TALENT MANAGEMENT PRACTICES IN HOTEL INDUSTRY-A STUDY OF JAMMU & KASHMIR

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DOCTOR OF PHILOSOPHY

in

(Hotel Management)

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DECLARATION

I, hereby declare that the presented work in the thesis entitled "**TALENT MANAGEMENT PRACTICES IN HOTEL INDUSTRY-A STUDY OF JAMMU & KASHMIR**" in fulfilment of the degree of **Doctor of Philosophy (Ph. D.)** is the outcome of research work carried out by me under the supervision **Dr. Amrik Singh** working as **Professor**, in the **School of Hotel Management and Tourism** of Lovely Professional University, Punjab, India. In keeping with the general practice of reporting scientific observations, due acknowledgments have been made whenever the work described here has been based on the findings of other investigators. This work has not been submitted in part or full to any other University or Institute for the award of any degree.

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CERTIFICATE

This is to certify that the work reported in the Ph. D. thesis entitled "**TALENT MANAGEMENT PRACTICES IN HOTEL INDUSTRY-A STUDY OF JAMMU & KASHMIR**" submitted in fulfillment of the requirement for the reward of degree of **Doctor of Philosophy (Ph.D.)** in the Hotel Management, is a research work carried out by **Dheeraj Sharma, (Registration No.) 41900494**, is a bonafide record of his/her original work carried out under my supervision and that no part of the thesis has been submitted for any other degree, diploma or equivalent course.

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Dheeraj Sharma

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LIST OF ABBREVIATIONS

ATS - applicant tracking systems

HP - Head of Personnel

HR - Human resources

WTTC - World Travel and Tourism Council

FHRAI - Federation of Hotel & Restaurant Associations of India

HRM - Human Resource Management

TM - Talent Management

NGO - Non-governmental organization

HIV - Human immunodeficiency viruses

CTM - Collectivist and Egalitarian Talent Management

S-TMD - Sustainable Talent Management and Development

ABSTRACT

This study examines the hotel business in Jammu and Kashmir from the perspective of talent management, going into detail on the topic. The techniques used for talent acquisition are thoroughly examined, including recruiting procedures that are customized to the unique features of the location. In addition, the research delves into training programs that aim to improve employees' abilities and growth.

A method of strategic planning led to the formulation of these goals and objectives. More thorough strategy planning and resource development will take place at the execution level. The availability of competent workers is one resource that might help a business achieve its goals in the market. In order for employees to understand the company's mission and achieve its long-term goals, a clear vision and purpose document is essential throughout the planning stage.

If we want to have top-notch human capital, we need a plan to attract top talent.

Within the context of the organizations that are being studied, this research aims to identify talent management techniques and evaluate their perceived value and relevance. The purpose of this extensive survey and interview Programme is to learn how management and staff perceive talent management methods, their significance, and their effect on the performance of the organization.

One further important goal is to find out how different socioeconomic aspects affect how satisfied workers are with talent management procedures. We want to get insight into how to adapt talent management approaches to different socioeconomic situations by examining the connections between respondents' socioeconomic status and their satisfaction with the tactics that have been put in place.

The purpose of this goal is to investigate how talent management initiatives affect staff participation. We want to find out which talent management techniques greatly lead to more engaged employees by researching them. For companies that want to increase employee engagement and loyalty, understanding this association is critical. The purpose of the research is to look at the ways that companies are currently using talent management strategies. At the same time, we are aiming to assess the success criteria linked to these projects. Organizations seeking to improve their strategies would benefit greatly from understanding what makes talent management initiatives successful.

As a last step, we want to hear from you on how you think we can improve the organization's talent management system. The study's overarching goal is to help businesses improve their talent management procedures by collecting and analyzing comments and ideas. Understanding present practices and giving practical insights for organizational growth are overall goals, and this purpose is in line with them.

In addition, taking into account the possibilities and threats specific to the region, the study investigates the retention tactics used by hotels in Jammu and Kashmir to hold on to talented employees. In the context of the local hotel sector, this research intends to give practical insights for enhancing personnel management strategies and supporting sustainable workforce development by offering a complete examination of these practices. Both practitioners and policymakers may benefit from the results if they are trying to optimize human resource strategies in this particular geographical and industrial scenario.

CHAPTER 1: INTRODUCTION

1.1 Background of the Study

Given the continuous turns of development and the opportunity, the importance and accomplishment of every company premises is seen as critical objectives as the hospitality institutions (Lawler, 2008). Talent management is the most recent technique and strategy planning for starting the position of Talent, focusing on processes and management changes, selecting expert executives, supervisors and employees at all levels and building the HR nature for high performance (Cappelli, 2008). In related situations, Christensen et al (2008) declared that Talent Acquisition, through trying to match the working skills of employees with existing and potential company requirements, is working to develop necessary human capital to achieve the strategic goals of the institutions. In addition to the initial aim of registration, identification, and preparation of the Talent discovery, the fundamental assignment of the human resources departments is considered (Boxall& Purcell, 2003). When competition now increases by one day, HR speculation has become a major part of strategic ideology (William et al, 2017). The evolution of the talent management strategy is one of the unrivalled origins of strength, ensuring growth and continuing consistency in the modern hospitality industry (TMS).

In 1981, Darvish et al. established the idea of talent acquisition in public (2012). When McKinsey consultancy invented the phrase as "battle for talent" in the 1990s, the political significance was realized. They name it talent war in reply to the lack of talented people who fight for the small pool of talent in the job sector. Darvish and others (2012). The battle for talent was also influenced by the awareness that the lack of talent is one of the primary issues of human professionals within international organizations. TM starts through industry strategy. It is one of the trendy words thrown about in human resource today; but we should know the meaning of it to an organization and to recognize the meaning of talent management, first and foremost, we should know about its historical background or how it becomes talent management from the personnel department. In a study by Bersin (2006), the genesis of talent management from personnel department is described as follows:

1

Figure 1.1: Phases of Talent Management

Source: What is Talent Management? by josh Bersin. Published July 16, 2007

Phase I Personnel Department

In early 1980s, the industry function, responsible for the people was called "Personnel Department." The role played by this department was to recruit people, reward them; and ascertain that they are availing the obligatory benefits. To fortify this system, the batch payroll system has grown up. Under this character —Personnel Department was a well agreed industry gathering.

Phase II Strategic HR

Design of — In the 1980s and the 90s, strategic HR was developed as the organizations recognized that the role of human resources was more important. In this period the industrial organizations recognized the position of vice president of human resources, i.e. recruiting of the right employees, preparation of them, supporting business in the creation of organizational work positions, developing packages of 'complete pay' with additional incentive rewards and incentives the industry played. It also tried to serve a key point for communication for health and bliss of the employees. The "Head of Personnel" converted in to the "VP of HR". The systems which were made to fortify this incipient role consist of recruiting, applicant tracking systems (ATS), total compensation systems, portals and management of learning systems. HR department is now known as an industry partner, which is developed to aid and serve the lines of industry.

Phase III Talent Management

In spite of the fact that, ―Strategic HR propagates to be a noteworthy undertaking, still human asset information learning information advancement associations are as of now accentuating on an incipient arrangement of vital issues viz. How to make the selecting procedure more methodical, efficient information solid by utilizing "competency based" enrollment in lieu of grouping through resumes, each one in turn? How might we better enroot the regulates information pioneers to help culture, impart the qualities, information causes a manageable "administration pipeline?" How would we intensely distinguish information perceive competency holes with the goal that we can give preparing, e-learning, or other advancement programs to fill these holes? How might we function through these holes to enlist information select only the perfect individuals? How would we oversee those individuals in saner information quantifiable way so that everybody feels adjusted considered responsible information committed, information remunerated reasonably? How would we distinguish information perceive the superior worker's information successors to linchpin positions all through the business association to ensure that we have a profoundly adaptable information responsive association? How would we give discovering that is adaptable, significant, advantageous, information convenient? These contemporary information testing issues are fundamental information new. The imperative higher incorporation between the distinctive HR storehouses information coordinate combination into line of industry the executive's forms. In the present hyper focused information to a great degree unpredictable innovative condition, associations are beginning to purchase, assemble, information line together execution the board frameworks, competency the executive's frameworks information progression arranging frameworks. The human asset work is getting to be blended through the business in a continuous manner. Regardless of the evident acknowledgment information like such huge numbers of other human asset the executive's drifts over the previous decade, an exact information reliable meaning of ability the executives remain to some degree tricky Christensen Hughes information Rog (2008). Ineffectively characterized information insufficient in hypothetical conceptualization is the key impediment identified with ability the executives. Fundamentally ability the board is theory information training both. Diverse implications have been given by various creators; subsequently there is no lack of the meanings of TM however before perceiving the significance of TM we should know the importance of ability as TM is a joined marvel of ability information the board. TM in itself necessitates that the

associations information their specialists, HR experts, professional's information customers ought to perceive how they characterize ability, who they view as —the gifted information what their ordinary foundation may be.

Talent Management is predominantly seen in three points of view: (1) customary HR capacities information rehearses; (2) another term of progression arranging; information (3) the administration of individuals' normal capacity that advantages an association. As per the principal point of view, Talent Management is simply a substitute for the name ability the board for human asset the executives. In this methodology, observational investigations frequently cynosure on some specific HR practices, for example, enrollment, determination, initiative advancement information progression arranging. In the surge of the key HR, commitment of the writing is moderately restricted, as it to a great extent adds up to a rebranding of human asset the board. Also, Talent Management is as yet the rebranding of human asset the board, however complements on the advancement of the Talent pools by concentrating on anticipating the representative needs information needs information overseeing them through positions. The last viewpoint of Talent Management is the executive's centers around overseeing ability as per execution information it is seen that it as an undifferentiated decent that rises up out of humanistic information statistic observations. In this viewpoint, Talent Management is considered as conventional information does not underline on particular positions or the limits since individuals may have more to pick up by creating information utilizing their normal aptitudes than by endeavoring to restore their weaknesses‖ Redford (2005), McCauley information Wakefield (2006), Redford (2005) Buckingham information Vosburgh (2001) information Lewis information Heckman (2006).

TM is widely regarded as an organizational strategy to help attract, grow and retain key staff (Stahl et al, 2007). Employees, on the other hand, can join an organization not only to meet organizational goals, but also to meet their own personal career development needs (Panda and Sahoo, 2015). What is commonly ignored, however, is that TM does not take into account the viewpoints of those who work in the hotel industry (Thunnissen et al, 2013). Individual workers and personal career growth seem to be overlooked by using TM as an organizational method. However, longitudinal research has shifted in recent years from TM organizational behaviours to human interactions, recognizing workers' expectations, desires, and preferences for career growth (Thunnissen et al. 2013).

According to Thunnissen et al (2013), TM's scope is restricted to the results of organizations' minimal human resources practices. While HR operations have received much coverage (Deery, 2008; Watson, 2008), the recognition of the experiences, objectives, wishes and ambitions of individual staff and the development of their own profession has received little attention (Thunnissen et al, 2013). Most research investigated the factors of employee expectations, discovering that personal interests, activities and history, schooling and gender all play a role (Schoon and Parsons, 2002). Some research in the major TM literature, however, recognize the value of recognizing the work aspirations of particular workers, their perspectives and the results of TM's activities (Thunnissen et al, 2015; Panda and Sahoo, 2015). These authors have laid the foundations for this investigative line, which the investigator will continue. As a result, the researcher contends that the spectrum should be broadened, moving away from a narrow emphasis on HR activities and toward a much wider viewpoint that considers the personal needs, desires, and aspirations of hotel employees. Individuals with personal backgrounds, goals, and perspectives, as well as ambitions for career advancement within the hotel industry, make up a workforce. Understanding what draws people to this industry and how personal job growth is perceived could help hotels improve their TM practices.

Changing dynamics of the workforce marketplace, shortage of skills, employee 's demands for balance in work and personal life and growth opportunities are creating a burning obsession to the organizations to identify, develop, deploy, administer, retain and replace the valuable assets. Assets in any organization can be divided into two major parts viz. its human capital and everything else Thrift (2012). In this increasingly complex global era, there is a decline in the value of hard assets in comparison to intangible assets namely name recognition, reputation, and, knowhow etc. The prime source of intangible assets in an organization is human capital, which is also known as talent Serrat (2010) and how a company administers its talent holds a direct correlation through the organizational success. Talent as a critical resource is increasingly scarce; therefore, the organizations need to administer it through their fullest efforts. Hence, in order to administer talent for industry success, the term talent management is becoming one of the most significant buzzwords among the industry world.

Furthermore, since the phrasing of ―war for talent‖ was coined in 1997, Piansoongnern and Anurit (2010), talent management emerges as a most pressing

topic Serrat (2010) in the organizations for improvement in their practices for the attraction of talent, developing the talent, deploying the talent and for their retention Tansley et al (2006). The demographic changes in the labor marketplace are putting pressure on the organizations to retain their talented employees which makes the term ―talent management‖ increasingly important.

1.1.1 Tourism and Hospitality Industry in India

In recent decades, tourism in both emerging and industrialized countries has been a significant factor for economic development. Tourism leads to economic development across different sources, including foreign exchange income, international investment, tax increases and more jobs (Alam, 2016). Therefore, sustainable and green growth is the essential contents to grow tourism for the development of the economy and to promote the creation of ecological society. In the tourist sector, it is often championed. After the 1980s, people with tremendous imagination have created and improved the connotation and characteristics of sustainable tourism (Tang, 2013). In the meantime, as tourist space supplier, the tourism destination has become the study hot spot for its appraisal and growth.

Tourism is obviously closely related to several other fields. This meets numerous challenges and opportunities. Any transformation of Nano-technology can impact housekeeping; artificial information can cause different forms of accommodation; enhanced reality can provide a brand-new museum experience. While these innovations allow practitioners to cope with the speeds of progress, the interest of theorists in the field is comparatively less than the wanted amount, which may be solely because of the perception of the "true context."

