent produces high output, which in turn attracts fresh talent and provides the means to reward it. Talent drives efficiency, quality, creativity and customer loyalty changes, which feed into the bottom-line results in turn. The hotel industry is sufficiently diverse for individuals to work in numerous fields of interest and still be working within the hotel industry. This pattern is not only in India, but also worldwide. It offers refined amenities for its guests in luxury hotels. The visitors or customers are always right. Employees are also hired and retained by talent acquisition activities in the hotel industry and the instrumentality of marketing concepts in the acquisition of the hotel industry has been realized by hotel professionals. It is just a vice versa in low-budget hotels as it performs very little talent management. The principle of absolute quality management is found to be a significant position in hotel marketing management. It is against this backdrop that we find the combination of services in nature more versatile. In the face of technological complexity, hiring and training programmes are expected to be established. Leading hotel businesses have been described as supporting an ongoing training programme so that workers can learn about the use of communication technology.

2. Significance Of The Study

Each hotel would like to recruit and retain its most talented staff; thus, in the current situation, talent retention is one of the hotel industry's biggest concerns. There are several problems that lead to an employee's discontent, such as poor retention practices, inappropriate compensation packages, insufficient staff, etc. Attrition is also a key problem for the hotel industry, and hotels are adopting an aggressive retention plan to ensure that the company retains key talents. In particular, the candidates holding vital positions remain with the company and are established for further advancement. The hotel industry needs a plan to attract the best talented individuals by maintaining a non-hierarchical, casual, open, friendly working atmosphere, etc. Performance improvement systems that can be used in all sectors of the hotel industry should be introduced. The framework should provide straightforward evaluations, fair and fair evaluation of results, fair allocation of monetary and non-monetary incentives, etc.

An examination of the values of this study is to assist the hotel industry to recognize and correctly channel talent at the right time. Managers and stakeholders can find this research helpful in understanding successful strategies for retaining talent. An overview of the contribution to management practices and consequences may provide a framework for the hotel industry to establish and execute strategies for employee talent retention.

3. Review Of Related Studies

(Duncan, T., Scott, D. G., & Baum, T., 2013) In this report, the researcher emphasizes the contribution that an appreciation of mobility brings to a hotel industry analysis. In the travel industry and hotel segments, the mind boggling mobilities of hotel staff are assuming an expanding job globally. This thesis explores ideas of willful versatility as influenced by factors of work and way of life. This research questions the traditional conceptualization of the travel and hotel industry, which

was focused on the essence of the job itself rather than on the varied backgrounds of experience; social and topographical birthplaces; and spurring characteristics of the individuals employed in the field. In implementing this approach, the researchers challenge conventional administrative discussions of job types in the hotel industry and illustrate the value of obtaining a mobility framework within the travel and hotel industries.

The critical establishment of the investigation (**Suleiman Al Battatand et al , 2013**) was how the turnover emergencies had an exceptional impact on the hotel business. The reason of this analysis was to offer a summary of the reasons for work dissatisfaction which power a worker to stop from their present place of employment and think about other openings for work. The investigation found that turnover emergencies are a global undertaking and have an impact both narrowly and universally. The written results have shown that a turnover emergency begins when a representative encounter an instance of dissatisfaction from a bad workplace and thinks about leaving his current place of employment.

In this competitive environment and growing adaptability in Indian companies, talent management is becoming increasingly relevant (**Archana Singh and Nehajoan Panackal, 2016**). Talent management is the initial stage of fulfilling company requirements for a centred, motivated and adaptable human resource that can help achieve its goals. It is a crucial angle that contributes to the success or failure of the projects. This paper focuses on the concept of talent management and challenges commonly faced when upgrading talent management in Indian companies. In order to improve the hypothetical framework of talent management in companies, the researchers performed a thorough writing audit. Talent management methods were typically sought by the finding of the research features.

This problem and the advantages of talent retention (**Gaikwad, S. and Shende, K, 2016**) are discussed. By reiterating talent retention practices, hotels are constantly making an effort to deal with this problem. The authors conclude that the key advantages of talent retention are that it reduces the cost of training and recruiting, improves employee morale and efficiency, improves employee self-esteem, benefits employees for better job growth and development, and strengthens the hotel's brand picture, which forms the fundamental components of talent management

This study looks at how talent management affects both occupation fulfilment and representative maintenance at a state-funded college in Egypt (**Hafez and et al , 2017**). The researchers find that the executives' components of capacity (stimulating remarkable execution, planning and development, work improvement) significantly affect job fulfillment and representative maintenance, but have no notable impact on the statistical factors of the example (sexual orientation, age, training, moreover, understanding). In Egypt, an Arab, Muslim, Middle Eastern country, the examination's dedication is to look at how talent management affects job fulfillment and representative maintenance in a higher educational base. In Arab / Muslim nations, for example, Egypt, the willingness of managers to investigate remains largely unexamined. The other researchers will help provide associations with more understanding by researching new nations and locations on the best way to adapt their talent management strategies to fit different national and social settings.

