



**Research Article**

**A STUDY ON TALENT ACQUISITION APPROACHE IN HOSPITALITY INDUSTRY WITH SPECIAL REFERENCE TO IDUKKI DISTRICT, KERALA, INDIA**

**R.Santhosh kumar\***

Marian International Institute of Management, Kuttikannam, Idukki District, Kerala, India

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**ABSTRACT**

This research paper examines the applicability and approaches of Talent acquisition in Hospitality Industry in Idukki district, Kerala, India. The primary data collected from the 100 different levels of employees in Hospitality industry. Hypothesis test used to measure the applicability of talent acquisition. This paper found the Human resource management feels that Talent acquisition is the Competitive Advantage for the company; they believe that their company's conscription strategy is leveraged towards recruiting top talent. This study helps the company to keep hold of present talented workforce and stop them from quitting the organization. Critical Talent has been defined and identified at covering all level of management positions; suggestions have been proposed in line with company's requirements and capabilities and to select the perfect and highly skilled employees for the Hospitality Industry.

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**INTRODUCTION**

Talent acquisition is the majority pleasing and fruitful feature of human resource management. Finding high-quality group is only a part of the task – talented people can be difficult to manage, but the effort towards cultivation talent is valuable. All levels of maangement talent will be tomorrow's source of competitive advantage. Technology has become increasingly dependent on knowledge workers who provide the intellectual capital to develop new products and execute effective marketing strategies. This has led cutting edge companies to realize that acquiring, cultivating and leveraging their talent base is where their real competitive edge lies.

**Talent Acquisition**

Talent acquisition is defined as “the organized identification and development of those individuals with high potential who are of particular value to an organization”. Talent acquisition implies recognizing a person's intrinsic skills, personality, and offering him a matching job. Every person has a unique talent that suits a particular job profile and any other position will cause discomfort. It is the job of the Management, particularly the Human Resource Department, to place candidates with prudence and caution. A wrong fit will result in further hiring, re-training and other wasteful activities. It is a systematic approach to managing the talent in an organization.

In these days of highly competitive world, where change is the only constant factor, it is important for the organization to

edge because under the new trade agreements, technology can be easily transferred from one country to another. But it is the talented workforce that is very hard to find. The biggest problem is how to retain the present workforce and stop them from quitting.

**Reviews**

Eoin Whelan (2018), in his study has viewed that how social network analysis can support talent management initiatives in knowledge intensive work environments. Drawing on network analysis and interview data from the research and development division of two European-based multinational firms, this paper illustrates how social network analysis can aid talent management interventions on two fronts through talent positioning, responding to a talent raid. These findings show that talent management efforts not only need to go beyond identifying key positions but also need to consider the connections between the individuals occupying complementary key positions. This paper contributes to the advancement of the talent management concept by integrating a social network perspective into the research agenda. The extant literature has tended to focus upon the individuals' attributes when deciding who is to be deemed 'talented'. In contrast, social network theory posits that it is the ties and relationships between individuals and not individual attributes that really matter.

Chung Hee Kim and Hugh Scullion (2017), their study have expressed the link between Corporate Social Responsibility and Global Talent Management is conspicuously absent from existing research on Corporate Social Responsibility. Our comparative study of Corporate Social Responsibility and

\*Corresponding author: **R.Santhosh kumar**

Marian International Institute of Management, Kuttikannam, Idukki District, Kerala, India

Global Talent Management in the UK and Korea is one of the few empirical studies to examine the link between Corporate Social Responsibility and Global Talent Management strategy and how this relationship may vary in different national contexts. Our data revealed that Corporate Social Responsibility link with Global Talent Management strategy is taken more seriously in the UK than in Korea. The reason for this is not primarily a matter of the management competences required to connect it with strategy. Rather, it is more closely related to the country's institutional and cultural contexts which lead businesses to demonstrate Corporate Social Responsibility in certain ways and influence people's views on responsible business. Implications of this cross national research for both researchers and practitioners are discussed in the conclusion.