The fact that tourism is large and varying due to service structure, industry prioritizes creativity in the tourism sector, which is diverse and variable (Zengin and Dursun, 2017). The tourism industry has already adopted technical developments from product production to marketing to best satisfy its customers (Miralles, 2010). Tourism companies must always evolve in order to be successful, respond to new technology and continue to provide attractive service to their consumers (Razafindravelo, 2017). These technologies often lead to the innovations being offered or expected in other fields of management in addition to the development of innovative products or services (Razafindravelo, 2017). The introduction of new technology within

companies (particularly in information and communication) dramatically reduces errors and improves quality of service and productivity (Sharmistha, 2001). Innovations are evaluated as they enable efficiency to be improved and therefore healthcare and profits to be increased. The key position of creativity as the guiding factor for long-term growth should also be emphasized (Boycheva, 2017).

An increasing number of tourists and hoteliers in India are boosting the country's service sector economy. India's tourism industry has a lot of potential because of its diverse environment, landscapes, and other natural attractions, as well as its rich cultural and historical history. Like many other nations, India relies heavily on tourism as a source of revenue. Because of the COVID-19 pandemic, foreign exchange earnings fell in 2020 after growing at a CAGR of 7 percent between 2016 and 2019.

In FY20, India's tourism industry employed 39 million people or 8.0% of the country's total workforce. About 53 million new employments will be created by that time.

Travel and tourism's contribution to GDP in 2019 was 10th in the world, according to the World Travel and Tourism Council (WTTC). Travel and tourism made up 6.8% of GDP in 2019, or Rs 13, 68,100crore ($ 194, 30 billion).

Size of the Industry

As far as travel planning, booking, and enjoying a trip go, India is the most technologically sophisticated country globally. The rising middle class and increased disposable money in India have fueled the expansion of domestic and international travel.

With 10.93 million FTAs in 2019, India had a 3.5% year-on-year increase in international tourism. Tourism-related FEEs grew by 4.8 percent in 2019 to Rs. 1, 94,881crore (US$ 29.96 billion) over the previous year. E-Tourist Visa arrivals grew 23.6 percent year-over-year to 2.9 million in 2019. FTAs fell 75.5 percent Yoyo to 2.68 million in 2020, while e-Tourist Visa arrivals fell 67.2 percent Yoyo to 0.84 million in the first three months of the year. Citizens of 171 countries will be able to apply for an e-Tourist Visa starting in March 2021.

USA (26.85 percent), Bangladesh (15.65 percent), Afghanistan (6.92 percent), UK (5.87 percent), Nepal (4.59%) Canada (4.49%) Iraq (2.99%) Portugal (2.40%) Maldives (1.39%) France (1.33%) Sudan (1.21%) Korea (Rep. 1.18%) and Australia

(0.88%) were the other countries with a high percentage of FTAs in April of 2021. (1.02 percent).

FTAs accounted for 29.96 percent of India's airport traffic in April 2021, with the next highest percentages at Bengaluru (30.96%), Mumbai (17.48%), Ahmedabad (15.72%), Delhi (9.21%), Cochin (4.91%), Chennai (4.04%), Hyderabad (3.34%), Lucknow (2.40%), Bhavnagar Seaport (2.37%), Kolkata (2.11%), and Calicut (1.41%). (0.72 percent).

FTAs decreased by -84.0% Y-o-Y from 376,083 in January 2021 to 4 million in April 2021 due to COVID-19 from 2.35 million in January 2020 to 2.35 million in April 2020.

The number of visitors from other countries is predicted to reach 30.5 billion by 2028, bringing about $59 billion in income. However, post-pandemic, domestic visitors are projected to be the driving force.

Thanks to the expansion of international hotel chains, the Indian tourism and hospitality industry will have a 47% share in 2020 and a 50% share in 2022.

The COVID-19 epidemic cost the Indian hotel business around Rs. 1.30 lakh crore (US$ 17.81 billion) in revenue in FY21, according to the Federation of Hotel & Restaurant Associations of India (FHRAI).

Investments

In terms of travel and tourist investment, India ranked third internationally in 2018, bringing in $45.7 billion, or 5.9 percent of the total amount invested in the country.

Between April 2000 and June 2021, the hotel and tourism industry received $15.89 billion in FDI.

The Indian government estimates that 1.2 million cruise tourists will visit India by 2030-31. The Dream Hotel Group intends to spend over $300 million in India's cruise industry over the next three to five years.

1.1.2 Recruitment of talented employees

The corporation requires several strategic strategies to be completed annually. Business preparation has steps that must be carried out quickly and accurately. The preparation mechanism involves both energy of human and money. Appropriate personnel capital and the interests of the enterprise are essential to implement the planning phase. If it is backed by human capital with superior capacity and expertise,

a business strategy will be adopted. Via innovation in human capital, the performance of an enterprise will also be accomplished.

Each organization has a vision and purpose for each target. Hill and Jones (2011) clarify that Vision is supposed to be the idea of the future of the organization, while Goal is the stage of the company's dream. This vision and purpose were developed as a strategic planning approach. At the execution level, strategic preparation will be carried out in greater depth and resources will be devised. One of the skills available is personnel where the company has the skill and capacity to prepare for meeting its market objectives. Vision and purpose provide guidance for the preparation phase so that the personnel recognize corporate goals and meet strategic objectives.

A method or scheme to recruit the right applicants should be developed to achieve superior human capital. Human resources management organizes a process or structure through which employer may employ the ideal successful applicant. The recruiting procedure is considered the recruitment process for the organization. Dessler (2013) argues that recruiting involves the collection of detailed knowledge about the roles and individual qualities required to perform the job and enable employers to assess the qualifications and ability styles required for the recruitment phase. Mathis and Jackson continued (2010) that recruiting is the method of establishing a pool of eligible candidates to do the function of an organization. Early recruitment is an organization in which the standards of human capital, including qualifications and skill demands, must be formulated.

Human resources competence must be customized to the company's requirements. Human resource competence has to be specifically formulated how the enterprise will employ the right talent to meet its corporate goals. Initial processes for formulating the work schedule, skills, roles and work procedure should take place by the organization. Brannick and Levine (2002) clarify that job analysis is a method coordinated by organizations to define the essence of their jobs. As a corporate enterprise, the process of this organization would make the composition of the task and the process that workers carry out. The corporation shall assess the credentials to be eligible to conduct the work for the best possible results, after a determination of the nature of work and operation.

Mangaleswaran and Kirushantan (2015) clarify that job specifications would be plans to describe the worker's intended tasks and responsibilities. In depth, the role requirement explains the duties, workloads and job objectives that the applicants that

are selected for recruiting would achieve. The position description helps the employer to measure its final success by looking at work results already performed in the procurement phase by chosen applicants. Companies as businesses can take advantage of comprehensive work requirements that will track all employment.

The recruiting preparation method is a positive first phase in achieving the potential and business requirements of the organization. Because it is backed by superior human capital, a strong business structure cannot function optimally. For a corporation, this challenge is early, by hiring the best candidates with both experience and the potential to achieve business goals. The recruitment relationship with performance was important to the success and performance of this group, according to Ekwoaba, Ikeije and Ufoma (2016). The right recruiting plan and the qualification based on organizational requirements. This means the company's goal will be met to the greatest extent, because recruiting the right applicant will offset recruitment expenses.

1.1.3 Personal career development in hotels

Hotel Industry

Tourism Ministry, India classifies hotels in India into three segments with the assistance of the approval and classification committee for hotels and restaurants in this hotel sector:

- **Segment of Luxury and Premium**

A hotel of luxury is the one costly and normally highly costly than ordinary lodging. These hotels are expensive and they often provide various kinds of facilities. Guests receive premium support, outstanding standard of food and a classy atmosphere. This section is costly since it has to maintain a really high degree of satisfaction. The segment of luxury will offset quality costs.

- **Segment in the mid-market**

Mid-market competition relies on content as well as costs. You are looking for a hotel that is also economical and keeps the premium instead of inexpensive lodging. A hotel in the area offers good quality food, hygienic and relaxing surroundings. Customers are willing to pay ordinary rates but want value back. Precarious price-quality equilibrium exists.

- **Segment of the budget**

The price factor is the driving force behind budget hotels. Guests demand very basic service level to meet the basic requirements of consumers in this category. The hotels maintain very low room rates and allow further gains in line with the customers' need. These hotels are mostly designed to maximize consumer volumes to gain an increasing profit margin.

Classification of Hotels

On the basis of Standard

- Five star hotel
- Four star hotel
- Three star hotel
- Two star hotel
- One star hotel

On the basis of Nature

- Heritage Hotels
- Beach Resort Hotels
- Government Approved
- Residential Hotels
- Commercial Hotels
- Floating Hotels
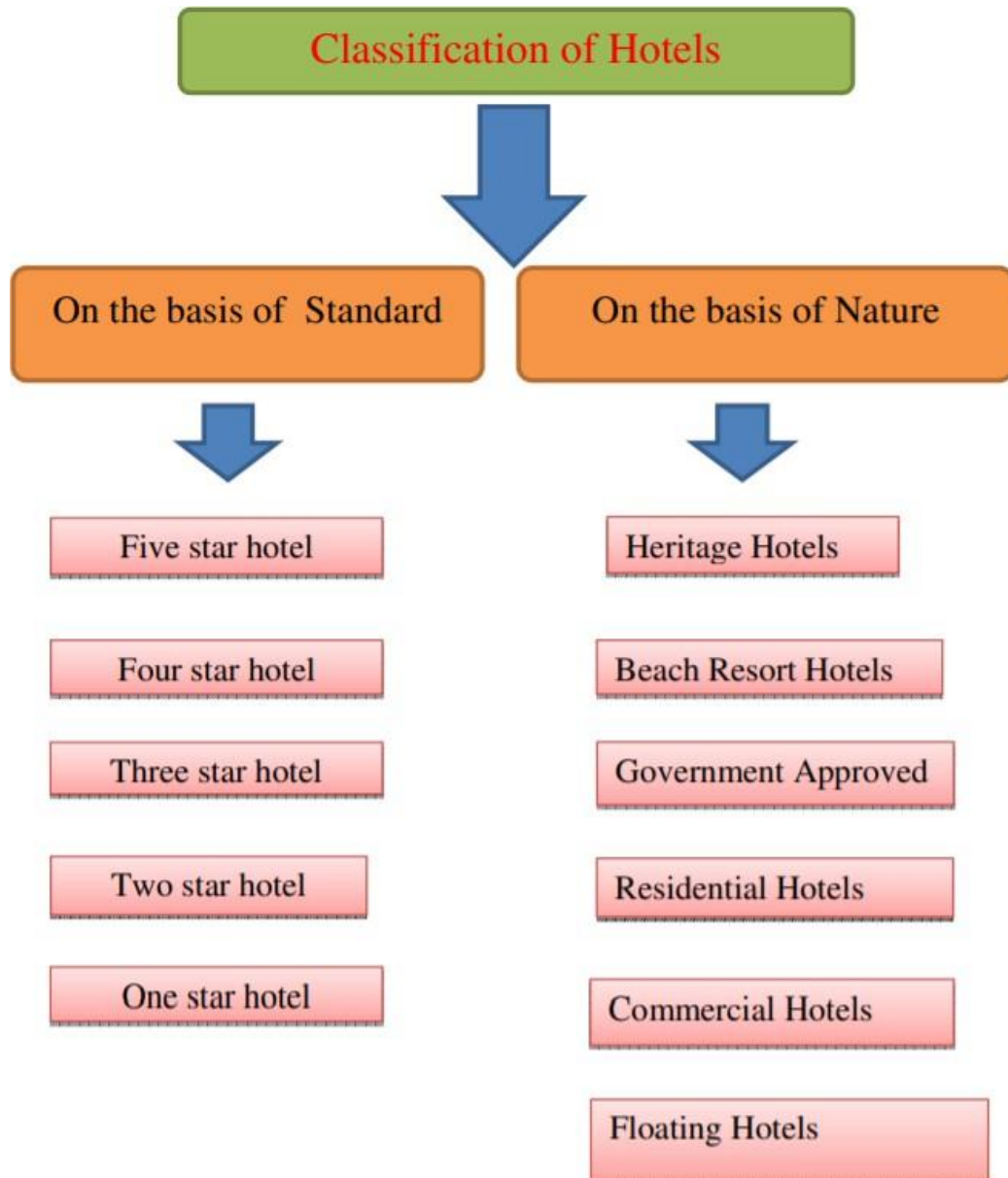
Figure 1.2: Classification of hotels

Luxury Hotels

The premium hotels include the high-end five-star hotels. These hotels provide high comfort and convenience to their visitors. The aim of these hotels is to receive luxury treatment to their visitors. They charge big in comparison with other hotel segments. These hotels allow the atmosphere, well managed personnel, high-profile

management and continental cuisine. The hotel itself has all amenities including a cafe, lounge, piscine, fitness center, transport services, sports facilities, and conference space.

Among the talents of the research carried out in various segments of the board are not many in the cordiality segment. However, the diverse composition of the neighborhood section is important for the board's practice. The current cordiality firm has been tested by rapidly evolving market circumstances with a strong job display, exceptional competition, and transforming customer demands. Talent acquisition rehearsals become significantly more essential in such a severe market situation.

The complex house arrangement in this section often contributes to the growth of turnover. In general, eating and kitchenette areas have large labor turnovers, and the main justification behind these high turnover rates is the need of employers to pay more (22 percent) and irregular or lengthy working hours in the division's workforce (17 percent). Turnover is a daunting task that the board rehearses with talent. Even, given the exploration in the travel and cordiality category, in the last 15 years ranking managers had frequent adjustments in 4.9 jobs, through stopping jobs like clockwork; whereas center managers were usual 3.9 jobs with a shift in vocation on very a regular basis (Ayres, 2006). The use of major talent retention approaches will reduce particularly high turnover levels in the executive positions.