(**Olaka, et al , 2018**) The research found that the creative limit of indigenous hotels (in terms of developing new administrations, enhancing and creating customer sections) is low regardless of how

they practice a few types of talent management practices as communicated by the ability to distinguish facts, development, use and maintenance.

In general, this was set aside by a poor account, resulting from deteriorating offers and benefits. In such a scenario, efficient growth in the small-scale partnerships of indigenous inns may not be achievable. Such a budgetary situation, therefore, will not allow the work of highly talented and imaginative specialists to drive growth. Shockingly, this is the sad situation of certain small-scale indigenous inn associations in the Situation of Rivers. It is subsequently concluded, based on the results of the inquiry, that the capacity of the executives totally affects hierarchical growth in small-scale indigenous lodging and is influenced by authoritative organizational influences.

4.Scope Of The Study

Every individual possesses some or other talent that will result in a better performance if properly recognized. There are several talented individuals found in the hospitality sector, as in other industries, because it is a skill-based service industry. For the hospitality industry, it takes an hour to introduce productive talent retention practices that will allow the company to recognize the top performers early and give them the job they are good at to provide a stronger performance. In helping an organization to hire the right person for the right position, there is a much broader reach. An early recognition of the talented group of employees would enable the company to retain them for a longer period by introducing successful practice for talent retention.

5.Talent Management in Hotel Industry

The TM practices of attraction, development, retention, succession planning and leadership are discussed in this section. This is important for this report, as it helps to understand the perspective of individual employees in the hotel sector and the role of TM practices in the creation of personal careers. When it comes to organizing and cultivating a professional workforce, the implementation of these strategies helps hotels to remain ahead. In-depth strategic insight into the career development needs of workers equips them to proactively build the best workforce to respond efficiently to urgent business needs. Employees prepared with successful ways of improving their own careers, on the other hand, are inspired, dedicated, and dedicated to the organization's success as a whole **(Cappelli and Keller 2014)**.

Talent is an organization's most valuable asset. Developing and retaining good talent is one of the toughest problems facing businesses around the world. Organizations are more dependent on human resources in today's society and are given the important role that workers have in an organization. The explanation is that some of the main contributors to why companies achieve competitive advantages are the ability to provide expertise, skills and experience of workers **(Boxall & Purcell, 2003)**.

By bringing the population closer to each other, globalization has changed the whole face of the world. In the current situation, every nation, state and city are evolving and getting closer as there are a lot of people found at a specific location from all parts of the world. In all industries, such as tourism and hospitality, engineering, information technology, etc., there is a rapid shift. In recent times, the hospitality industry has undergone a significant shift where there are many national and

foreign players in the business. Due to foreign brands joining the hospitality market, the Indian hotel industry has expanded dramatically in recent times. **(Dr. Sanjaykumar, 2016).**

In recent times, the cities of India have undergone a big shift, where the city has been transformed from a local city to a cosmopolitan city. In several industries, such as manufacturing, information technology, hospitality, etc., a good amount of investment has occurred in the past 10 to 15 years. For business purposes, there are a lot of travelers coming down to the area. The number of hotels in the city has also risen from the minimum to the limit in all categories. This rapid growth has created a great demand not only in the hotel industry, but also in many other sectors such as banking, retail, etc. for trained hotel professionals. Because of their professional characteristics instilled in them at the time of their professional education, every company needs hotel management professionals.

This great demand has also resulted in a higher attrition rate, a lot of work changes for career development and progress have been observed from one hotel to another. Many of the workers would like to work towards their continual upgradation with the good labels. These regular job changes have aggressively made hotels follow procedures such as "Succession Preparation", "Turnover Management" etc. for better staff retention. This study essentially focuses on the advantages of "Talent Retention Management" in hotels.

