

Impact of personal profile of employees on their understanding of Talent management activities in 4- and 5-star hotel Industry in Bangalore

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ABSTRACT

TM is a precious resource that is employed as a human capital management engine oxygen. It is vital for the progression and progress of people and the organisation, according to management practitioners, analysts, researchers, online publications, newspaper articles, and social networking platforms. In order to address the multiplicity of challenges linked with globalisation, expansion, diversity, demographic shifts, and insufficient progress, TM has also become a strategic management decision at all levels for any organisation. HR executives are using TM techniques like talent identification, talent attraction, talent development, talent management, talent engagement, talent assessment, talent ship, and talent segmentation to adapt and cope with the prospect of future talent shortages in their organization's talent pool or the need to fill a talent void. Therefore, the current study is an effort to find how the employees in the Hotel Industry perceive the Talent management practices which can be based on their personal profile such as age, gender, qualification, experiences and Designation. A sample size of 100 was taken from 4,5- and 5-star deluxe hotels and ANOVA technique was administered to get the results. The results of the study shows that the designation and experiences of the respondents have effect on the opinions of talent management practices.

Keywords

Talent management activities, Employees, 4–5-star hotels, Personal profile (Demographic variables)

Introduction

In order to obtain a deeper grasp of HR management, it is necessary to integrate the wider management concepts. Management is defined as the human resources (HR) sector that combines strategic coordination, readiness, guiding, and tracking of employees in order to meet organisational goals (Sharma, 2015). It is also clear that HR must use both physical and financial instruments to guarantee that HR goals and objectives are met. To put it another way, this bolsters the case for the importance of human capital in management. HR management is utilised in management; therefore, it incorporates management concepts, ideas, and practises into the company's human resources management.

According to the findings, HR management words emerged in the United States, following human relations tendencies. According to Kaufman (2007), the term "talented workforce" first emerged in textbook material in the mid-1960s, mostly in connection to the synonym phrases "workers" or "human resources," which became synonymous. Drawing and categorising have long been important components of scholarly and practitioner activities in the United Kingdom. In

the 1980s, four different traditions were identified, which included both academics and practitioners: Bach and Sisson (2000).

- Prescriptive: This was the literature's principal technique, and it was created in relation to worker supervision, and it looked at various methods and tactics that practitioners may apply. While there are differences in practise from place to place, the core values and traditions of American society have always followed a unitaristic mindset, with workers and management cooperating to improve their own lot.

- There is a clear separation between prescription and "labour control," which uses HR management as an overt or indirect means of labour management. The more you know about how businesses operate, the better off you will be.

- Workplace relations, also known as human resources administration, is a sub-discipline of labour law in which the management of the working arrangement is impacted by forces both inside and outside the company. The essence of this tradition emphasises a more diversified approach to human resources, which aims to encompass mutually connected aspects of the working relationship.

• While organisational psychology is prevalent in the United States, it was critical in the study of HR management issues that UK experts looked into, such as selection, learning, and growth, retention, and psychological attribute comparison.

Talent Management

According to Jennifer (2013), different methods to talent acquisition may be regarded from three distinct perspectives:

• For starters, using TM to manage human resources systems like training, placement, and job development necessitates a change in well-established procedures like recruiting, selection, and career advancement.

• The second viewpoint examines the need for a large and diverse talent pool with the necessary skills and expertise, as well as a focus on creating critical business technologies.

• A resource, in the third place, is a human talent with relation to skill, capability, or potential for success, as well as how they perform in their task. To that purpose, talent acquisition is a catch-all term that encompasses the many tasks involved in hiring personnel, performance management, performance administration, and the fostering of human capital growth and progression. Businesses that are capable of efficiently using talent may be effective adversaries in an extremely dynamic environment by identifying, utilising, and maintaining their intellectual capital.