Turnover is a daunting task that the board rehearses with talent. Thus, with exploration in the travel sector and cordiality division, in the last 15 years, rating managers have had normal changes in 4.9 jobs by stopping jobs in the same kind of clockwork; whereas center administrators have normal changes in 3.9 jobs, with a shift in vocation on a daily basis (Ayres, 2006). The use of major talent retention approaches will reduce particularly high turnover levels in the executive positions. The complex house arrangement in this section often contributes to the growth of turnover. According to an analysis, restaurant management and kitchenette areas generally provide a large amount of employment and an important reason for a strong turnover rate of staff who want better payments (22%), and for irregular or long hours of service in the division (17%). (Impaired, 2008).

Kitchen is a hardworking atmosphere in comparison to other places of employment, with its unusual environments. Dynamics in the industry are cruel at times, with the end aim that kitchens have tough order and regulations, sex- dependent generalization exists on the part, and some kitchen areas do not have access in the open air and are

getting low in comparative terms in different segments, compared with regular wages (Pratten, 2003). Maslow's hierarchy of criteria such as installation, safety, accomplishment of job, self-growth and fellowship and association are the inspirational markers of cooks in the field of neighborhood (Impaired, 2008). It can be seen that talent acquisition strategies can help to satisfy the need to expand the performance of employees.

Working conditions of cordial employees are disruptive, extremely bureaucratic, unsociable, uncertain and unpleasant (Chuang, Yin & Dolman-Jenkins, 2009). If a representative is given a new task line that specifically reflects his skills, needs and experiences, so the employee will be less sensitive to the high demand from the mental and physiological needs of the city (Feldman &Bolin, 1996). The emotional and physiological information streams are making the workforce more and more distressing, troubled, and inclined to adjust their jobs. According to an overview, the main causes of their pressure are culinary specialists who feel that: lack of criticisms about performances by 46% of everyone; underestimation by 35%; inadequate administrative support for one of more than three; and lack of fitting preparations for additional dynamic contributions by 13%; all of which are in depth; (Murray-Gibbons and Gibbons, 2007). The general problem is high worker morale and employee shortages (Iomaire, 2008). In this respect effective talent retention strategies could have a solution for decreasing turnover in this sector, since both hierarchical and monetary problems will be dealt with if the rate of turnover is large.

The territory of Jammu and Kashmir (J&K) framed on 26th of October 1947 is the 6th biggest state in the zone. The travel industry is the most thriving industry and assumes a significant job in the improvement of the state. It is a significant financial movement in the state. Kashmir is otherwise called heaven on earth has rich geological decent variety. The Valley has huge traveler potential because of its beautiful magnificence, climatic conditions, culture, ambrosial food and gutsy games. Travel to Kashmir during spring is an incredible encounter as the mountains secured with day off. In any case, the travel industry in Kashmir has endured a great deal because of brutality. It has declined since 1980, with the rise of fear based oppression (Ranga and Pradhan, 2014). It turned into an unsafe spot for the travelers to visit.

The travel industry brings the ideal degree of closeness among the individuals and may go far in making a serene domain. As such, the travel industry for harmony (TFP) unites hosts and visitors in a specific nation. Those meeting it, commonly find

out about harmony by comprehension and acknowledging differed social convictions, workmanship, music, nourishments, stories, profound services, and by connecting with the regular world. Other than this, travel industry is making a commitment to harmony when it contributes towards the (works) abolishment of war, disposal of viciousness, mindfulness, and activity for development of worldwide and ecological issues (Upadhayaya, 2013). Vacationers are additionally touchy to wars since savagery in their vacation goal can be a danger to their lives and can deny them of loose and light-hearted occasions (Cole and Neumayer, 2004). They abstain from visiting wherever with brutality and might pick an elective goal with stable conditions. The travel industry has bunches of preferred position for the neighborhood network, if each part plays out their job effectively, the travel industry must prompt harmony. Each voyager must remember that each spot has their own specific manner of life, qualities, and convictions, which they should regard, and this would build up an agreeable relationship among the hosts and the explorers and its effect on the harmony building process.

The development of the travel industry can significantly affect the general development of a locale, reason being, its capacity to create work and exchange. Travelers are strife touchy and react decidedly to harmony. Harmony and maintain talent, estimated as the marker of extension are powerless because of a several of contentions including social, financial, political, social and natural. The travel industry, which holds the way in to the advancement of harmony and maintain talent.

1.2 Introduction to Talent Management

Talent

A normal desire to work or exercise. A category that has unique ability to do such duties, such as workers. For instance, film producers may hire local talent, actors and actresses living nearby, to be part of a movie as extras.

The ability dictionary meaning according to Marriam Webster's:

- A remarkable desire to do something well with others
- An individual or community of people with a special capacity to do something well

Administration

Management of companies and organizations, through reliable and productive use of existing capital, manages the activities of the citizens to achieve aims and goals. "Management is a multi-function body that runs an organization and oversees and manages employees" according to Peter Drucker.

Management of talents

Talent management is an interconnected system of corporate HR mechanisms aimed at attracting, motivating and retaining committed and active workers. The aim of talent management is to build a viable, high-level enterprise that fulfills its strategic and organizational aims.

McKinsey & Company invented the word during a report in 1997. Later, the book was titled by Ed Michaels, Helen Handfield-Jones and Beth Axelrod, but since the 1970s, a connection has been formed between the growth of human resources and the efficiency of the organization. Talent marketing profession in the early 2000s has been more and more organised.

The problem today for many corporations is that their organizations are making enormous efforts to recruit their workers but investing less time on preserving and building talent. The corporate plan would have a talent acquisition framework to be applied across the entire enterprise in everyday operations. It cannot be left to recruit and maintain workers exclusively in the Human Resources Department, but must be practiced at all levels. In order to improve their subordinates' talents, line managers should have roles within the company plan. In order for the corporation to achieve awareness of the general organizational goals, divisions must freely share details with other departments.

Table 1.1: Talent Management Definitions

S.NO.	NAME OF AUTHOR AND YEAR	TALENT MANAGEMENT DEFINATIONS
1	Listwan 2005	TM means a host of activities relating to exceptionally gifted persons, taken up with a view to development of their skills and achievement of corporate goals.
2	E Blass 2007	The additional management processes and opportunities that are made available to people in the organization who are considered to be "talent"
3	Armstrong 2011	TM is more complicated and integrated set of activities aimed at securing the flow of talents within an organization, remembering that talent is one of the main resources of a company.

Since the 90s, talent management has been a favorite idea among both companies and the university world. But the strategic revolution states that talent management rehearsal is essential because skilled people have the tactical capabilities to increase management's profits, regulation and competitive advantages in all industries. Thus, the word 'talent' should first be fully discovered, in order to comprise talent management. The 'Talent' theory, according to Butter and colleagues (2015), assimilates various explications, which are capable, insightful and capable of making such calls that enable explicit actions. In broad terms, 'talent' often avoids the degree of experience or capabilities that empower a campaign with ease and expertise (Butter, Valenzuela and Quintana, 2015). About the fact that creativity is usually related to ability, it may often be generated through practice, training and preparation. Though qualified employees in the various fields have comparable critical implications for the presentations and strength of organizations, the proof of the main skills where "who will be the professional workers" is quite special in any industry. By directing a subjective examination, the current investigation intends to recognize vital capabilities that portray the principle characteristics of skilled workers in cordiality area inside J&K business condition.

The Talent management idea started by the work of a group of McKinsey advisors who had spotlighted the concept of "war of talent" during 1990s. This real

examination demonstrated the critical job of workers for management' extraordinary presentation that can build up competitive benefits (Khilji, Tarique& Schuler, 2015). From that point forward, not only the truth, also the awareness of such real talent wars has strengthened because of the absence of talented workers (Latukha, 2014). Regardless of how the overall state of the economy; for example, positive or negative, talent the board remains as a basic worry for all organizations in all occasions.

Talent management procedure is correlated with recognizable proof, enchant, creating, fulfilling and holding workers with critical traits by which they can bolster manage talent of authoritative accomplishment just as hierarchical turn of events (Colling and Mellahi, 2009). As indicated by Vaiman, Haslberger and Vance (2015) talent management procedure incorporates the arrangement of exercises:

- Grouping, distinguishing, picking and selecting talent from outside of organization inside work commercial center
- Grouping and recognizing inside talent Preparing capable workers
- Holding capable workers

By summing up both of the definitions:

- Talent is a talented individual with a strong capacity for academic development, superior abilities and psychological attributes (e.g. abstract thinking, achievement motivation, emotional maturity). Talent is not linked to the status or function of a person in an organization; it is the innate qualities of a person and cannot therefore be made, but molded and enhanced.

- A method of strategic significance for an organization is talent acquisition. It is a host of practices designed to achieve and sustain competitive advantages. The main tasks in the process include: identifying, acquiring, developing and maintaining talent in an institution.

Talent Management Framework

According to Phillips and Roper (2009), the framework of talent management is the composition of three elements:

Figure 1.3: Talent Management Framework

Source: Phillips data Roper (2009)

- **Attracting and Selecting**

Responsibility of the recruitment of best talent is frequently left up to the recruiter 's aptitude and skills to foundation and display the talent. This process requires time as well as the financial investment, especially when it is done through a managerial hunt firm. The association requirements to be more imaginative while mounting a strategy for the recruitment of talented employees. Moreover, for the attraction of Generation Y employees, traditional methods of recruitment viz. examining the resumes, checking of references and conduction of interviews are becoming so obsolete. Hence these practices should be evaded. Recommended strategies to be followed for this generation employees includes viz. untie houses proceedings (for prospects and their parents or friends), interactive networking sites, placement, referral programs, online job boards combined through psychological assessments, personality assessments, behavioral interviews. According to a senior management of a bulky real parkland firm, talented and sharp workers are always involved to each other; and possible employees are drawn to an organization whose workforce is plenary of brilliant and lively talent.

- **Engaging and Developing**

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Drawing in information choosing the skilled representatives is just the beginning which may give off an impression of being the least difficult of alternate stages. Notwithstanding the way that pay information different advantages may at first charge the skilled representatives, yet the best level associations have now understood the significance of worker commitment. Commitment of representative is significantly more than the fulfilment. A representative is said to be fulfilled who is upbeat through his/her current pay, benefits, and environment and so on. This tranquility may result delay to demonstrate any additional activity; in this way, it makes a representative who is fulfilled through the norm. On the other hand, engaged employees demonstrate virtuous qualities viz. innovation and ingeniousness. They take individual accountability to make the things occur. They authentically desired to make the company winning and they share an emotional bond through the organizational vision and mission. In any organization, engaged employees are people through high impact who are easily spotted in any organization. These employees are inclined to go the extra mile to benefit their client's and recognize that how their attempt makes a significant dissimilarity on the bottom line. For any organization, engaged and satisfied both employees are valuable. Often, these employees help the organization by the level of customer care delivered by them in increasing and decreasing its marketplace share. In any organization, when the human resource administrator measures the employee engagement, they want to improve it among all ranks by adopting different ways. In fact, many of them hopes that engagement will improve automatically and the disengaged employee will switch gears and transform themselves in engaged ones which is not likely. In many instances, vigorous leadership results in employee engagement. The target of employee engagement can be attained in a better way by recognizing and recognizing the different generations of the employees working in the organization as each generation of employees comes through a distinct protocol for increasing their engagement. Now a day, talented employees wants to work for an employer who recognize them, appreciate their point of view and encourage their overall development viz. career development, skills development, personal growth etc. they also look for an immediate feedback from their mentor or supervisor.

- **Retaining**

After the completion of engagement and development process, the next topic of concern for practitioners is how to retain those talented employees in the organization

for as long as possible? The retention of employees is closely related to organizational performance managing scheme. It is suggested that a good salary pack up clearly articulated the expectations of performance which helps in the attainment of the organizational goals, not just in the recruitment, selection and retention but also in the industry proficiency. It is usually referred as HR Score card, in which the people and industry strategy, both is linked through performance Becker et al (2001). For the retention of the talented employees, literature review provides a number of action to assist the organizations which includes that there should be a balance between the personal and professional life, availability of health and wellbeing opportunities, flexible work schedules and work assignments, training opportunities while working in organizations, adequate leaves etc. Deery (2008). Talented employee 's wants to feel recognized and valued; they want to see that their efforts are making difference which leads to motivation in them. When the talented employees feel valued, motivated and aligned through the organization, they see their future through in the organization which may help the organization to retain those talented employees Davies and Davies (2015).

Different Perspectives of Talent Management

The various perspectives on talent management are discussed here below:

Global Perspective

Management of talented employees at a global pace irrespective of country is a challenging and complex task for all the organizations Gardner (2002). Moreover, scarcity of talented employees is biggest concern. Different kinds of organizations all around the world compete for the same employee pool as a globalized talent labor market. Global convergence trends reflect the standardization of organizations in procurement and talent acquisition and creation to ensure the longevity of their strategic role. The organization achieves strategic advantages not primarily through the formulation of evidence applying best practices in the field of talent management, but in many respects through an appropriate inner integration of the various elements of a talent management regime. Hence the organizations need to adapt the global best practices of TM (talent management) including the local and domestic requirements of local labor marketplace Stahl et al (2007).

Process Perspective

This process comprises all the processes which are needed to optimize the people inside a company. According to this perspective, the future success and growth of a

company is based upon having the right talent. Therefore, management and nourishment of talent is a part of everyday process of an organization 's life.