The standard of the workers and the facilities they offer directly impacts the bottom line in the hotel industry. The success of the workers, as the frontline brand ambassadors, is what drives the real competitive advantage of the company. They need to recruit, cultivate and retain qualified, enthusiastic and responsible workers to succeed, and keep them engaged and motivated. A well-managed talent management strategy for hotel managers offers a validated and realistic way to build a culture of high efficiency, continuous growth and a deep commitment to high-quality service for organisations.

The hotel industry is one of the fastest growing economic sectors of our time. The hotel industry itself is a multi-billion - dollar and rising sector. It is thrilling, never dull, and it offers endless possibilities. Hotels are highly intensive as a service sector, and in this sense, it is a vital role for the management of employees employed in hotels. The continued success of the sector depends on the contribution and dedication of the employee **(Baum & Kokranikal, 2005)**. Success is not calculated by money alone, but the talent it has in the form of its employee skills and competencies has become the key to success in the highly competitive business world of today.

So, why is talent in the hotel industry so important?

Talent produces high output, which in turn attracts fresh talent and provides the means to reward it. Talent drives efficiency, quality, creativity and customer loyalty changes, which feed into the bottom line results in turn. The hotel industry is sufficiently diverse for individuals to work in numerous fields of interest and still be working within the hotel industry. This pattern is not only in India, but also worldwide. It offers refined amenities for its guests in luxury hotels. The visitors or customers are always right. Employees are also hired and retained by talent acquisition activities in the hotel industry and the instrumentality of marketing concepts in the acquisition of the hotel industry has been realized by hotel professionals. It is just a vice versa in low-budget hotels as it performs very little talent management. The principle of absolute quality management is found to be a significant

position in hotel marketing management. The emerging positive trend in the tourism industry suggests that the hotel industry is like a reservoir from which foreign exchange flows like other sectors, so that a reasonable mix of core and peripheral services is made possible. The hotel industry also needs to pursue avenues for innovation. It should not be ignored that the world's leading hotel companies have stepped up research to enrich their offerings with the slogan of incorporating extra attractions to their service mix. It is against this backdrop that we find the combination of services in nature more versatile. In the face of technological complexity, hiring and training programmes are expected to be established. Leading hotel businesses have been described as supporting an ongoing training programme so that workers can learn about the use of communication technology.

6.Recommendations

When it comes to talking about talent management, the fundamentals of the process are always the focus. Yet allowing high performance means companies need to find ways to go beyond the fundamentals of performance observation, analysis and tracking; providing efficient feedback; holding a performance assessment meeting; and coaching to maintain success over the year. To help them optimize the value of their talent acquisition process, organizations or even individual managers may easily follow some or all these activities.

Suggestions in General

- **Conducting self-assessments to get the opinion of the employees:** Employee self-assessment is a reasonably easy method to adopt at an individual or organizational level. For your standard performance assessment, you can either use the same form you do, or build a slightly changed version. The object of self-assessment is to get the performance perspective of your employee. In the meantime, this is a powerful way to give them a voice and make them become more involved. Managers who are unfamiliar with the procedure frequently fear that workers will give themselves glowing feedback and scores, making it more difficult to reach the performance assessment meeting; however, experience shows that the reverse appears to be valid. We appear to be much stricter than others as we judge ourselves. An invaluable way to get more details on their results and to train yourself for the performance review meeting is to get the employee's perspective. It helps you to be prepared and gain insight into preferences to resolve gaps in opinion or viewpoint.
- **Seek the input and expertise of others with 360 degree reviews:** One way to make the performance evaluation of your employee wider and more objective is to ask others for feedback. Feedback from Multirater will help managers reduce prejudice, get a different viewpoint on the performance of their workers and better identify areas that need coaching or improvement. You should consider obtaining input from other supervisors, colleagues, subordinates, even clients, someone who frequently interacts with the employee and can provide your insight into their performance. Although it is frequently used in the development of leadership, executives frequently struggle to take advantage of this important method in their process of talent management. "
- **Offer goals a larger meaning by aligning them with the goals of the company:** When assigning the employee goals as part of the talent management process is crucial, it" is even more

powerful to provide a larger context to these goals. This encourages the workers to understand why their role is critical and how it contributes to the success of the broader organization. Although managers have historically attempted to do this by connecting employee priorities to their own, a much more effective approach is to align or relate them to departmental, divisional, or organizational goals at higher levels.