It is critical to gather and keep a high amount of intellectual resources in order to gain a strategic edge. According to (Singh and Point, 2004), varied and varied cultures may not only inspire individuals, but also empower them to act and raise their consciousness. Performance acquisition can be one of the primary activities that form the foundation of all other practises when it comes to the implementation of human capital. With little or no set and planned talent recruiting processes in place, there is a danger that inexperienced and unqualified individuals may be hired. Making talent acquisition a big component of the managing and directing people phase is likely to aid business aims such as increasing competitiveness and efficiency, as well as building staff knowledge and abilities. Demographic and generational shifts in labour market demand responses that account for a wide range of demographic alternatives for tourist hires (those looking to return to work, those exploring a

career change, and retirees), as well as other demographic groups. In some ways, this will have long-term consequences for how people are compensated, the working environment, workplace stability, and a variety of other issues (Baum, Amoah, & Spivack, 1997). The following sections go through some of the most important aspects of human resource management in the travel and hospitality industry.

TM, according to Huang and Tansley (2012), is an innovation in HRM that has special traits and is geared towards the organization's high-performing personnel. The development, advancement, and retention of these individuals are all stressed. Furthermore, focusing on top performance may exacerbate a number of political difficulties, such as the possibility that this strategy may be viewed as politically incorrect and in violation of the concept of equal opportunity. Since (Gardner 2002) points out, the two methodologies described are at conflict with one another, as it is considered that it is more essential to look at how corporations and organisations adjusted their recruitment procedures to avoid labour shortages and compete with rivals for highly qualified human resources.

Swales(2013) feels that ethics is an integral part of the Transcendental Meditation idea. He claims that HRM has been grappling with ethical issues for a long time, particularly in connection to dehumanisation. Human resources accounting and employee asset accounting may lead to human dehumanisation since HR assesses and manages employees as financial assets. Furthermore, there is risk if supervisors label people as "gifted" or "non-talent." He also claims that labelling has the effect of generating a psychological gap between employees as well as a level of abstraction. Before agreeing on an exclusive group, an employer is likely to be accused of having a bias towards a single category in the organisation.

Companies put forth a tremendous amount of work in order to gain a lasting competitive advantage, but they still fall short of their goals. The term variance refers to the difference between ideal and actual performance for employees and business owners. If better practises (such as strategic HR management) were used, the outcome for both sides may be better. Furthermore, strategic leadership by devoted and competent employees stimulates other employees

to demonstrate their future potential for advancement within the company, enhancing the organization's ability to outperform rivals (Cappelli, 2008a) (Cheese et al., 2009). TM, which is used as a human capital management engine oxygen, is a valuable resource (Iqbal et al., 2013). Management practitioners, analysts, researchers, online publications, newspaper articles, and social networking platforms have all confirmed that it is critical for the advancement and growth of employees and the company. TM has also become a strategic management choice at all levels for any firm in order to tackle the plethora of difficulties associated with globalisation, expansion, diversity, demographic shift, and insufficient advancement (Thunnissen et al., 2013). HR executives are trying to adapt and cope with the prospect of shortfalls in their organization's talent pool or the need to fill a talent void in the future by introducing TM techniques such as talent identification, talent attraction, talent development, talent management, talent engagement, talent assessment, talent ship, and talent segmentation.

Literature Review

(Gilbert and Guerrier, 1997) came to the conclusion that the board needed to understand the concept of the hotel business (for example, the characteristics of the industry). An understanding of the hotel industry's essence and reputation may also be beneficial, as it may assist to demonstrate why the term 'capacity' applies to the hotel business and the accompanying challenges / concerns.

Workers at the top and upper middle levels thought the organisation had a poor status and name, according to (Gilbert and Guerrier, 1997). The desire to meet new people from diverse groups might be one of the reasons why understudies (who are often less experienced) appreciate this sector so much. However, more seasoned individuals (e.g. managers) who have worked in the sector for a long period are predicted to be disillusioned by working in this area. For these increasingly seasoned employees, the sensation of experience may have 'wound down,' since they are now consistently concerned with concerns of 'low status positions,' as well as the obvious 'poor working circumstances.'

(Baum, T., Amoah, V., & Spivack, S., 1997) Hotel businesses in outlying areas confront unique

challenges when it comes to interacting with excellent human resources. According to studies, the workplace environment and individual demands of universal employment workers who have just arrived in a country are not the same as those of nearby municipal workers. Global hotel industry experts have a high level of fundamental instructional success.

According to (Barron, P., Maxwell, G., Broadbridge, A., & Ogden, S., 2007), potential job seekers consider the hotel industry as an exciting and active business sector with high-quality employment possibilities that also allows them to work with local clientele.