Cultural Perspective

According to this approach of TM, for the success of an organization, it should be believed that talent mind set is the necessity and due to the fiercely competitive marketplace, for the survival and success, each and every person depends on his/her talent. On the other hand, and, it becomes an organizations work culture where the development of each and every employee 's talent is uppermost and gets appreciated. People are allowed to explore and flourish their talent.

Competitive Perspective

Under this approach, talent management is all round accelerating the progress pathways for the high budding employees. Therefore, the focal point is the development of high potential employees.

Human Resource Planning Perspective

Perspective on human resources management says that personnel management has the best employees to have the right positions at the right moment, evidence that performs the right things. In this perspective, succession planning is very prominent for organizations.

Outlook for change management

Through this viewpoint, talent management in every institution in which talent management as part of the huge strategic human resources initiative is used for the corporate transformation of and is known as the catalyst of change. Perhaps it can be considered as an opportunity to integrate the talent management mechanism within an organization as part of a major transformation plan or it can place more pressure on the talent management framework if the opposition against reform is overwhelmed.

Principles of Talent Management

According to Cappelli (2008), there are four principles of talent management are needs to be followed by the organizations to gain a competitive advantage in this fiercely competitive era. These principles are based upon the supply chain perspective.
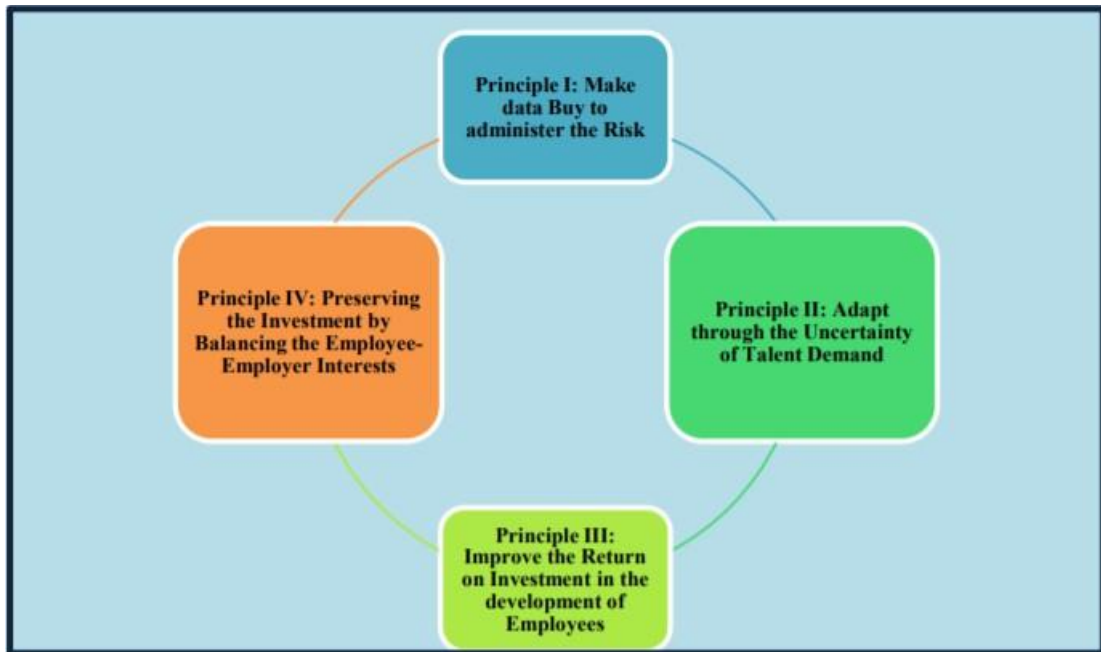
Figure 1.4: Principles of Talent Management

Source: Talent management for the twenty-first century, Peter. Cappelli (2008)

- **Principle I: Make and Buy to Administer the Risk**

According to this principle, companies should forecast wisely about the needs and requirements of the talent in the organization. Nowadays, a deep bench of talented employees is becoming an expensive inventory for the organization. And it becomes more expensive when these inventories of talents walk out from the organization. People trained by the organizations, are leaving for better learning opportunities. But still growing the talent inside, makes a deep sense as hiring the talented employees from outside is faster and responsive. Therefore, an organization should estimate its requirements properly and follow the mediocre approach i.e. combination of both.

- **Principle II: Adapting Talent Demand Uncertainty**

Uncertainty of talent demand is a universal fact but the smart organization finds a way to adapt through it. The companies should develop a talent pool which is organization wise. The allocation of talent can be done to the industry units whenever the needs arise. Another way to deal through the uncertainties is to break the long term developmental programs in short units.

- **Principle III: Enhance investment return on employee growth**

According to this principle, to increase the payoff, the organizations should share the cost of development through the employees. They may ask to participate in additional

stretch work assignments on volunteer basis. A relationship should be maintained through the former talented employees in the hope that someday they will return back to the organization.

- **Principle IV: Preserving the Investment by Balancing the Employee-Employer Interests**

The reason for the employees to exit from an organization is mainly the more desirable opportunities somewhere else which makes the development of talent, a short-lived commodity. The shared advancement decisions between employee and employers may help the organizations in preserving their investments.

Results in talent management

Talent management is linked both to managerial indices that become obvious by the effects of the jobs of the workers and to economic and organizational metrics for businesses. Worker attrition is one of talent management's primary symbolic outcomes. In the study of Walsh and Taylor (2007) the most important variables on the workforce turnover standards were test work, learning based organizational interactions and viable award frameworks. In terms of the general working environments of the testing work, studying and the grants, these elements thus affect the turnover rates of the two associations and branches. In terms of worker sales and job performance, for example, the effect of talent management on staff outcomes can be seen. Talent management often rehearses hierarchical results such as performance, quality of items and management, the organizational growth, the results related to the organizational money, which are visible from ROA, ROE and profit estimates, as well as capital market outcomes, such as stock cost results and capital market results.

In the event that an individual feel that the activity or occupation position doesn't fit with his/her talent, needs, and qualities; at that point he/she would go into a pessimistic mind- set that likewise associates with individual's confidence (Feldman & Bolino, 1996). In addition, pioneers are the principle drivers of authoritative accomplishment by being the sole vital chiefs. So as to create pioneers inside associations talent management rehearses become pivotal. Branham claims that 20% of the staff can include esteem 80% of the business result dependent on the Pareto Principle. In like manner, so as to make sure about 80% of all out organization result, we have to put resources into to the most skilled workers.

Talent Management Practices

There can be different talent management rehearses with alternate points of view. By and large, the most widely recognized talent management practice is creating talent pools by making progression arrangements for each characterized activity and position by choosing workers as per their presentation levels. Another point of view relies upon humanistic and segment perspectives (Lewis and Heckman, 2006). Since every single skilled worker have and a claim to fame that significant for the accomplishment of the organization, it is difficult to group and allot them into severe positions. Additionally, in the wake of characterizing or making the capable workers, it is a lot simpler to make some advancement arrangements for those skilled staff. Agonies and Bradley (2015) the talent the board rehearses in Chipotle Restaurants as probably the best model for recognizable proof and making stars in associations. Chipotle Restaurants concentrated on rewarding workers reasonably, and allowing staffs to advance dependent on their exhibition. Making a reasonable and straightforward advancement process turns into the principle driver of their prosperity (Aguinis & Bradley, 2015). Advancements dependent on representative exertion and execution turns out to be exceptionally helpful for talent management program.

Each staff in association direct significant activities that merit installment; yet in various sums which is connected with unpredictable talent of the activity and talent of worker. The best model for such an application referred to by Bill Gates, "An incredible machine administrator orders a few times the pay of a normal machine administrator; however, an extraordinary essayist of programming code is worth multiple times the cost of a normal programming author" (Aguinis and O'Boyle, 2013). Some activity positions require increasingly explicit abilities which are elusive and create. The administration of vital HR, that is top supervisors and high expected capable workers, has been acknowledged as a key job for the HR capacity of the organization, particularly in the global organizations. Key places of an organization ought to be satisfied with key specialists with talent. These talent management rehearses have been normal in created nations and MNC's. Be that as it may, in creating nations, for example, India, Brazil, Turkey and so forth and in little and medium measured undertakings (SME's) these practices have not been organized and generally applied at this point. In addition, uses of talent management vary from locale to district just as association to association. Talent management rehearses deliberately chose and applied by worldwide firms essentially include position arranging and reposition the executives, HR arranging and anticipating, staffing,

preparing and advancement, execution count, and compensating components; anyway these practices may not be straightforwardly appropriate for SME's. There are various techniques to be applied for talent the board. Organizations can deftly set their own talent the board needs (Polat, 2011). Taking into account that, talent the board should be viewed as a drawn out speculation changing with the particular states of the division, district, and friends.

If a company would want to recruit the best talents and even wish to keep workers at all stages of the organization, so the talent acquisition method has to be developed by the various activities which can be carried out in an organization. Talent management itself is a rather broad concept in its entirety. The most fascinating aspects of skill management can be the success of talent review meetings, by talking about the talented employees in an organization, and when trying to inform the other managers about their knowledge, skills and potential in other parts of the organization about their potential use and development. In any phase of the talent acquisition procedure, talent management practices are carried out. For company to be successful, it is extremely necessary to develop a set of instruments and methods to manage their employees' talents and abilities. In these organizations, the proposed method model should be used.

1.2.1 Importance of Talent Management

In the 1990s, the concept of talent management was born, and it continues to grow as more firms realize that their employees' skills and abilities may help them reach their business goals. To address the problem of employee retention, organizations that have implemented talent management have done so. The problem with many firms today is that they spend much effort into attracting new people but little effort into retaining and developing them. The framework for talent management must be integrated into the business system and implemented daily across the whole company. Rather than relying just on the HR department to attract and retain people, it should be taught at every company level. Line supervisors must be held accountable for developing their immediate subordinates' abilities as part of the company strategy. In order for employees to understand the company's overall mission, divisions within the business should be openly disseminating information.

Businesses now compete in two markets: one for their products and services and for those who can deliver or execute them. The success of an organization in its business marketplaces is largely determined by its performance in the ability showcase. When it comes to every area, the market for talent has all the signs of contracting. As the amount of and needed to create and distribute products and services grows, retaining skilled employees becomes more important to enhancing productivity and allowing for more time to publicize (Bill Curtis, 2009). It is becoming more and more imperative for organizations to keep an eye out for exceptional talent in a market where demand outstrips supply, which necessitates that the right people, with the right aptitudes and knowledge, be in the right jobs. Increasing competition, tightening budgets, and more corporate supervision, among other factors, have made it more important than ever to find, cultivate, communicate, convince, and retain top-tier employees. It is always a challenge to find the appropriate individuals with the right skills for the right job. All hard-to-fill jobs are affected by talent management's focus on organizations and highly specialized roles. This has made personnel management one of the most important challenges for top corporate executives to address. Today, an organization's focus is on aligning HRM with the company's strategic goals and corporate objectives, creating an authoritative culture that fosters advancement and adaptability, and finally gaining the overhand.

1.2.2 Development of Talent Management

To understand the relevance of talent management, it is necessary to observe how it evolved from personnel management.

Stage 1: Human Resources

Personnel departments were responsible for workers in the 1980s. Employees are enrolled in the department, paid their wages, and given the necessary benefits. The financing system is the structure that rises to assist in this ability. There is no doubt that the personnel department is well versed in the company's operations.

This is the second part of the Strategic Human Resources phase.
Companies realized that human resources work was crucial in the 1990s, and the concept of 'Strategic human resources' was born. After a decade in the 1990s, organizations realized that HRM had a much larger role to play: selecting and training

the right people, building them to fit the business's structure and organizational structures, creating pay packages that include benefits and rewards and acting as a central part of communication for the welfare, security, and happiness of employees. The "Head of Personnel" plays an essential role in the industry, which is now known as the "Head of Human Resources." In order to assist additional parts, such as recruiting, selection, and induction, be added to compensation frameworks, learning and development frameworks, and employee evaluation systems, this framework established methodologies. As a result, the human resources department has become more than just a business function: it has become an integral aspect of its overall strategy.

Talent Management is the third stage.

In the current era of globalization and advancement, the importance of Talent Management is continually growing. Human Resource and Training and Development companies are now focusing on a different set of important issues: strategic human resources. As an alternative to dealing with resumes one at a time, "competency-based" recruiting may be used to streamline the hiring process. You can cultivate leaders and pioneers by strengthening the culture, instilling principles, and creating a viable authority pipeline. In recruiting, e-learning, or other improvement programs with competence gaps, quickly identify these gaps and hire just the right people. Ensure that all workers are treated fairly, respected, and compensated equitably. Recognition should be given to those who have excelled. It is crucial to provide a timely, adaptive, and effective learning program. A fresh strategy and technique are needed for each of these difficulties. Human resources and business management processes must work together more often in order for organizations to succeed. Increasingly, businesses are acquiring performance management systems and integrating them into their operations to accomplish their goals.

1.2.3 Development of Talent Management in India

In 1997, McKinsey revealed the 'battle for talent' as an essential driver of corporate success, and since then, management has been concentrating on talent management. The Indian business system has seen massive transformations since its inception. For the organization's success, human resources are focused more on performance

management, learning and development, talent acquisition, and retention of employees for the long term. It is not only international enterprises that are collaborating with Indian businesses. The Indian labor-management structure is likewise evolving in tandem with these developments. It has also progressed in terms of human resources. Political shifts, legal reforms, and more monetary resources have all contributed to the evolution of HRM. Talent management has been a hot topic in India because of a lack of skilled workers. The term "talent management" is new to both Indian enterprises and multinational corporations in the West when it comes to managing employees. Paying a competitive salary is important in attracting new workers, but it is not enough to keep existing ones. Talented workers are often looking for a new position. According to job transition, 54 percent of Indians are considering quitting their current position when it comes to Vorhauser-Smith (2012)'s survey. Potential workers will depart the company before the years are through. Some people may remain in the sector for years to advance in income, while others will leave because of the lack of social interaction and the unbalanced nature of the work-life balance. Employees are more likely to remain at a company if they have access to training and career growth, combined with a good wage. Investing in talent management is also a vital aspect in retaining staff for a longer period. The low-hanging fruit is pay raises. There is no distinction between businesses when it comes to this. By using a variety of talent management tactics, such as talent acquisition and development and training and career advancement for workers, companies can keep their best personnel. As a hazard management strategy against the negative business effects of having insufficient or inadequate human resources, talent management in India should be considered. Both Indian organizations and international corporations operating in India have much work to do if that is the case.

