

Talent Development and Retention in Hospitality Industry

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Abstract - This research aims to explore high rate of employee attrition in the hospitality industry as it has been a cause of concern. This study aims at diagnosing the causes for this high attrition rate and also to suggest ways and means to attract & recruit adequate talent for the industry and to retain them for a reasonable duration. The research also aims at exploring the reasons that some employees remain with an employer for longer tenures in hospitality industry. This paper also focuses on the fact that progress and opportunity the industry provides that must be matched by an increase in developing talent by educational institutes both in quality and quantity. This should be followed by attraction, recruitment and retention by the industry. A culture of compliance, prevention and legality to guarantee results and favourable consequences for the country, for investors, employers and employees must also be explored in the above mentioned context. The research work also focuses on the role of unions and unionized employees in the industry. Cooperative bargain on a yearly basis will also be explored to analyze growth, develop reliability and strengthen employee relations. The aim of this research is to go deeper into what managers in different organizations in Hospitality Industry are doing in retaining talented employees. With the literature reviews as a basis this research will therefore look into different manager's subjective perspectives and their measures in retaining the talented employees that belongs to their respective organization.

Keywords: Talent, Acquisition, Retention, Reward System, Motivation

I. INTRODUCTION (10pt, Caps, normal)

A neglect of essential skill development especially in hospitality industry may mar the efforts or strategies developed or adopted by industry and governments as skill plays a vital and key role in providing an amicable guest service and in return create employee satisfaction leading to their retention. Not only is it equally important to develop skill but also, in a broader sense, Talent Management must be a conceptual framework to ensure a right talent acquisition and its retention in the hospitality industry. Talent management is a topic that researchers and practitioners have been concerned with for decades (Iles, Chuai, & Preece, 2010). Talent management has been defined as recruitment, retention and development of the best of the best people (Iles et al., 2010; Lewis & Heckman, 2006). Effective reward system also plays a major role in talent retention as it becomes a motivating factor for employees for being rewarded to their contribution. In a broader sense that an employee may

found a better working atmosphere also as a reward, so it can be in both forms such as monetary and non-monetary. According to the World Travel and Tourism Council (WTTC), the hospitality industry is one of the most important labor and employment markets worldwide providing around 100 million jobs with a projected steady annual growth of 4% over the next decade (April 20 2017).

II. SYSTEM MODEL

The basic technique used in the research will be exploring the high quality primary data & secondary data with the observation method.

III. PREVIOUS WORK

Attraction of talented employees to hotels has been a much discussed aspect for researchers. These aspects for attraction of talented employees are covered in the hospitality literature (Cappelli and Keller 2014). Collings and Mellahi (2009) argued that hospitality organizations invest their resources into the attraction of 74 talented employees in order to sustain competitiveness. Porter (2011) claims that most employee turnover can be minimized and prevented when an organization builds up sound strategies on how to attract talented employees.

IV. PROPOSED METHODOLOGY

This study based upon primary data and secondary data that have been collected from text book, research papers and websites.

V. SIMULATION/EXPERIMENTAL RESULTS

Changing tastes are also playing a vital role in the shift of employees from one sector of job to another job role. Many employers are also looking for employees to recruit with the knowledge of multiple languages as this creates a 'wow' factor for guests and guests also feel comfortable in communicating their needs and demands. Knowledge of multiple languages also creates a well known sought after principal of hotel industry-'home away from home'.

Leadership skills are also another aspect which recruiters seek to be in their aspirants who are applying for job so that they can shoulder their manager or superior right from the start and are able to manage their assigned areas independently as and when needed. Talent management is

a topic that researchers and practitioners have been concerned with for decades (Iles, Chuai, & Preece, 2010).