(Walsh, K., & Taylor, M. S., 2007) Because the hotel sector is so reliant on human resources, it's critical that they pay close attention to the topic of members, particularly the attitudes of its staff. One certain answer is to differentiate, enlist, and retain 'professional' staff. Enlisting and maintaining (especially maintaining) 'capacity' is also an element of dealing with employee wants and fulfilment, especially in the inn sector, where inn representative turnover is typically significant.

(Duncan, T., Scott, D. G., & Baum, T., 2013) The writer of this research emphasises the need of an understanding of adaptability in a hotel business study. The mind-boggling mobilities of hotel workers are adopting an ever-increasing role in the tourism industry and hotel sectors throughout the world. This thesis investigates the idea of deliberate mobility as it is impacted by job and lifestyle factors. This study casts doubt on the conventional understanding of the travel and hotel sector, which concentrated on the job's core rather than the diverse histories of experience, social and geographical origins, and motivating features of those who work in the business. The researchers dispute traditional managerial talks of job categories in the hotel sector and show the advantages of attaining a flexibility structure in the travel and hotel sectors by using this strategy.

Research Objectives

To study the impact of personal profile of employees on their understanding of Talent management activities in 4- and 5-star hotel Industry in Bangalore

Research Methodology

Empirical research is carried out to validate and draw interpretation to the study. The geographical

area selected for the study is Karnataka and Gujrat. The samples selected for the study are the Employees and HR personnel of the selected Hotels. A well-structured survey is carried out to collect data. And further analysis is made using various statistical softwares like SPSS (statistical testing) and AMOS (Structural equation Modelling)

Sample Size

(A) Population for study

Step 1: Population size -Hotel Industry- Population

Four star, Five star and Five star deluxe hotels in Gujarat and Karnataka- Population

	Karnataka
4 Star with Alcohol	6
4 star without alcohol	0
5 Star with Alcohol	11
5 star without alcohol	0
5 star deluxe	14
	31

Source: <http://www.mospi.gov.in/statistical-year-book-india/2018/209>

Step 2: Determination of sample size – Based on the population

Determination of sample size based on above population using the Cochran formula:

$$n = \frac{\frac{z^2 * p(1 - p)}{e^2}}{1 + \left(\frac{z^2 * p(1 - p)}{e^2 N}\right)} = \frac{\frac{1.959964^2 * 0.5(1 - 0.5)}{0.25^2}}{1 + \left(\frac{1.959964^2 * 0.5(1 - 0.5)}{0.25^2 * \text{Population}}\right)}$$

(Eq 3.1)

The above equation shows the determination of sample size for the study. The confidence level is taken at 95%, p= 0.5 and the expected error is 0.25 or 25% and the population size is 31 for Karnataka. The sample is derived at 12 hotels

Step 3: selection of sample – Simple random sampling

Once the sample size is determined the next step is to select the no of hotels for the study randomly based on population

The sample under the study consists of 12 hotels from Karnataka state. In the state of Karnataka 4 hotels each are selected on random basis from 4 stars, 5 star and 5 deluxe hotels. Questionnaire were distributed to 10 employees from each hotel (Total 120) and 100 responses were received

Discussion and Results

When asked about their hotel's talent management efforts, they said they don't have any. The literature research revealed a total of 20 activities, and the graph depicts a graphical representation of the responses.

Selection, induction, onboarding, candidate experience, coaching, reward and recognition, performance management, and learning and development are all key personnel management activities carried out in their hotels, according to 100% of respondents. In any of the hotels, activities such as classroom learning, action learning, and short tasks were not available. Talent management methods such as appropriate pay, seminars, and conferences are carried out at the firms, according to 30% of workers.

Descriptive statistics for succession management plans show that when workers are asked if they have consistent career paths inside the firm, they get a mean score of 4.05 and 4.03, indicating that there are enough career growth opportunities in the organisation for those who do well. Advertising opportunities at the organisation have the lowest mean score of 3.52, implying that employees do not agree with this assumption

Testing of hypothesis

1. Alternate Hypothesis: There is significant impact of Gender on the perception of employees towards talent management practices

The talent management dimensions based on the gender of the respondents are not statistically significant in any of the cases.