1.2.4 Talent Management Universal Perception

According to Gardner (2002), "talent" All companies faces new management challenges due to the country's globalization. In addition, there is concern over a global skill shortage. Talented people are hard to come by for any business. Human capital is more vital than land or money to any organization's ability to compete in today's market. Consequently, businesses go to great lengths to hire and retain top-notch staff to accomplish their objectives. Fifty-seven percent of firms surveyed by

the Aberdeen Group and Human Capital Institute (2005) said that their main priority in the next five years would be finding and retaining the right personnel, as well as addressing talent shortages. The difficulty of implementing succession planning is cited as the top problem of 79% of enterprises. 71% of firms examined had formal maintenance plans for leadership and 65% for mid-level administrative workers, according to the report. The fight for talent is not only about enticing brilliant people with cash incentives and material rewards; it is also about building procedures and processes to ensure that competent individuals emerge and contribute to the firm. To paraphrase Williams (2000), "in the struggle for talent, there are champions and washouts, just as in business, there is accomplishment and failure" There are more winners in this fight for talent when the organization employs talent management tactics. Best practices for talent management should ensure that organizations can create local gifts in a manner that is consistent with local norms while also being fully institutionalized so that all segments of the organization may draw upon varied and appropriate professional talents. Organizations are increasingly using global leadership competence profiles and performance evaluation systems to improve their performance, according to Stahl and co-authors Stahl and Co-Authors (2007). Talent management systems are unique to every organization. Whatever the situation may be, organizations have a broad understanding of the steps they should take to improve their personnel management. A study by Poorhosseinzadeh & Subramaniam (2012) on Malaysian multinational companies found that 67.3 percent of organizations have implemented talent management practices and that there is a significant relationship between different talent management variables, including talent identification, attraction, training, and retention.

Considering human capital and the art of managing it as a strategic asset is hardly novel. In order to put our examination of GTM into perspective and provide light on the origins of the concept, we go back to the more general literature on talent management. Most people believe that talent management originated in the 1990s with studies conducted by McKinsey, which led to the publication of The War for Talent by Michaels et al. (2001). They said that top-down management and a talent-first mentality were crucial to the success of the companies they researched. According to Cappelli and Keller (2014) and Collings and Mellahi (2009), these concepts significantly impacted management theory and practice. As pointed out by Cappelli and Keller (2017, p. 23), "the most important term in the field of human

resources in the early twenty-first century" is talent management. We still think that strategic human resource management (HRM) cannot function without good talent management. The broader field of talent management has been the subject of theoretical disagreements over its intellectual and conceptual limits since it first appeared in the business literature in the early 2000s. While it is beyond the scope of our analysis to go into detail about these issues (see Cappelli & Keller 2014, Collings & Mellahi 2009, Lewis & Heckman 2006), we do argue that differentiating talent management from conventional HRM techniques is a major border problem. Perhaps the most salient distinction between human resource management and talent management is the emphasis on differentiating the management of individuals identified as talent from that of other workers in an organization's human capital portfolio. Cappelli and Keller (2017) link the diversification of management styles with the reduction in funding that followed the economic crisis of the 1970s, making it harder for businesses to invest in their staff in a way that was accessible to everybody. Research by both Beck and Huselid (2006) and Kaliannan et al. (2023) has shown that investing equally in all workers might result in unnecessary expenditure. According to Huselid et al. (2005), workforce differentiation research draws from strategy literature and stresses the significance of investing in human capital differently throughout the talent portfolio. Nevertheless, differentiation has shifted its emphasis in recent decades, moving from critical persons and bottom-up theory to critical positions and group dynamics, or top-down theory. To be more precise, the individuals themselves were the center of attention in the first works on talent management. According to this theory that originates from the ground up, workers' specific strengths and qualities are what provide companies an edge in the market (Becker & Huselid 2006). That is to say, the emphasis here is on the person and the value they are capable of producing. Forced performance distribution (Grote, 2005) and other talent management strategies reflect this, as does the McKinsey War for Talent method, which identifies a small number of high-performing individuals as having an outsized impact on the value of the firm. Workers who fall into the "average" or "below-average" categories are also evaluated. Pfeffer (2001) offers a persuasive criticism of this personalized approach to talent management, drawing attention to the negative internal competition that can accompany forced distribution in performance management, which is now generally acknowledged in the scholarly literature. In addition, although the fact that workers' performance varies much is

becoming more apparent, many workplaces are beginning to challenge the essential premise of forced distributions by questioning the normality of performance distributions. A growing amount of research indicates that exceptional individuals may significantly impact overall productivity, even if the circumstances necessary to determine whether performance follows a normal distribution are still up for discussion (Beck et al. 2014). (Aguinis & O'Boyle 2014, Aguinis et al. 2016). Yet, it is important to acknowledge that this performance is route dependent and that circumstance plays a role in facilitating exceptional performers (Asgari et al. 2021, Kehoe et al. 2023). This insight calls into question a major tenet of the talent wars' emphasis on individual performance, namely that it is inadequate to examine star performance in isolation.

 Because multinational enterprises (MNEs) often choose individuals from their global talent pools for critical positions in other countries, global mobility has emerged as a central issue in the literature on global talent management (Cerdin & Brewster 2014). For instance, when multinational enterprises (MNEs) coordinate their global talent management (GTM) processes, local subsidiary workers have the chance to join the global talent pool. This opens up important positions for bright people outside of their native countries (Tarique & Schuler 2018). In order to generate social capital and be seen as part of the global talent pool, MNEs should offer subsidiaries with key talents the chance to work in their headquarters. People who voluntarily go overseas may be a valuable resource for companies looking to fill key positions due to their strategic acumen, self-initiated global experiences, and other desirable qualities. Global mobility managers oversee the transfer of talent from across the world by implementing policies and procedures to ensure legal compliance with immigration and visa requirements, assistance with relocating families, language instruction, and tax equity. The business units and other HR functional areas, such as talent development and leadership development, are usually in charge of talent-related matters, such as selection decisions (Collings, 2014), while global mobility managers play a crucial role in assisting employees with relocation. Collings (2014) and Cerdin & Brewster (2014) both argue that GTM and global mobility should be more closely integrated.

1.3 Talent Management Practices- Global Perspective

The HC Bridge idea, proposed by Boudreau and Ramstad (2004), aims to link the TM to the crucial administration of the organization. They argue that HRM, with its emphasis on the distribution of HR tasks (such as staffing, growth, compensation, etc.), boosts the advantage of partnerships.

Morton (2005), there is several ways to begin talent management initiatives. Both the author and the reader may agree that talent acquisition is methodical and that becoming an ability-guided association is not without its challenges. The source states that basic job identification, an improvement in the organization of capabilities, and talent management are the most significant parts of the process. Having tools and procedures for capacity conversations, deciding employees' helplessness, enhancing executives' show processes, and arranging forms that allow for significant participation from the CEO are all critical.

Finding the authoritative key requires integrating human resource processes based on organizations and representatives (Bearing Point Management and Technologies, 2008). A practical chance to organize among broad authoritative key goals, staff labor, and innovation is necessary for the executive program. According to Bearing Point, the core of any executive structure should be devoted to developing one's talents as they serve as the foundation for building a greater organization.

There has been an incredible amount of academic and technological research on talent acquisition, but the field is still in its early stages (Collings, D.G. and Mellahi, K, 2009). One important limitation is the lack of a consistent definition and easily applicable limits in talent acquisition. Developing a clear and concise understanding of key talent management is the only focus of this study. Scholars are also developing a theoretical model of talent management's fundamental tactics. Such accounts draw on a variety of sources of subtle language. This work might contribute to future research in talent management by doing two things: (1) giving experts a platform to discuss the theoretical boundaries of talent management and (2) outlining a hypothetical system that analysts could use to focus their study. On top of that, it helps managers identify the difficulties they have while trying to acquire new talent.

According to Taleo experts (2009), talent management is the process of identifying, attracting, developing, and retaining individuals who possess the skills and attitude necessary to meet the current and future demands of a business. In the same vein as

other TM models, Taleo's approach stresses the significance of aligning people management types with corporate objectives in order to serve as the driving force behind business performance. Along with the essential framework to guarantee the organization has the correct composition and membership count, the model also demands unwavering official accountability and resolve.

The field of talent acquisition is still in its early stages, despite a substantial quantity of research from both academics and practitioners (Collings, D.G. and Mellahi, K., 2009). A critical limitation is the fact that talent management lacks a dependable concept and the application of specified limits. Establishing a fair and concise perception of key talent acquisition actions is the fundamental commitment of the current study. In addition, a crucial talent management model is being conceptualized by the researcher. This is how the writer draws on a variety of sources to form their work. That is, the report may pave the way for future studies in the area of executive competence and provide CEOs a leg up when it comes to talent management by letting academics define the quantifiable bounds of talent management.

There are three ways of looking at talent management (TM) (Burbach, R. and Royle, T. 2010). To begin with, TM may be seen as an amalgamation of more conventional HR functions, such the recruitment process, job analysis, and development. The end result is a perspective that focuses on how an organization might build a vast pool of experts with the right information. Ability to be fundamentally overseen within the framework of business needs, as shown by success criteria, is viewed as an asset by the third point of view. Considered as a whole, talent management encompasses the following: representative recruitment, retention, success management, and the upgrading of human assets.

Rodriguez and Fuente (2016) In light of the dynamic nature of the modern global economy and the need of fostering different relationships, this article seeks to demonstrate how professional individuals may realistically obtain an advantage in businesses via the implementation of talent management programs. Here scholars may clarify their views on talent management, professionals, and originality as a skill by combining the two hypothetical systems. There is a plethora of methods for constructing talent management exercises, and the study's authors found that the executive procedure's skill set needs to be compatible with the organizational structure and corporate society. First, we'll compare and contrast two very distinct

companies: Zerogrey and Google. Despite their differences, they both use talent management strategies.

Shuai (2014) New evidence suggests that Chinese guanxi is an important metric for evaluating POE competence in China. When describing an expert worker, guanxi, status, and talent are all taken into account. Researchers found that guanxi has a major effect on all aspects of TM, including attracting gifts, developing talents, and maintaining possession of gifts. Important elements in retaining competent representatives in relation to Chinese POEs were career advancement opportunities, financial incentives, and guanxi. Guanxi, as an alternative TM perspective, contributes to theories about talent development and maintenance in addition to making a hypothetical commitment to skill description. The test provides practical suggestions for skill maintenance to TM professionals.

Wahba (2015). Because talent is in short supply and the job market is competitive, there are a lot of opportunities for it, especially in organizations that prioritize education and management. A sensible and theoretically reliable model outlining a relationship between an association's personnel management and employee engagement was the primary purpose for this investigation. In addition, evaluate nine talent management fundamentals known to contribute to employee dedication; these were developed in light of prior research and in order to construct a reasonable model to measure the direct effects of talent management strategies on dedication among logistics firms in Egypt. Following mediation, seven out of nine fundamental accomplishment characteristics were significantly important in predicting representational commitment. In light of this, more study is needed to determine which indicators of an organization's performance have direct effects and which do not.

Hafez et al, (2017) This study examines a publicly financed Egyptian university to find out how personnel management affects job satisfaction and representative retention. Work satisfaction and representative maintenance were found to be significantly affected by the ability the executives' parts (stimulating remarkable execution, preparing and advancement, work enhancement), while the example's statistical factors (sexual orientation, age, training and understanding) were found to have no noteworthy effect. The purpose of this research is to analyze the relationship between talent management and employee satisfaction and retention at a Middle Eastern university in Egypt. Executives in Arab and Muslim countries, such as

Egypt, seldom test their abilities. The other researchers may aid organizations in better understanding how to adapt their people management techniques to varied national and societal contexts by expanding their study into new countries and locations.

1.4 Talent Management Practices- Indian Perspective

A study conducted by Sharma and Bhatnagar in 2009 described With the rise of professional profiling as a pivotal area of impact in the crucial HRM sector, this article aims to provide exercises on how talent management technique development is dependent on this practice. Examining the core of an Indian pharmaceutical association and the challenges that arise while creating talent management initiatives are the subjects of the contextual investigation. With an aptitude for excellence in mind, the company was able to recruit top talent from top substance associations. The most prestigious and elevated level of competence has been eroded. Coordination of advancement has helped fill some of the main openings. The purpose of this document is to provide human resources professionals with information that will help them attract, acquire, and oversee skill in an internal and external job display. In addition, it provides trustworthy support and theoretical analysis of the significant HRM literature on the topic of talent management.

Kumari, P. and Bahuguna, P.C., (2012) This thesis describes a modest effort to research talent management in India's oil and gas sector and how it disseminates planned employee activities. The investigation's findings demonstrated that recruiting top personnel is inextricably bound up with representative commitment. It has been shown that all nine criteria of generally recognized talent acquisition significantly impact employee motivation and dedication.

