



Research Article

A STUDY ON TALENT ACQUISITION PROCESS WITH SPECIAL REFERENCE TO HOSPITALITY INDUSTRY

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ARTICLE INFO

Article History:

Received 14th March, 2021
Received in revised form 29th April, 2021
Accepted 05th May, 2021
Published online 28th June, 2021

Key Words:

Talent acquisition, hospitality, organization

ABSTRACT

The success of any organization lies in the pool of talent of its workforce. Sourcing and engaging the right talent is a big challenge even in India where unemployment is quite high. The overall successful operations and growth of any organization lies in giving importance to talent acquisition. This study is aimed at giving a solution to the problems involved in their talent acquisition process. The objective is to study the current talent acquisition process in the organization and identify areas for improvement and to study the extent of adoption of best practices in the firm. The study also aims to examine the implementation of new and innovative methods in job analysis, recruitment, screening and selection processes in the organization. Descriptive research approach is applied in the study. Primary data is collected by means of direct interviews. Secondary data is collected from available books, publications, research studies, articles and websites. The market for HR Hospitality is expanding day by day and thus a company or an individual should be aware about different opportunities and threats which may arise in future. Thus it is important to understand the end to end process involved while acquiring the candidates for the job and therefore becomes imperative in the hospitality sector. This paper also discusses the scope of the hospitality sector, contribution towards the economy as well as the challenges faced by the hospitality firm during their regular operations and during the crisis of covid-19.

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INTRODUCTION

Hospitality is a service industry which is a significant feature of our everyday life and plays an essential role in our lives. This industry can probably be termed as one of the pioneering commercial undertakings of this world. It is part of the larger business initiative of the tourism industry. A modern statement of hospitality refers to the relationship process between a customer and a host, which is all about smile, trust, caring and sharing the operation success, regardless of job title (Assaf and Magnini, 2012). Their courtesy is to welcome and look after the basic needs of customers, mainly in relation to food, drink and accommodation. This is an industry that includes restaurants, hotels, casinos, events, cruises, entertainment and other tourism related services (Goeldner and Ritchie, 2006). Their main aspects are respect, understanding and the ability to help other people.

Today hospitality is expanding fast by the grace of globalization.

The primary goal is to provide customers with quality service, as they focus on creating high standard and environment for the purpose of making their customers feel welcomed at their establishments (Robinson *et al.*, 2016). In countries throughout the world the study and continual increase in size of tourist and hospitality industries continues. This industry brings a lot of valuable foreign exchange as people who travel to other countries spend money on accommodation, transport, shopping, sightseeing etc. For many people it's the look, design or location that creates the importance and the lasting impression. In order to accommodate the world's travellers, the industry is also expanding to keep up with the demand. According to world economy forum report published in the year 2019 India was ranked 34th for travel and tourism competitiveness. "A hotel is a place where a bonafide traveler can receive food and shelter provided he/she is in a fit condition to be received and is able to pay for it."

Hotels are the part of the hospitality industry which provides comfortable stay for its customers. It is considered to be an upscale which provides different services such as bed and breakfast, swimming pool, child care, restaurant, conference and meeting rooms etc. Today the hotels are much more than

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just a place to sleep-many travellers view them as an integral part of a getawayexperience. With the recent boom of boutique hotels, spiffed-up budget properties and novelty accommodations, travellers can choose a hotel that is as much a selling point as the destination itself. The direct contribution of travel and tourism towards GDP is expected to reach US\$147.96billion by 2027.

If any of the industries is really too susceptible to the environmental factors then it is the hospitality industry. From changing weather to changing governments, all these factors can impact it deeply. Apart from it, technological and social trends too can impact it deeply. 2016 remained a great year for hospitality industry where a large number of jobs were added globallyevery month. With disposable personal income on the rise globally, 2017 is also expected to remain a profitable year for Hospitality industry. Several things have brought major changes to the industry in 2016. Technological innovation, terrorism, political instability, rising consumer demand and similar other factors have influenced it globally in varying ways.

Political factors

Political factors globally have a direct and deep impact on the hospitality industry. Whether it is the changing government regimes worldwide or terrorism, the effect is always direct on the industry. Political stability is always good for the hospitality industry. Tourism flourishes in anenvironment free of turmoil. It cannot flourish in an environment of conflict or terror.

Economic factors

Economic factors have remained a major factor behind the high demand in the tourism sector globally in 2016. The labour market has continued to grow stronger and with it consumer spending. Not just this, disposable personal income as well as average hourly incomes have also risen. So, overall these are positive signs for the hospitality industry. However, rising operational costs will also create pressures. Condition of the economy affects the purchasing power of the travellers. If the economy is flourishing, the consumers would be able to spend more on leisure activities. Otherwise economic slowdown affects their pockets and then the industry. Under such conditions, the players including hotel brands and airlines are forced to cut down prices to fuel demand. The result is reduced profits. The exact opposite happens when economic activity is higher.