Irrespective of their genders the employees at hotel industry have same opinions for talent management practices carried out in their organization.

2. Alternate Hypothesis: There is significant impact of Age on the perception of employees towards talent management practices

The talent management dimensions based on the Age of the respondents are not statistically significant in any of the cases.

Irrespective of their age the employees at hotel industry have same opinions for talent management practices carried out in their organization.

3. Alternate Hypothesis: There is significant impact of Qualification on the perception of employees towards talent management practices

The talent management dimensions based on the qualification of the respondents are not statistically significant in any of the cases.

Irrespective of their qualification the employees at hotel industry have same opinions for talent management practices carried out in their organization.

4. Alternate Hypothesis: There is significant impact of Experience on the perception of employees towards talent management practices

Talent attraction dimension is statistically significant for at least one of the experience groups $F_{3,476} = 4.187$ and $p \text{ value} = .006$

Only 1 dimension related to talent management practices are significant indicating a difference in talent management practices based on the experience groups—0-3 years, 3—6 years, 6-9 years and more than 9 years. Therefore, there is a need to further analyse which group has the highest mean or highest agreement on the Talent attraction dimension. Scheffe post hoc analysis is carried out to find the same.

The results of Scheffe post hoc analysis show that the employees who have more than 9 years' experience have higher mean (Higher agreement) to Talent attraction dimensions as compared to the employees with 3 – 6 years of experience. In case of Talent attraction, the means of 9 years' experience employee are higher than 3-6 years experienced employees by 0.450.

Therefore, it can be concluded that the high experienced employees are having highest agreement to talent attraction dimension as compared to less experienced employees

Only 1 dimension is statistically significant. Hence, on majority basis - Null hypothesis: There is no significant impact of experience on Talent management practices is accepted

5. Alternate Hypothesis: There is significant impact of Job levels on the perception of employees towards talent management practices

Talent attraction dimension is statistically significant for atleast one of the job levels $F_{3,476} = 4.609$ and $p \text{ value} = .003$

Performance Management dimension is statistically significant for atleast one of the job levels $F_{3,476} = 3.795$ and $p \text{ value} = .010$

Reward and Recognition dimension is statistically significant for atleast one of the job levels $F_{3,476} = 4.833$ and $p \text{ value} = .003$

3 dimensions related to talent management practices are significant indicating a difference in talent management practices based on the job levels. Therefore, there is a need to further analyse which group has the highest mean or highest agreement on the Talent attraction dimension, Performance Management and Reward and Recognition dimension. Scheffe post hoc analysis is carried out to find the same

The results of the Scheffe post hoc analysis shows that The upper middle level employees have higher mean as compared to Top level employees. In case of Talent attraction the upper middle level employees have higher means by .489 as compared to top level and middle level employees have higher means by .336 as compared to top level employees.

Therefore, it can be concluded that the Upper middle level employees are having highest agreement to talent attraction dimension as compared to Top level employees

3 dimensions are statistically significant. Hence, on majority basis - Null hypothesis: There is no significant impact of job levels on Talent management practices is rejected.

Conclusion

According to the conclusions of the study, the first tip is to be aware of workers' finest qualities. The highest success of the service of the luxury hotels picked has been discovered to be accounted for by high achievers. They will outperform the typical performance in terms of efficiency by a factor of ten. The best employees are those who can't afford to fail, regardless of whether the company does. They're usually demanding, eager, and difficult to please, so the hotel should keep an eye on them. Hotels do not set aside time once a year to submit reviews. According to the conclusions of the present study, providing input encourages employees to achieve, but it is more difficult to improve if the business does not provide daily feedback. Employees have expressed a desire for

daily evaluations, which would need both negative and helpful input. To keep employees in the organisation, a complete procedure should be in place to keep them satisfied. Reliable performance assessment boosts employee confidence. There should be enough resources for promotion and job progression so that employees see their potential for success inside the existing firm and do not feel compelled to leave for a competitor. Administrators do not want to sit still for an annual performance review to provide feedback on how a person operates. Many of their peers value feedback on their progress on a frequent basis. Limiting the feedback loop will help to maintain high standards of achievement and reinforce positive attitudes. Criticism should not be planned or well-organized; instead, a group should simply leave.

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