According to Saxena (2012), there are a lot of human property issues that must be addressed as part of globalization supervision, which includes keeping an eye on the transition. Utilizing the technical capital of an organization is now one of the most challenging tasks in human resource administration. In order to face the new financial pressures, worldwide businesses are calling on partnerships to improve their talent acquisition strategies. This essay considers talent acquisition as a driving factor in attaining organizational greatness in the age of globalization. Furthermore, it sheds light on a plethora of approaches that the organization may use to attract, hire, and

retain top talent. The top maintenance methods are outlined according to their degree of appropriateness.

(G. Rana and colleagues, 2013) an organization's function is heavily dependent on a handful of unanticipated parts, with the competent individual playing a pivotal role in achieving top-down objectives. This example is essentially an investigation on the extent to which associations are more speculative about initiatives aimed at enhancing capabilities. This paper's explanation is that it will examine the talent acquisition efforts of Navratna PSE (Bharat Heavy Electricals Limited; BHEL), an agency of the Indian government. Adhering to compelling talent acquisition techniques allows the Indian public sector to fully use its employees. Executive talent practices at BHEL center on knowledge, self-awareness, education, and the development and transfer of ideas during long general meetings. Companies should put their money into training and acquiring new talent so that they may tap into the knowledge and experience of their current employees for future projects.

Society, culture, and politics are all poised for upheaval at this moment due to the quick pace of technological advancement. According to Altinoz et al. (2013) In today's world, businesses must lay the groundwork for transformation if they want to adapt, expand, and meet more demanding benchmarks. Because of this, they must continue to assess their current practices, products, and benefits, and to develop innovations that build upon and improve upon them. In order to build relationships while maintaining a constructive and reasonable perspective, they need HR that has experience with creative and innovative projects. Recent discussions on the board and in associations have focused on two important topics: talent recruiting and corporate trust. The term "talent management" refers to an HR-centered administrative approach that aids businesses in overcoming obstacles and systematically bridging the gap between their current talent pool and the skills they'll need to reach their goals.

Jyoti and Rani (2014) Despite the fact that talent management (TM) has recently garnered a lot of attention from academics, professionals, scientists, researchers, and targeted enterprises, there are still many areas that might benefit from more observations and theoretical work. Lack of definition of TM's importance and growing mockery about whether it's repackaging or just another idea of long-standing HRM practices on boards are two gaps. This research draws the conclusion that TM techniques in this specific instance are clearly distinct from the conventional HRM

methods. The author has synthesized the most recent research on TM in order to create a coherent model that accounts for both its causes and its effects. Future research are recommended by the analysis to conduct observational tests of the stated proposals. Possible, hypothetical, financial, and administrative analysis are all included in the article.

Talent management is gaining traction among associations in India and throughout the globe (Mathew, 2015). It is an integral part of any company's operations and should not be treated as an afterthought when it comes to management and human resources. Talent acquisition programs provide companies the chance to attract and retain senior pioneers and human capital experts, who can then be used to achieve better outcomes. Some of the most prominent associations in India are looking for TM activities, as shown in this article. These associations include international organizations.

With Indian companies becoming more agile and competitive, talent management is a hot topic (Singh, A. and Panackal, N. 2016). The first step in meeting the needs of corporations for goal-oriented, intrinsically motivated, and flexible human capital is talent acquisition. The projects' success or failure hinges on this critical viewpoint. This article discusses the idea behind talent management and the difficulties that Indian companies often have while trying to improve their talent management systems. The researchers conducted a comprehensive writing audit to enhance the hypothetical system of talent acquisition in firms. The paper's findings frequently pursued talent recruiting approaches.

1.5 Statement of the Problems

The hospitality area is one of the significant givers of financial development and survivable. As the biggest segment in the lodging business, the neighborliness business satisfies a significant capacity in providing food for the necessities and needs of travelers. There are numerous contestants from outside setting up their offices in India. Making an equalization of interest and flexibility of Human Resource is the greatest difficulties looked by this industry. In such a situation of rivalry and development organizations depend more on preparing capacity to overcome any issues in human resource talent management necessities. There is expanding acknowledgment among the HR club that a large portion of the issues in the business;

neighborliness is no special case has "preparing arrangements" and not "non-preparing arrangements". Hospitality Industry has accomplished a reasonable development rate in India.

1.6 Objectives of the Study

The objectives of the study are

- Identifying talent management strategies' value and significance.
- Evaluate the effect on the satisfaction level of TM practices of the socio-economic context of respondents
- To study the effect on employee engagement of talent management activities.
- To investigate how talent management activities in their respective organizations are implemented and successful.
- Send any ideas to strengthen the organization's TM structure for efficiency.

1.7 Research Hypothesis

The Research Hypothesis of the study is:

i. **Null Hypothesis (H$_0$):** No effective methods exist regarding the success of the company in talent recruitment activities.

   a. **Alternative Hypothesis (H$_1$):** Effective methods exist that contribute to the success of the company in talent recruitment activities.

ii. **Null Hypothesis (H$_0$):** Talent management strategies have little effect on the effectiveness of employees.

   a. **Alternative Hypothesis (H$_1$):** Talent management strategies significantly enhance the effectiveness of employees.

iii. **Null Hypothesis (H$_0$):** Talent acquisition in the hospitality sector is not being applied.

   a. **Alternative Hypothesis (H$_1$):** Talent acquisition practices are being implemented in the hospitality sector.

iv. **Null Hypothesis (H$_0$):** There is no effect of respondents' socio-economic status on their satisfaction with talent management activities.

   a. **Alternative Hypothesis (H$_1$):** Respondents' socio-economic status significantly influences their satisfaction with talent management activities.

v. **Null Hypothesis (H₀):** There are no technical competencies for talent acquisition in Jammu and Kashmir in the hospitality field.

      a. **Alternative Hypothesis (H₁):** Technical competencies for talent acquisition exist in Jammu and Kashmir's hospitality field.

1.8 Need for the Study

Investigation shows that Hotels are hard to attract every time, create and hold reasonably inspired, capable and qualified workers. This could be because of the way that the hospitality industry has a poor standard as source of perpetual work, offering low compensation, against social working hours and humble work. Along these lines, capable workers are thought of; key determinants of administration quality, consumer loyalty and dedication, upper hand and hierarchical execution and TM assumes a significant key job in the achievement of a hospitality management. Be that as it may, TM is testing, particularly with regards to the friendliness business taking into account the issues looked by accommodation directors from a HRM point of view as talked about underneath.

The main test identifies with the fascination, vocation advancement and maintenance of staff. These issues have for some time been recognized as the accommodation business' greatest difficulties. The subsequent test is high work turnover. The friendliness business is related with long working hours, an upsetting situation and occupation disappointment, bringing about a high turnover which is exorbitant and troublesome to cordiality associations. The maintenance of capable workers is pivotal to authoritative achievement. They are the factor to the hospitality management's competitive benefits. They improve execution and gainfulness and have a quantifiable effect to the association. Besides, lodgings know that talent must be overseen as a basic asset to accomplish the most ideal outcomes. The third test identifies with request and gracefully. The interest for predominant talent far exceeds gracefully in inns. The present information driven economy requests exceptionally qualified laborers with a vigorous arrangement of abilities, and it is getting progressively hard to source the correct possibility for the gifted employments. The last test identifies with authority. Authority improvement is pivotal in any industry on the off chance that it is to succeed. Be that as it may, in the cordiality business initiative seat quality

the accessibility of solid and profound pools of talent is ending up being a significant business issue, requesting advancement change.

In the broadest setting, it is trusted that the examination may have handy importance to HR chiefs to empower better educated choices on enrolling, pulling in, creating and holding a superior gifted workforce in the inn part. It is trusted that HR supervisors would be better ready to comprehend the effect of TM on close to home vocation advancement. Besides, it ought to permit HR supervisors to increase a superior understanding on the best way to create powerful TM rehearses for staff enrolment, fascination, improvement and maintenance in the inn business, supported by the thought of workers' individual inclinations, needs and vocation desires. Thus, the exploration is pertinent to inn workers who might profit by improved TM practices of fascination, advancement and maintenance in the work place.

1.9 Scope of the Study

This research seeks to assess the effect on employee productivity of Talent Management Practices. In the hotel sector, where the level of customer care provided to our customers drives continued growth that is especially relevant. Employee's ability to be repeated clients or refer the hotel to others has a large impact. The turnover of employees was incredibly large in the hotel sector, and that this high turnover may be attributed to the absence of talent retention activities. Setting up talent acquisition practices to build a community built on results in the increasingly competitive hotel industry will contribute to employee loyalty, minimize employee morale and ensure high quality of service for customers.

The consistency of employees and facilities in the hotel industry has clear implications. The efficiency of the employee thus leads to real competitive advantages for organizations and to success, management needs to recruit, cultivate and maintain capable, exciting and accountable staff to keep them committed and empowered. For hospitality and hotel industry the outcome of the study will profit. In the end this will continue to boost the J&K hospitality scenario.

1.10 Limitation of the Study

This research includes surveys from the different hotel industries and not much knowledge is aimed at the employees. And with their roles they are very involved. The report has certain drawbacks as seen below:

1. The organization underwent this research and the interviewees were distracted. The questionnaire was completed between their busy schedules by the respondents.
2. The employees reacted with their own views.
3. Employees are concerned that the disclosure of details is not permitted as a corporation.
4. Fewer trained employees lead to lack of expertise.
5. The only drawback of this survey has been time considerations (i.e. employee working hour or shift times, etc.).
6. Another issue during and collection was the availability of staff at some times of the study (including absenteeism).
7. Because not all staff has been working with those organizations for a long time, the talent acquisition software analysis included in this report applies to all hotel staff serving as on-roll staff for at least 6 months.
8. This limits the sample size of a single hotel in turn.

CHAPTER 2: REVIEW OF LITERATURE

2.1 Introduction

Some of the research that has been published on the subject of talent management and its related characteristics, such as job satisfaction and work-life balance; employee retention; employee management strategies; and motivation; as well as some of the connections that emerge from this literature. These concepts must be taken into account if you want to get knowledge of why an employee remains or leaves the organization/establishment in the first place.

2.2 Literature Review

Chen and Choi (2008) concluded that the inclusion in the workforce of multiple generational features may be of benefit to the diversity of organizations. On the other side, several generations of people in the workplace will often pose problems. The inevitability of tackling tension between individuals and classes of individuals from various types of generations are major management problems.

Shekhar and Narzary (2012) argued that job satisfaction among various generations of staff in the hospitality sector is extremely important which directly affects their experiences.

The morale of employees is motivated by extrinsic and intrinsic awards, according to Stumpf et al (2013). Extrinsic incentives include wage bonuses, promotional activities and workplace environments, while intrinsic rewards are dependent on the importance workers attach to their jobs. For employees' self-esteem and general motivation, the second form of recompense is extremely significant. Employees that are respected are increasing morale and achieving workplace targets and priorities more quickly than others that are disregarded, unhappy and unmotivated.

Lawler III (2010) explains that incentives are important for organizations. There are a variety of explanations. These are linked to an evaluation mechanism that tracks and produces positive input on talented employees. The accuracy of assessments is of interest to managers at all stages. The results of assessments have an important effect on the company's decision to award incentives and inspire its best talent. Lawler III (2010) reviewed success assessments and their workplace efficiency. This method is detailed in the following figure.

Figure 2.1: Effectiveness of appraisals
Source: Adapted from Lawler III (2010)

The figure above clearly showed that assessments stimulate skilled personnel, improve the requisite skills and experience to advance an organization. In general, a performance culture is built to enhance the competitiveness and effectiveness of an organization. Wages rise, incentives and benefits enhance employee-company relationships. In addition, skilled employees are more likely to stay long-term workers within the same organization. Talented staff feels strongly respected and encouraged to follow the agenda and mission of the management.

Bambacas and Kulik (2013) contend that the organizational assessments offer input, constructive attitude and networking opportunities. In addition, well-designed

performance assessments establish continuous relationships between a boss and staff and profit from near social exchange. Quality talks provide various chances to reward and segment the talents who show excellent achievements. As a result, advancement possibilities are created at all levels of high-quality staff receiving positive, focused input, finding places for future growth and change. In reality, the well-being is reached by the respect and appreciation of workers. A structured scheme of rewards attracts ambitious workers and shows them their position within the corporate framework. It allows them, thereby adding to the vision of the company, to harmonies employee actions with organizational goals. The following chart illustrates how performance evaluations and incentives interact.

Figure 2.2: Interrelations between performance appraisals and rewards
Source: Adapted from Bambacas and Kulik (2013)

Okioga (2012) states that the movement towards a more respectable status, i.e. advancement, within the company is part of a compensation scheme. Promotion is used to acknowledge excellent results to enable creative people to feel appreciated and involved in the growth of the organization. More progress opportunities

contribute to work satisfaction and long-term loyalty. Award: a promotion mechanism allows administration to search for the best applicant, the best skills, to occupy most senior vacancies Armstrong (2006) states. The method of compensation shows that the most skilled employees have reached a high level and are respected by colleagues. Along with success, there are financial incentives that can motivate employees and help keep creativity inside the organization. Okioga (2012) therefore states that the churn tendency is greatly diminished where an appropriate incentive system is in operation. The attrition, both for employees and employers, is deemed expensive; thus both parties make financial profits. Conservation is a necessity in order to minimize risks and expenses for profitable companies. The philosophical compensation system suggested by Okioga (2012) is described in figure below:

Figure 2.3: Conceptual framework of rewards
Source: Adapted from Okioga (2012)

The TM definition is intimately linked to the growth of human resources, the latter being integrating intangible goods, knowledge, and expertise, and the largest commitment for any company. Lepak and Snell (2007) said. In addition, they concluded that companies could develop TM plans and invest in talent growth, enabling them to be industry leaders.

By defining TM as a collection of competence that skilled workers can follow and work accordingly, Galagan (2008) provided an advanced description of this term. These competences should be able to be used and included in the corporate system and the effect on potential accomplishments and progress should eventually be measured.