Social factors

Like the economic trends, social trends too shape the tourism industry. The effects too can be just as deep. Consumer preference in lodging has taken a shift in the recent years. Their preference has shifted in the favour of private accommodations. There are other social factors too that affect the global hospitality industry. Consumer preference is an important factor. If consumer sentiment is favourable both airlines and the hotel brands stand to gain.

Technological factor

The technological factors have emerged to be the facilitators of demand for the tourism industry in the 21st century. Technology has facilitated communication and transfer of information bridging the gap between several parts of the world. More and more tourists now conduct research and try to

find the best deals before they go for the final booking. If new tourist destinations have emerged then the credit to a large extent goes to the rise of technology. Hoteland airlines brands are using information technology to serve their consumers better. Undoubtedly, technology is an enabler of tourism. Hotel industry has upped the use of technology.

Environmental factor

Sustainability is a key concern in tourism too. The focus has now shifted on ecotourism. Frommanaging ecological impact to waste management, all these concerns are important for the tourism operators. One even important thing is the impact of weather conditions on travel and tourism. We all know of seasonal tourism and how changing seasons affect demand and supplyof tourism in various areas. Tourists do not flock to an area all the year round like you would not like to go to places closer to the equator in hot season (Buhalis, 2008). Thus, environmental or ecological factors have a major impact on tourism industry. Cities that are greener and cleaner receive tourists in larger numbers.

Legal Factors

The regulatory environment in the tourism industry is complex. It is because both labor and public security are important concerns. The legal pressures and challenges in the tourism environment are big. Hospitality sector have focused a lot on making guests safer. For brands operating in several nations, it is important that they are familiar with all the local laws. Staff training has also become more and more important to prevent any legal hassles. Cities and nations that are considered safer and have lower crime level, see tourists in larger numbers.

Impact of COVID-19 in hospitality

As the effects of COVID-19 spread across the entire world, the primary focus for governmentsand businesses is the safety of their people. Whilst this focus will continue, the implications for economic growth and corporate profits have to lead to a sharp sell-off in equity markets across the globe. We are proud to see that our hospitality and leisure clients, being the first ones that experienced the extreme bad weather conditions, are moving quickly and remain focussed to understand and quantify the operational and financial impact for their business. The impact is huge, and not yet predictable, on both revenue and supply chains. Decisions being taken to shutdown hotels, restaurants, theme parks, cinemas, not to mention the entire disruptive effect of the travel ecosystem, all have a significant impact on worldwide tourism. As a team, Operators and Investors are trying to mitigate the cash and working capital issues, and stay in close contactwith their stakeholders.

About Talent Acquisition

Talent acquisition as” a strategic approach to identify, attract and onboard top talent toefficiently and effectively meet dynamic business needs” (Richardson, 2010). The term Talent Acquisition (TA) is often used synonymously with Recruiting. However, these are two very different things. Recruiting is a subset of TA, and includes the activities of sourcing, screening, interviewing, assessing, selecting and hiring (Eoin Whelan, 2018), Talent acquisition includes recruiting, but it is inclusive of other strategic elements

Talent Acquisition Planning and Strategy: Ensures business alignment, examines workforce plans, requires an

understanding of the labour markets, and looks at global considerations.

Workforce Segmentation: Requires an understanding of the different workforce segments and positions within these segments, as well as the skills, competencies, and experience necessary for success.

Employment branding: Includes activities that help to uncover, articulate and define a company's image, organizational culture, key differentiators, reputation, and products and services. Employment branding can help advance the market position of organizations, attract quality candidates and depict what it is truly like to work for that organization.

Candidate Audiences: Necessitates defining and understanding the audiences in which an organization needs to source for specific roles. Different sourcing strategies should be applied based on the understanding of the jobs and where the audiences will come from to fill them.

Candidate Relationship management: Includes building a positive candidate experience, managing candidate communities, and maintaining relationships for those candidates not selected.

Merits and Analytics: Is the continuous tracking and use of key metrics to drive continuous improvement and to make better recruiting decisions, to ultimately improve the quality of hire.

Talent acquisition versus recruitment

Recruitment refers to the process of filling a vacancy as the need arises. Recruitment is a subset of talent acquisition. It involves the five stages of candidate sourcing, lead nurturing, candidate selection, interviewing and outsourcing.

Talent acquisition is a broader hiring strategy. It involves developing a specific hiring strategy, talent or candidate relationship management employer branding, creation of a talent pipeline and finally, recruitment.