Pamela Bethke-Langenegger *et al* (2016), in their study have expressed that the effects of different types of talent management strategies on organizational performance. The other introduced four different strategies and show how they affect organizational performance. For this purpose, the other uses a particularly detailed dataset of 138 Swiss companies. The other find that talent management focusing on retaining and developing talents has a statistically significant positive impact on human resource outcomes such as job satisfaction, motivation, commitment and trust in leaders. Moreover, talent management practices with a strong focus on corporate strategy have a statistically higher significant impact on organizational outcomes such as company attractiveness, the achievement of business goals, customer satisfaction and, above all, corporate profit, more so than any other areas that talent management focuses upon.

Salvador Vivas-Lopez *et al* (2015), in their study have expressed that The phenomenon of globalization and the intensification of change mean that firms increasingly require an internal structure that fosters the genesis and application of new knowledge. If the firm's objective is to achieve continuous learning then organizational variables and managerial purpose through talent management are essential for access to superior knowledge assets. This study takes an in-depth look at the relationship between a political phenomenon talent management and a natural one within a particular organizational framework. The aim is to obtain evidence of the effect of organizational variables on learning and knowledge from the perspective of large Spanish firms.

Anthony McDonnell *et al* (2014), in their study have expressed that in recent decades, interest in talent management has continued to grow among practitioners, consultants and academics. Conceptual development and subsequent empirical analysis has been limited and struggled to keep pace with the plethora of management consultancy reports in the area. More recently, global talent management has come to the forefront due to the increasing importance and challenges multinational enterprises face in satisfying their talent demands. This paper analyses the operationalisation of the talent identification stage in global talent management. In so doing, it is found that the use of talent pool segmentation is becoming a popular means of identifying and managing talent. Multinational enterprises face a number of challenges in ensuring that it is an effective system. Schuler Randall S. *et al* (2013), in their study have expressed that the need for multinational firms to be as competitive in the global marketplace as possible has increased dramatically over the past twenty years. For international

human resource management this has meant many strategic opportunities to international human resource management. An excellent example of such an opportunity is that which exists regarding the management of talent. This opportunity began to develop in the late 1990s with the advent of the challenge of global talent management. During the past few years this opportunity has expanded to include challenges dealing with talent shortages, talent surpluses, locating and relocating talent, and compensation levels of talent. Together, these conditions are all global talent challenges. In this article we describe these several global talent challenges and the strategic opportunities they present to firms and propose the implications of these for firms and for the field of international human resource management.

Preece, David *et al* (2012), in their study have expressed that many human resource apologists have long shown concern about the status and legitimacy of the occupation in the eyes of executives and other actors, and, arguably, this has not been unconnected to the range of titles it has been given over the years. For some time, commentators debated whether there was an element of management fashion about these title changes, or whether they reflected some real change at the level of practice. Talent management has recently emerged as a focus of interest in human resource management, although differences exist over its definition and rationale. The contribution examines Talent management in similar terms. Drawing upon the management fashion literature and an empirical study of seven companies in Beijing, it analyses the role of fashion setters and followers in the fashion-setting process. Talent management recent emergence and the paucity of empirical material, it is too early to be definitive, but on the basis of our analysis we argue that, whilst in some of these organizations Talent management did exemplify certain characteristics of management fashion, it could not be adequately explained by management fashion theory alone. The companies embraced Talent management because they thought it could address their need to attract, retain and motivate talented people in an intensifying talent war.

Srinivasan, M.S. (2011), in his study has viewed that in the emerging and future world of business, the key factor of success will be not capital or technology but talent. There is at present a growing volume of literature on talent management. Discussions in literature are focused on retaining existing talent or in other words manifest talent. Not much of creative attention is bestowed on the other aspect of talent management: how to manifest the hidden talent in the average employee or in other words, harness the unmanifest talent. This article examines both these dimensions of talent management in the light of an integral and evolutionary vision of human development.