Xin and Pretty (2008) claimed that TM ideas were mostly seen as not so distinct from conventional HRM activities and defined it in modern bottles as an ancient wine. Xin and Preece (2008) thus concluded that many regard TM as a vague and ambiguous term, as it has different definitions. Two large TM concepts proposed by Xin and Preece (2008) (see figure below):

TM is not considerably different from HRM, as they both involve finding the right people for the right job at the right time

TM uses the same tools as HRM, but focuses on the small segmented workforce (talent pools in the organisation)

Figure 2.4: Two broad concepts of TM
Source: Adapted from Xin and Preece (2008)

Figure above shows that Xin and Preece (2008) argue that TM is not unlike HRM since they also recruit the right workers for the right positions at the right moment. In addition, TM utilizes the same methods as HRM. The emphasis of TM, though, is on a select number of skilled staff members of the talent pool.

TM is described by Huang and Tansley (2012) as an HRM invention with specific features and a focus on the growth, development and retention of high performers in the enterprise. There may be tensions when this strategy is considered morally wrong, and contradicts the concept of fair opportunities, by concentrating on top-class performers. However, in order to eliminate labor scarcity and competed with competitors of skilled human capital, Gardner (2002) argued that it is more necessary to investigate how companies and businesses changed their HR practices in the recent crisis.

Swailes (2013) claims that a question of ethics should be included in the TM definition. He states that HRM has become an ethical challenge for a while with the issue of dehumanization. There is fear that assessment of human resources and accounting of human capital is being dehumanized when workers are being reduced to accounting assets. In addition, there are risks if managers mark workers as skilled or untalented. Swailes (2013) claims that marking induces an abstraction and a relational barrier between staff. When a community of elites may be selected, an employer may be suspected of favouring one party over the other. In fact, where identified skill markets, organizations and management teams must take account of the ethics of TM in order to implement TM programs, with all workers at each stage, managers can optimize the positive to maximize and prevent damage to others.

Mellahi and Collings (2009) concluded that hospitality organizations, in order to maintain competition, are investing their money in attracting skilled workers. The need for skilled employees in the United States and the United Kingdom is incredibly strong, since it is the key economic motive for a profitable business growth.

Hatum (2010) maintains a dividing into two divisions of interaction with hospitality organizations, in particular hotels:

- Rational determination that represents if a work matches and suits into a motivational operational climate the monetary and growth interests for talented workers.
- Emotional dedication that represents the skilled personnel's ideals and convictions and their organizational positions.

Alkahtani (2015) maintains that the factors which affect the retention of skilled personnel must be taken into account by hospitality organizations. His studies reflected Bettinger and Brown's (2009) findings which claimed that it was crucial to understand why skilled people are retained. They then suggested a two-dimensional structure as seen in the below figure:

Figure 2.5: Reasons for retention

Source: Adapted from Bettinger and Brown (2009)

The statistic shows clearly that above talented hotel staff with an over sixteen year working experience wish to keep; fresh hotel entrants, on the other side, are more apt to offer the business new openings to rivals. The advances (36 percent), accompanied closely by other causes (34 percent), work-life balance (10percent) and position are among factors for retaining talented staff (7 percent).

Tulgan (2002) said that employers in hospitals need to adapt their proposals on long-term merit, have stable employment and promote a culture of growth and preparation to success in TM and to gain the best and most brilliant talents. In the hospitality market, the demand for clever and skilled people is in danger of exceeding supply because of the essence of employment, long shifts, intense conditions of employment and stressful labor.

Gallardo-Gallardo et al (2015) states that TM stays at the top of the vital agenda for hospitality agencies, amid the global financial crisis. These organizations are becoming stronger and competitive in turbulent times, supporting talented employee plans, the interests of community groups and motivating agile staff.

The Falls "Capability attracting and holding: investigating HR improvement floats in Australia" Hollanda, Cathy Sheehana and Helen De Cierii (2007) The problem in the paper is that there is a shortage of membership of enterprise processes that make human resources move into high terrain in a situation shown by increasing standards of capabilities. An inquiry is then maintained to obtain Australian Affiliations' Human Resources requirements. It brings together the answers of 1373 Australian (HR) specialists who have enjoyed an online audit of a national HR connection that can be established and the outcomes of HR efforts are deciphered. Disclosures indicate the companies tend to interest-related questions - registration and insurance. However, the findings indicate a lower degree of value distribution in key fields of HR progress in service, e.g. prepayment, job lay-out, capability improvement, call organization and collecting construction.

Beulen (2008) "The Facilitating Knowledge Production Activity: The Industrialized Technique of Accenture," The "battle for capacity" has come about as a result of global intelligence progress (IT), which makes countries demand a critical operation. Expert groups find that registration and funding are crucial in achieving testing progress goals. The paper specifically focuses on the HR-Organization (HRM) forms of Accenture and the suite of uses to promote them. The industrialized method of Accenture renders HRM forms persuasive and strong. The aim is to simplify the HRM frameworks that are now running in parallel in a fully integrated application suite. The exchange of experts between the departments of the association would the cooperation between the agencies, be improved even more.

Nigel (2008) "The Talent World: A Perfect Innovation Engine" This paper would be a brief record of the current free venture path. Such a record demands that the social construction worked around the 'capacity' sigil be highlighted. The paper consists of two important sections. The segment underlying the age flower and the accumulation of capacity. The second section discusses the usefulness of the imaginative stage and the distinctive methods for extending it. The paper's conclusion examines this situation's institutional issues: an essential one provided by the ontological objective of capability.

"Chuai (2008) - The phenomenon of multinational corporations in Beijing, is the main entity of 'old wine in fresh containers'?"

Talent Management (TM) has continuously gained concern from academics and the industrial sector, as management thinking for Human Resource Management (HRM), such that numerous opportunities and refusals are left for more speculative progress and proper review. Understanding the skills between TM and HRM is important. The purpose of this review is to gain a serious appreciation of TM amongst the multinationals in Beijing, to see to what extent this management concept deals with new things, and to figure out whether the association understands TM.

Talent management practices in selected companies listed on the Thai Stock Exchange (Set)

The assessment explained the basis for the practice of capacity organization; examined the core components of the ability organization and recognized the main performance factors of a capacity organization sharpened among six SET-registered associations. The main individuals in six SET relationships were the 12 (HR) heads of function, in particular HR enhancement (HRD). Individuals were caught using both purposeful and snow research and utilizing an emotional method to investigate approach. Capacity structures are the main issues for the review which found that four components of the activities of capacity organizations are involved: 1) verification ability, 2) capacity enhancement, 3) capacity incentive, and 4) capacity compensation. The eligible members were considered to be no more than 10% of the overall employees of an association/office.

"Presents: Essential for effective membership S" Ballesteros (2009) in partnerships, skilled individuals use capability-oriented tactics to reach a supporting high level. All theoretical structure is consolidated here, where knowledge of the organization of capability, the capable staff, and inventiveness as a capacity is made explicit. This structure stipulates the contraptions that a certified capability association protocol could have been trained to inspect. In the course of the review, the capacity organization approach must be tailored to the organizational practice and the corporate community and therefore it relies on the affiliation that creates it. Moreover, there are unfathomable approaches to improve the capacity organization. They also wondered, for instance, of two connections, Zero Decreases and Google, which in general are rare between them.

Roper (2009) "The perception of talent management among delegates sharpens and the extent of responsibility: a relevant examination on membership in Botswana" The article provides an overview of studies focused on exploration. The particularity of the exam starts with its emphasis on the partnership between specialist obligation and the impression of talent management in an NGO. In the composition of reverse movement, NGOs are underused in study environments. This review is conducted by an NGO in Botswana which highlights the meeting of HIV research organizations, which has the idea that no new HIV defilements will occur in 2016. Coefficients in Pearson's relationship were devised to examine the relationship between the guidelines. Little verification was conducted to promote collaboration, but the model included in the review had higher delegate obligation measurements and a favorable impression of talent management processes within its membership. In the worker's impression of talent acquisition and the general amount of years that officers worked (p = 0.05), as well as the delegate's duties and residence within the affiliation (p > 01), there were enormous connections. In the context of the existing composition, the findings of the assessment are discussed and proposals are made based on the disclosures of the exam. One fundamental proposal is to consider an intrigue to complete a structure that highlights the sense of affiliation to and obligation of the affiliate promoters.

"Management of key talent: a study and research policy" Collings and Mellahi (2009). The object of talent management is still juvenile despite the basic measure of educational and master interests. A core control is the way in which the talent acquisition lacks a sound concept and consistent linkages. The sensitive and lightweight value of core talent acquisition is being achieved. In addition, it develops an imperative talent acquisition analytical model. Thus sights are drawn from various rational compositional bases. The paper can therefore aid more study in the area of talent management by (1) allowing researchers to delete the far reaches of succession planning as calculated and (2) creating a theoretical framework that can help masters in their review work in the area.

Bahizi (2009), talent administration, affiliate culture and expert duties: an indication of the test was to find the connection between talent management, affiliate culture and employee involvement. Bahizi was a national water and sewage company. The exam was completed in selected National Drainage and Sewer Corporation branches. In order to find an argument with 163 respondents, the researcher utilized profitable test

techniques. Purviews were managed, assembled and separated using SPSS programming after several months. The findings found that a huge partnership exists in the analysis variables (talent management and employee involvement: r = 0.61, p = 1.01, association culture and employee engagement: r = 0.67, p = 0.01) Regional analysis shown that half of the shift of duties may be attributed to talent management and affiliation culture. Talent management and affiliation cultures. The master suggested that memberships can sharpen and provide a culture subject to common features and emotions. Comparable elements of other affiliations should be regarded closely and comparative factors should be considered for some period to verify their authenticity. The specialist interpreted affiliations as being essential and supported an abnormality to benefit from the workforce.

Iles (2009) Multinational Partnership Talent Management & HRM in Peking: Definitions, distinguishing and driver's TM is also a refilling of what is currently accessible, not exclusive to conventional HRM activities or educational practices. Six of the organizations, seeing TM as "facilitated, unique" HRM, had grasped 'prohibit able' viewpoints. For some a "specific person" was included within the framework of some social activities of "high performers" or "high potentials," while for others forbidden place "was based on certain" keys roles in the affiliation. Just one member has a broad ranging methodology for humans. Two associations center on 'progressively advancing well-being' and concentrated on smooth fluctuations and development and moved into the viewpoint of 'social capital,' which was acquainted with structures.

"Ability Management DNA" Malaeb (2010) Talent management "DNA" fuses first the concept of capability, then the concepts of talent management, its sections on the all-inclusive culture and technically-related employment. The paper provides an outline of the composition of three main sections: (1) Concept of capability; (2) talent management in relation to each perceived view and stream; (2) guideline for general practicality and the development of human resources; (HRD). Thus, TM's not another big style, but academic studies show a few booms in talent management. These streams are collected in two main classes, first-class and comprehensive. Extensive policies where I the HRM administration was reassigned, (ii) the conventional management of professional workers applied and stamped into "A" and "B" and "C." Choose an approach in which (iii) assurance of movement organizing capacity pools and improvement in operation is recognized, (IV) clear verification of invaluable

positions of skill sought by ID of pools of capacity, which have been identified by an HR isolation design.

"Facility of talent management strategies for Swiss companies" Mahler Langeneggerand (2010). An analysis of 139 membership groups is intended to examine how mechanisms for talent recruitment affect performance in Swiss associations. It has a huge effect on membership of the execution by choosing a talent management system. Looking at the cash-related and non-financial paradigm, the higher company profits and expanded business quality drawing are considered as quantifiably crucial principal results in the search for a talent acquisition strategy. Likewise, the motivating character and influence on the trust of talent entrepreneurs in Switzerland is sharpened. Talent management strategies with a heavy emphasis on business practices have more than one other point of integration of talent management, a quantifiable and huge effect on company profit. Social segments may affect in particular the achievement of talent management.

"Talent management of the western MNC in China: general balance between teamwork and neighboring responsiveness" Hartmann and Feisel (2010) China has traditionally driven distant, direct effort since the beginning of its market economy and open-portal Programme in 1978. In these lines, many western MNCs have entered the country to seek new openings for industry. Among other difficulties nowadays, the finding of qualified persons who are committed to running their businesses is a major factor. Despite the late perception of the indispensable vitality of talent management, a few tests divide the talent management of Western multinationals in China. This document aims to investigate how Western MNCs in China understand, build, and retain their qualified specialists by developing emotional and from 7 related exams. It is seen that MNCs exchange their methods in talent management to China without different motions, concentrating in particular on the progress of talented agents and the organization of a culture affiliation. The findings also show that structured and main talent acquisition processes have not yet fully achieved all that has been taken into account.

Randall's (2010) 'All-round Talent Management: Literature Analysis, integrative structures and study proposals' is already rare, complex, highly committed and unbelievably weak, and would more certainly stay unknown to many members worldwide. Despite these external factors, most memberships face certain global problems in the same way, which include: capacity flux; controlling two delegates'

time cycles, i.e., settling further and creating employees and new authorities; and lacking the required capacities. Scholastics often have a deep desire for "talent management" as confirmed by their work in the new region. In this paper, we examine the academic work and try to organize the composition by developing an integrative understanding process and by promoting more study in the management of talents in general. To monitor this test structure, there are a number of problems identified in the overall management of talent and a couple of drivers. It is likewise possible to hold an eye on these issues by the future use of IHRM activities.