A powerful talent acquisition strategy always begins with an overall analysis of HR and it is a long and finely detailed process. Here there is checklist of important steps to guide that process.

Forecast productively: Identify which roles at your company are hardest to hire for and prioritize them. Niche skills, highly-specific experience, tech or engineering jobs, and senior leadership all fall into positions that can take 3-6 months or longer to fill. Hiring just the right person for the job, or building an entire team on short notice, are much easier with some forward thinking.

Construct a conveyer: Keep track of the candidates you find, whether in a simple spreadsheet at a smaller company, or organized via specialized software or platform. If your organization has larger talent needs make sure to also carve out and schedule time daily or weekly for talent acquisition activities: networking, outreach, inputting and updating candidate details, and most importantly, building relationships that could be useful when you have a future role to fill.

Get everyone on panel: Don't isolate the efforts of your HR and talent acquisition team and keep an open mind about where quality candidates can come from. Get the department or even entire company involved. Consider introducing employee referral programs, monetary rewards for key hires, etc. If employees at your company know what roles you're hiring for,

what kinds of people you're looking to fill those roles, and your vision about where the company is headed, you'll likely find great candidates faster.

Spend the time: Interviewing is a hugely important part of the talent acquisition process. You want to see how a candidate will act in a formal setting, and how they will think and perform under fire. But often, some of your best instinct about people, performance, and cultural fit comes from outside the conference room. Casual phone conversations, lunch meetings, even an informal negotiation over a cocktail are ways to get to know your prospective hire that won't be evident from a one standard interview. And if the team needs more face-to-face time with a potential candidate, don't hesitate to bring them back in to meet with multiple stakeholders. High performers will probably like the extra chance to size everyone up as well.

Roles and Responsibilities of an Outsourced Talent Acquisition Manager

Outsourced professional talent acquisition managers bring a abundance of HR experience to your company while saving you the expense of hiring another employee.

Planning and acquisition strategies

A professional talent acquisition manager understands the amount of planning necessary for success. The manager is a professional who has experience in analysing the nature of your business and the industry as a whole. The manager can develop an understanding of your future workplace hiring needs. Not only will the manager evaluate your company needs, the manager is a professional trained to take into consideration the local and global labour markets that may be competing for the same individuals.

Workforce Composition

In a larger company, a successful acquisition strategy requires an understanding of the different profit centres within the company and the different positions within those centres. A talent acquisition manager will take the time to develop a thorough understanding of your company's operations and each of the skills and competencies that each position requires for success.

Employer Branding

To be competitive for top candidates, your company must show an appealing brand. Your company must have a positive image and pleasing culture. Your company must have a good reputation based on quality products and services. All of these elements make your company an attractive place to work. A talent acquisition manager knows how to make sure your company projects a solid brand that attracts top candidates.

Talent Outreach

A talent acquisition manager who performs well helps client companies hire productive employees. Managers need to have excellent interpersonal skills to be able to interact with employees at every level of the company (Schuler Randall S, 201). They also need to go outside of their office to meet candidates at job fairs, college campus events, and other networking events (Bauer *et al.*, 1998). The amount of time required to do effective networking is time that an in-house HR executive may not be able to spare.

Skills Assessments

A talent acquisition manager will design methodologies to develop the talent pools for you, assess candidate skills, and comply with company goals and applicable laws and regulations

Overall Analysis of Primary Data Revealed that

- Employees are aware of the importance of Talent Acquisition process.
- Employees consider recruiting the right talent through Talent Acquisition is then best way to choose skilled candidates.
- Most of them consider training and personnel development is the appropriate way to improve the skills.
- The most important necessary part of Talent Acquisition is promoting employee branding.

CONCLUSION

By the completion of study on Talent acquisition, could understand that it constitutes human resource management which is a vital and critical human resource function. Any organization that aspires to grow on the global stage should have the ability to put the right person at the right place (Cable, 2000). Though organizations are claiming from a longer time that employees are their bests, but making the most of the potential talent has acquired a new urgency. The primary data shows that most of the employees are aware about the importance of Talent Acquisition process in Hyatt. Understood how Talent acquisition works in hospitality as well as how important it is through secondary data. Apart from this the learnings got from the company were how a human resource department functions in the hotel and improved the skills like communication skills, decision making skills and empathetic skills which is very important for a HR manager. The employees of Hyatt are well aware about the various sources and methods of Talent Acquisition and all of them are satisfied with Talent Acquisition process

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How to cite this article:

Jerin Thomas Varghese *et al* (2021) 'A Study on Talent Acquisition Process With Special Reference To Hospitality Industry', *International Journal of Current Advanced Research*, 10(06), pp. 24533-24536.
DOI: <http://dx.doi.org/10.24327/ijcar.2021.24536.4867>