McDonnell and Anthony (2010), in their study have expressed that the most critical outstanding issues faced by practitioners in undertaking effective talent management. In spite of the global financial crisis, talent management will continue being one of the most important challenges faced by organizations in the coming decade. Workforce demographics and skills shortages are likely to make the 'war for talent' fiercer than ever before making effective talent management a competitive necessity. While talent management is rapidly developing as a research field, there are many areas and questions that need to be explored. These questions are likely to have a particularly important applied benefit as they represent some of the key

challenges organizations are grappling with in effectively managing their talent. The article asks researchers in the field to consider the questions proposed in developing future research agendas.

Berger *et al* (2009), in their study have expressed that create a culture of excellence a talent management process must have 3 elements that include, a talent management creed with a publicized set of principles, values and mutual expectations, a strategy and a system for implementing the creed and the strategy. It also notes the creed of companies like Johnson and Johnson, Microsoft and Starbucks.

Brotherton and Phaedra(2008), in their study have expressed that the professional services firm Towers Watson which found that companies are acknowledging the recovering economy by focusing on obtaining employees from talent management programs. Specific talent management priorities focused upon by companies are examined, including leadership development programs, career planning, and coaching and mentoring.

**Objectives of the Study**

- To inspect the applicability of the concepts of talent acquisition in Hospitality industry.
- To access the talent inventory in terms of identification of talent gaps and identification of issues / challenges affecting the talent pool.
- To evolve and develop an integrated framework for analyzing, utilizing and assimilating the pool of talent from the available limit of human resources.
- To make the individual realize his true potential and trying to improve his level of performance.

**Hypothesis Testing**

**Ho:** There is no significant difference between level of management & industries recruitment policy of selecting the top talent.

**Ho:** There is no significant difference between level of management & specific training program received till now for career growth.

**Ho:** There is no significant difference between level of management and level of motivation.

**METHODOLOGY**

The research design used in this study is descriptive research design. The non-probability convenience sampling method was applied in this study. The study covered hospitality industry in Idukki District, Kerala. Primary data were collected from 100 employees from various resorts and star hotels. The primary data were collected from the respondents through questionnaire and secondary data from books, magazines, records and files maintained in Personnel Department. Chi-square test was used to select Hypothesis and percentage and graphical tools also used for analysis. The scope of the study is to know applicability of talent acquisition in hospitality industry.

**RESULT AND DISCUSSION**

**Demographic Analysis**

From the analysis it is found that 48% of the respondents are in 20 – 30age group, 51% of the respondents are working past 1-3 years and 34% of the respondents are in entry level, 59% of

the respondents are R & D Professionals, and 44% of the respondents are HR Managers. The study also found that 52% of the respondents leave from previous organization due to lack of rewards and recognition and 59 % of the respondent feel learning the available opportunities is an influencing factor to join new concern. From the analysis, 87% of the respondents having opinion that culture of the organizations supports that talent management and 75% of the respondents feel that the company’s culture not only just retains talented employees, but fully engages them, capturing their minds & hearts at each stage of their work lives. And 82% of the respondents accept that the talent management is a high priority in the company.

This study also found that 87% of the respondents feel that the company is developing the employee talent and 63% of the respondents are supporting that company identifies the talent among the employees through mapping competency building models. Moreover 81% of the respondents highlighted that showing positive attitude towards disobedient employees if they are talent and productive in future. 95% of the respondents are accepting the specific employee policy formulated towards the talent management system and 82% of the respondents agree that the company’s “bench mark” influencing the best practices of talent management. And 76% of the respondents feel that the companies make an effort towards job design/redesign for an effective talent management.

This study indicates that 76% of the respondents agree that the company “poach” talented employees and 86% of the respondents agree that the company’s recruitment policy is leveraged towards recruiting top talented employees and most of the respondents agree trust retain employees. And 75% of the respondents feel that the talent is wasted if it is not recognized/expressed.