- **Helping the workers grow and grow with development plans Companies often:** if they do it at all, do strategy planning separately from their performance improvement process. But when it is an integral part of the process of performance management, development planning is far more efficient. The performance evaluation meeting is normally the prime time when performance failures are addressed by managers and staff. Identifying and recording training exercises to resolve these shortcomings during the meeting in the performance assessment form helps to demonstrate the dedication of both the manager and the company to the employee and their expectations for change. It also provides the worker with a good background for his or her learning.
- **Implementing Pay for Results to Reward Successful Performance:** Pay-for-performance is one last method that helps broaden the effectiveness and effect of your talent management process. In deciding employee benefits and compensation, performance ratings should be a known and measurable element. Integrating the performance improvement plan with the compensation management makes workers feel equal and motivated by compensation practices. This approach refers to more than merit raises and bonuses; the talent management process should be combined with every sort of employee compensation or appreciation and help to reinforce desired actions and results

Specific to Hotel Industry

- **Sets with fair salaries & other advantages:** A fair salary does not ensure loyalty to the employee. Reasonable wages should be offered by hotels. Non-monetary incentives, apart from wages, would keep the workers engaged. Employee stock option (ESOP), medical care, subordinated food and travel, entertainment, cafeteria, educational loans, performance-based rewards, meetings on the annual hotel day, flexible hours, credit cards, ATM cards, cell phones and computers are some of the strategies that keep workers hooked to a hotel, for example.
- **Challenging Activities:** Identifying talent and empowering workers to expand their talents into new sectors. In order to improve the hotel's intellectual resources, frequent training and growth opportunities, successful mentoring practice, therapy and coaching are unavoidable.
- **Plan career pathways and foster professional growth:** Provide workers with opportunities and give them the canvas and let them paint themselves for their career. A career ladder must ensure that the workers know what they need to do to make progress. Hotels should have higher education opportunities linked to benefits and promotion.
- **Better Job- Policies for Life Balance:** With flexi- time, shortened work week, flexible leave practices and work from home, a balance between work and personal objectives and wants of an

employee can be achieved. Workshops can also be held at times on change management, culture, personality, psychology, food and nutrition and health knowledge.

- **Joining/ Loyalty Incentives Offering:** These deals are known as 'Golden Handcuff' in HR parlance. They do not force the worker to stay at the hotel, but have an appealing choice to stay at the hotel. Hotels should give workers who stay with a hotel for a period of one year a loyalty bonus, as the regular stay period accounted for loyalty is radically decreasing. Often, loyalty or joining promotions are usually equal to the salary of one year.
- **Meeting for Talent Analysis:** To establish a consistent talent management plan and to increase knowledge of available talent and successors, hotels should hold frequent talent evaluation meetings and be prepared for a range of market changes and talent needs. They are structured to examine the existing state of talent in the hotel and potential successor requirements. The Talent Review meeting is aimed at evaluating employee performance and career prospects, addressing possible vacancy risks of current employees, identifying successors and top talent in the hotel, and creating action plans for advancement to train employees for future hotel roles.
- **Talent industry marketing:** A talent marketplace is a technique for employee training and growth set in motion inside a hotel. For industries where the most efficient workers can choose and choose the tasks and assignments that are most appropriate for the individual employee, it is found to be most advantageous. Productivity is employee-centered, and tasks are characterized as "judgment-based work" in an ideal environment.
- **Technique Boomerang:** Recently, the term 'boomerang' has been used to describe workers returning to a hotel after a taste of greener pastures. Boomerang employees are typically very loyal to their role, so they can become new talent recruiters and current employee mentors. The time they spent away from the hotel provided them with additional business awareness and contributed to their experience.
- **Complete and Tenure Incentives:** The scheme of total rewards incorporates monetary and non-monetary benefits. It involves job prospects, investment in learning, and executive efficiency. Complete incentives help workers get a holistic view of what they get from the totality of the hotel, not just bonuses in isolation. It has a very important influence on accepting offers of jobs and deciding to stay longer. In order to attract talented businesses, big employee accomplishments may also be recognized by identifying them with service awards. These awards improve employee engagement and the degree of trust and increase their satisfaction as well.

7. Conclusion

As hotels become more dynamic and with more globalization, technological changes, the emergence of new markets, changes in workforce demography, business environment / landscape changes, it becomes important for them to build a mechanism and framework to ensure that the right talent is available at the right location. And for this, the above suggested techniques need to build an efficient talent management life cycle (talent recognition, talent acquisition, talent development, talent leveraging). In a nutshell, every worker today is in every way a free agent and acts like a mobile

investor of his or her human capital. This calls for a holistic approach to talent management to be embraced by the hotel.

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