Talent management has been defined as recruitment, retention and development of the best of the best people (Iles et al., 2010; Lewis & Heckman, 2006). It is an important element in developing successful organizations and a strategic priority for businesses (Davies & Davies, 2010). Finding talented people is a global concern for the hospitality and tourism industry (ISHC, 2006). Dawson, Abbott and Shoemaker (2011) argue that finding and recruiting people who have similar values and the ability to manage people and perform service tasks under various circumstances is a big challenge for hospitality. Talent management for acquisition and retention of talent is an integral part of Human Resource management. It aims to address specific strategic objectives for the organization.

While focusing on the developing the talent of outstanding performers in the organization we have found that InterContinental Hotel Group (IHG) has opted an innovative strategy of training employees via online training modules through its Leadership Academy partnership with Harvard Business Publishing. IHG also provides Leadership Development Training to supervisor level and junior level managers facilitated by General Managers and HR Managers. IHG also develops its outstanding talent pool by a 24 month accelerated program for senior leaders through 'IHG Future Leader Program' and 'RISE' mentor program for female leaders who are aspiring for becoming General Manager.

It is also very important to focus the research on employees' narrative of personal career development. This focus will make an important contribution to understand the employee perspective of Talent Management and career development in hospitality industry.

The success of any strategy and innovative framework for Talent Acquisition and retention in Hospitality Industry relies heavily on two important aspects- 1-uniqueness and complexity of the sector must be addressed; 2-CEO/Owner-Manager commitment and cascading down of a talent mind-set/culture within organizations. Reilly (2018) considers how Talent Management can be a strategic lever to enable the development of a customer-centric culture in the hospitality sector. While referring a conceptual view point of Jennifer Chishamiso NZONZO and Tsitsi CHIPFUVA regarding their research on 'Managing Talent in the Tourism and Hospitality Sector: A Conceptual View Point' we found out that the modernization of tourism training systems, more versatile working methods, flexible working hours and the leverage of existing employees' skills and competencies are key to this industry's success. In the same research work we also found out that talent management strategies adopted and the creation of global competitiveness correlate with each

other and institutional culture has an impact on the adoption of strategic planning which in turn, has an impact on talent management.

Employee retention is an important challenging issue for the hospitality industry. The hospitality industry relies on a stable committed workforce to ensure that the guests' needs and expectations are met. High turnover of staff in this industry can be a problem. This research paper aims at finding the challenges staff retention in hospitality industry. Reward is broad construct that can be anything that employee value that employer is willing to offer in exchange for their contribution. Reward system normally implemented to influence individual behavior and motivating employee in work. It provides job satisfaction and increase firm's effectiveness. Hence a reward system must be framed keeping following objectives such as: Attract and retain suitable employees; Maintain or improve employees' performance; Comply with employment legislation.

VI. CONCLUSION

- a) Through attracting and developing the right staff an organization can meet the challenges of high employee turnover.
- b) Development of talent management policy and its rigorous practice and application in the organization processes.
- c) For a comprehensive talent development and growth, leading to long term employee retention, organizational policies and strategies must be designed with the incorporation of the talent development and retention plans which will further link the rewards and incentives for employees with organizational strategies.
- d) In case of organizations where unions and unionized employees are working, a yearly collective bargaining could be done to avoid staff doubt and confusion over management intentions and approach towards them.
- e) Focus on non-financial rewards is very important as they are also a contributing factor in staff turnover. Such as unattractive working atmosphere (eg. poor pay, long working hours, low/less job opportunities and development), may lead to employee dissatisfaction and turnover. Hence providing a good working atmosphere and work culture is one of the non-financial rewards.
- f) Motivated and retained employees not only produce exceptional guest service but also act as an asset to the organization as the cost of training invested on such employees, returns in huge potential employees who benefit the organizations in long run. On the contrary if the trained manpower leaves the

organization and joins some other organization which gets profited without investing anything on training on such manpower causing loss to the employer who invested earlier on imparting training to the employees.

VII. FUTURE SCOPES

The research will further focus on the key highlighted areas individually and a detailed analysis will be carried out of each area.

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