This study reveals that 39% of the respondents feel providing adequate opportunities for career growth is considered as a challenge in retaining employees in their company and 62% feel that managerial type of training to be given for improving the talent and remaining, 38% of the respondents feel that technical type of training is to be given for improving the talent.

From the analysis it is found that 82% of the respondents require specific training program for their career growth. This study finds that 55% of the respondents have less satisfaction level of motivation while working in Automobile industries, 55% of the respondent feel that the current reward system will helpful in achieving the company’s goals/objectives and 53% of the respondents consider creating a motivating environment as a main role of a manager for employee retention.

**Table 1** Hypothesis testing

S.No	Hypothesis	Calculated value	Table value	Result
1	There is no significant difference between level of management & industries recruitment policy of selecting the top talent	8.819	7.015	<i>Accept</i>
2	<b>Ho:</b> There is no significant difference between level of management & specific training program received till now for career growth.	4.637	6.704	<i>Accept</i>
3	<b>Ho:</b> There is no significant difference between level of management and level of motivation	48.762	16.470	<i>Rejected</i>

Source: Primary Data

From the table we can understand that there is no significant difference between employee level of management & company recruitment policy for recruiting top talent. This hypothesis test clearly shows that level of management is not a factor to determine the talent. The company recruitment person gives importance only to the talent not to the level of management. Another hypothesis found the result that there is no significant difference between employee level of management and their specific training program. The effectiveness of training program is not depended on the level of management group, it always depends on the interest of the employee. Their interest level will determine their improvement of talent. Training is a tool to increase the employee talent. Another hypothesis test found that there is a significant difference between level of management group and employee motivation. Motivation is a one of the factor to explore the employee talent. Need hierarchy is very much close to the level of management group. When level of management of the employees increases their need level also increase. The organizations feel that motivating their employees in a right direction will help to explore the employee's talent and they also follow the different kinds of motivation for different level of management.

#### Recommendations

This paper recommends some suggestions to the hospitality industry to improve their talent and retain. They are:

- ✓ Hire the right people, think about their roles and look for the right individuals based on the contributions they will make.
- ✓ Effective training and good motivation practices will help to improve the talent among employees and increase their retention in the same organization. While discussing about training the HR people may consider the orientation programme discuss the organization's culture and customs. Offer the knowledge and experience about how things are done here and discuss career interests with employees.
- ✓ Analyze whether the employees are interested in becoming subject-matter experts in their field, want to gain experience in more than one area, climb the career ladder or remain for a while in an enjoyable job.
- ✓ Based on employees career interests the organizations identify the opportunities and provide deep knowledge, train them cross-functionally, enhance their leadership skills or undertake new challenges to keep a fresh perspective on work life.
- ✓ Employees are often motivated by rewards other than monetary. Demonstrate that the value of employee by recognizing their contributions and successes. Release staff newsletter. The newsletter contains employee idea regarding substantive individual contributions and unit successes for potential publication.
- ✓ By helping employees to develop their skills and advance their careers at the company, encourage loyalty to the institution. Get a positive reputation for developing and helping to advance staff and other employees and by this make them to work for the organization.

## CONCLUSION

This study will help to retain present talented workforce and stop them from quitting the organization. Critical talent has been defined and identified at automobile industries covering all level of management. This survey has been conducted to check talent gaps and identification of the issues and the challenges affecting the talent pool. Suggestions have been proposed in line with company's requirements and capabilities and to select the perfect and highly skilled employees for the organization, highly demanding business environment makes it imperative for the organizations to build competence in the form of superior intellectual capital. It is agreed by almost all CEOs of big companies says that talent management is an important aspect in human resource. It is the duty of the HR to nurture a brigade of talented workforce, which can win them the war in the business field. The talent has to be spotted, carefully nurtured and most importantly preserved.

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