"Blocks to convince the overall management of talents: the example of corporate elites in mine" Mellahiand Colling (2010)

This paper focuses on the dissatisfaction of talent acquisition through global efforts (MNEs). It examines the building blocks of corporate skills organized in strengthening and more clearly the development of the capacity of the MNE to be a part of the class administration's most exclusive group in the nation. The clutches behind MNEs' disillusion with respect to talent management. At the strengthening stage, build on office speculation to represent autonomous tools made up of assistant heads, which might irritate the MNE's extreme talent acquisition processes. At the headquarters stage, the objective was limited to clarifying how fundamental organizational processes and intelligence agencies are used to decide on talent management decisions.

"Capacity Management and HRM in Beijing Multinational Relations: definitions, dynamics and drivers," Iles, Chuai and Preece (2010) Talent Management (TM) has usually pulled the minds of scholastics and geniuses, but the theory has different gaps and shirts remaining. The paper consists of three basic parts: I an audit of the conceptualization and configuration of 'Capacity' and TM system, as we identified it, which perceives four essential points of view on TM: restrictive persons; particular positions; careful persons; social capital; (ii) the introduction and examination of exposures to exams identified with TM points of view and practices in seventh of the total Six of the memberships have been "reducing," with TM being seen as "encouraged, particularly" by HRM. For a couple, this merged 'a special person' center, which was based around certain core 'association' roles for various groups, around certain societal issues and 'high-performance' or 'high-potential' persons. Just a solitary coalition had taken up the ideology of "large people." Two members also emphasized "really centered restrict change," focusing on smooth sources of ability

and development and working towards a "social resources" vision that is based on structures, environments and affiliations, and human capital.

"Talent management as a management system in HRD: against the investigative agenda." This paper examines whether "talent management" (TM) may be combated to show the characteristics of an administration formula as a late starting point generated enthusiasm zone. "Iles, Preece & Chuai" (2010) " In view of the examination of three rules, we conclude that considering TM's progressive improvement and the absence of correct content, two of them are too early to say, yet TM shows institutional characteristics during TM business and master composing. An inquiry is carried out and various analyses continue to propagate in the face of institutional speculation.

Khatri et al (Dec 2010) "HR Capacity Management" The present market and monetary conditions show a massive collection of shortcomings in the talent management strategies of different members and, in addition, the lack of ability, boundaries, main employees, and best skills. The system of capability is, in reality, as essential as any other element of an affiliation's policy, which gives little personality to market circumstances. The relentless sight of the slowdown has shown how the opportunity to arrange and manage the different membership capacities is not proportionate to the difficulties ahead. Basic talent management is not only a matter of progress or attraction. It is important that the prevailing capabilities are closely, thoroughly, and intelligently examined. Talent management is a mechanism that was established and continues to be developed since the 1990s, as more associations begin to realize that the gifts and abilities of their workers propel their business. This organization design and processes to monitor and control their capacity to work, including the introduction and selection of eligible applicants for focused institutions, supervision and description of high pay scales, preparation, and improvement of the vacancies, implementation frameworks, progress, and development programs.

"Ability management as a performance success factor in Pakistan affiliation: a case of a pharmaceutical industry in Pakistan," Muhammad Umair Abbasi et al (2010) considers "to shine light on the significance in Pakistan of talent management practices and to drive affiliations in the growth and implementation of the TM segment within the company which offers tools to achieve pharmaceutical industry Methodology/sample — And from medicinal affiliations is usually collected through diagram studies and filtered out meetings before long researchers. Revelations – The

typical revelations from this review are that talent management practices manufacture association efficiency. It is advised that affiliates look out and handle their families directly in order to remain profitable and sustainable. Practical Implications — the central characteristics for combat and survival in the extremely strong state of association await basic work and demonstrate beyond a doubt that the activities of TM completely recognize and strengthen the function of affiliation.

Humayoun (2011) schematizes talent management as a core industrial subject, to encourage the analysis of talent management with agent results and association to practice, by examining the factors that have an effect on talent management at the corporate division of Islamabad, Pakistan. They anticipate unique jobs in the conceptualization of talent management efforts and their effect on work responsibility, sales avoidance and growth. The paper focuses on a thorough analysis focused on talent acquisition, employee duties, sales avoidance and expansion. In current, robust business environments, this paper conceptualizes talent acquisition and the range for membership. The review shows the beneficial fundamental impact of talent management on employee performance and sufficiency affiliation e.g. delegation of job duties, evasion of sales and consideration of growth. We understand that members, who are keen to expand their competitors in the market, ought to handle their capability carefully and efficiently. This article confirms the interpretation of the thinking and its improvement from previous studies on talent management. Apart from that, the human resource would be aware of its connections with current learning growth.

Kabwe (2010) 'Talent Management conceptualization and operationalization: The European Industries Internationally Operating.' The overall aim of the proposal is to further a late re-evaluation of TM in the world by changing the right and speculative shortcomings, which are an immediate square to improve the sector. The thought gathered was an artist, with emotional methods included; in the and collection of 17 witness associations assembled in a few European countries semi-sorted meetings and an account analysis were used. The test takes four imperative steps to perform extremely critical tasks. The testing task is initially carried out over two fundamental science occasions. Stage one was a study of TM operations in14 of eight companies with all-inclusive working affiliations. In Phase One, TM was created as a main result, showing management and lonely estimates in a short while. Phase two then looked, on the one side, at the conceptualization and operationalization of TM from

an administrative standpoint, and on the other, at professional workers. Thirdly, figured obligation arose out of I the separation and refinement of an examples of different unreflective consequences of potential and TM; (ii) recognition of the indiscriminate and undisputed pieces of TM in the zone of preparation & (iii). Taking all into account, the examination brings another convergence stage to the understanding of TM by means of a twofold theoretical context where senior managers (and researchers) can clearly grasp the difference between the authoritative aspects and the sensitive facts.

Sunny (2011) "Talent administration of another holder is not an ancient wine" The reasons behind this proper review was to illuminate the link between different approaches of talent acquisition and common practices in human resources management. The review examines the relationships and the effect of these activities on the implementation of affiliations between employee enthusiastic consistent service and talent management practices. The findings reveal that talent management activities had positive results when doing affiliations, and the enthusiastic continuity of specialists intervenes to strengthen the partnership between talent management and the performance of memberships. This research article contains two focus areas: (1) what talent management is and how the pre-HR approach seems to be viewed, and (2) the review of research revelations in talent management activities through auditing the 150 delegates in 25 registered associations in Pakistan.

"All talent acquisition and overall problems of skill management: open strategic access points to IHRM," Schuler (2011). The free entry started with the technique of the "complete talent management" trial in the late 1990s. This accessible entrance has evolved over the last few years to combine problems to monitor inadequacies in skill, surpluses in abilities, locate and transfer abilities and ability to pay. Both of these situations together are "complete obstacles for capability." In this report, we address these overarching obstacles and essential open accesses for companies, as well as the consequences for companies and the worldwide management of human resources.

Use (2011) "Skill pool process: a single-association, collection dependent test - The impact on capacity accountability, affiliation and management of the ability pool fusion and development Programme" To discuss the talent recruitment system by building reservoirs of capacity in relation to a single partnership. The exam concerns whether joining the skill pool and a dedication to a skill enhancement Programme will have a bearing on job responsibility and the commitment to gifts. Research focused

on the road to molding pools is rare, and the aim of this review was to resolve an opening of the research. This research covers the question of analysis in an abstract method. Semi-composed meetings with the agents joined in the association's pool of skills were arranged. The law of the test is that entering the skill pool and passion for the skill improvement Programme will affect strongly the membership of specialists in the skill pool. The divulgations of job duties are two-fold. The accession to the skills pool reveals an emphasis on the general obligation, but then it has little effect on progressive jobs.

"Intel's Faulty War for Talent: replacing the Talent Management Assumptions with evidence based strategies" by David Burkes and Bramwell Oscula (2011) although the 'battle of skill' is incensed, a non-existence of observed meanings, goals or templates is seen in the talent management sector. Without this, affiliated founders focused upon traditionally known HR sharpen rebranded as "talent management." This essay studies the study and tests an amazing part of their basic assumptions. The results of this review are investigated and 'evidential systems' are suggested for talent management with comparison points provided by each approach.

Kasmi (2011) Talent is a key engine for business performance and high level never again is there enough recruitment alone. No solution can be found inside the affiliation anyway. The potential to attract, develop and maintain the core membership capability. "Ability pushes implementation" was understood. In order to provide consideration to the vitality of succession planning, the employees consider production and assess processes to convince talent management to understand their association with delegated jobs.

Elsalanty (2011) Mediating methods of management and effective performance in connection with talent management Finding professional workers who are expected to operate their businesses is the most important task of this membership. In this article a total of twenty-five faculties in the University of Mansoura and the branch of Damietta utilizing research where up to 17 schools in Mansoura and eight schools in Damietta have taken a random 124-in-a-life experiment. Results show that talent management and leadership technology and job performance have a strong connection. Results like these reinforce the obvious benefit of talent management in terms of management practices and job performance; leadership enhancement strategies have a definitely positive impact on employment performance. Finally,

Talent Management encouraged and deviated the impact of leadership processes on job performance.

Ping (2011) Talent acquisition impact is sharpening in relation to membership in duties Productivity is limited and workers are not shut down to support the affiliate's destinations. Membership must understand the exercises and hold the delegates. The purpose of this examination therefore is to examine the effect on association requirement of talent management activities. The five recognized talent acquisition strategies attract ability; pick ability, skills, ability and support. These methods in talent acquisition are being tested against 3 portions of membership obligations, in particular zeal, service and regularization duties. Responses from messages appropriate ratings are collected. Backslide testing results are used to verify the hypothesis. Significantly linked to the affiliation of obligations are seen when talent acquisition sharpens. For this inquiry, the 5 talent management recognized is indispensable to the affiliation of the responsibility. Future tests could be based on recruiting the capabilities and skills required to handle expertise to affiliate. Talent management, in particular, expects fundamental jobs for membership in the duty.

Carcary (2012) "The IT Talent Pool Management – Management of Your people's assets" IT job today deliberately carries out a fundamental business in many affiliations. IT job not only sponsors ordinary tasks and congruity with business but also has a profound effect on how ICT will encourage and motivate radical affiliation to reform as motorize employment is growing to inform for transformation. In this regard, total public properties of the IT function should be adequately handled as a core resource. This white paper outlines Talent Management measures, and sees the unequal role of agents in motivating the affiliation. Knowledge and enlistment of key IT capabilities; compensation for their performance; provided and maintained by sound preparation programs / designs. Extensive progress will increase, with the evident proof and maintenance of core sources of capability.

Ziaadini and Beheshtifar (2012) Promoting employment involvement using talent management approaches for transparent and private affiliations alike, talent administration is a tolerably new field. Studies show that the handling of talents has good results. One of them is to encourage the work of the delegates. Occupational integration also prompted scholars in the field of association directly to consider theoretical questions. In order to conduct talent acquisition exercises, membership requires structured processes, including diverse persons and clear partnerships

between authority and the opportunity to become particular alliances in relation to procedures. The test would be suggested to the managers, as they have the mandate to contribute to the success of their membership at their destinations through separate courses for the integration of production employees.

(2012) The decision-maker attitude towards to the process of talent identification Malak and Abunar The affiliates ought to consider and handle their employees well to raise and maintain a high level overall. The purpose of this review is to investigate the core factors affecting pioneers while identifying and assessing the inner skills in MNCs in the KSA and United Kingdom. To date, a few considerations were readily discussed in the composition, both of which were taken into account. Maker aims to study all deemed influences and how they are differentiated in a wide figurative framework through countries. This approach addresses the probability of the critical management mechanism about capacity identification through society.

Spring (2012) "Human resources management capacity management and cultural influences, HRM methods review between Swedish and Rumanian associations" It is the inspiration behind the present paper to recognize whether the Swedish and Romanian partnerships have qualifications or similarities in the management of talent. The test is based on a survey conducted by four Swedish associations worldwide and four Romanian associations in which results have been compiled.

Talent management strategy: a study by private banks in India Gupta and Aggarwal (2012) Younger people are unmistakably in need and negotiate with their director the psychological contracts. During the next 5 years the holding and establishment of important people in the membership would be a major achievement aspect. The value of talent acquisition is one of the challenges facing association. This investigation has been established to propel these discourses. The complete variety of the paper's discrete components is the commonly integrated structure utilized and used in this analysis for private banks in India to represent and explain talent acquisition methods this review examines areas of best practices and challenges facing affiliates for the real purpose of understanding the realities of talent acquisition strategies. Research 25HR experts from Axis Bank and ICICI Bank 30 Axis Bank and ICICI Bank employees); finding the right rates is essential and should start in the perspective of talent administration. The influence by talent management on specialized leaders is measured by: P. P. even, Bahuguna P. 2012: empirical review of the Indian oil and gas industry. The Indian oil and gas groups feel it is seldom difficult to find and draw

the right capacities. The test is to develop a complete Talent Acquisition Strategy to maintain the openness of the ideal employees for the company and thus increase efficiency and profit. In this article, four areas have been separated. In the following section, the business movement has been discussed and especially the challenges faced by the oil and gas industries. The second territory examines the thinking and examines the available talent management composition (TM). Structure and research approach are examined in the third territory. The fourth region concerns outcomes and discussions.

The link between skills and an affiliation's difficulties and systems in the industry is that viable methodological implementation requires sufficient amounts for the advantageous people with the correct capacity and learning for the proper jobs, with the extraordinary reference to the information part. Nair (2012) Competency mapping manuals designed to be a member is essential if an association is to prepare, portray and maintain its ability. The paper examined whether competency mapping could be of invaluable value for the anchoring of abilities, improvement of capacity and maintenance of advanced training regions assets. The examination also broke down the factors affecting the information territory enlistment and decision-making process. In addition, the article has attempted to highlight the benefits of using competency mapping in education structures for talent management. The masses involved in higher education unions in Baroda City are unmistakably researched. And examination was conducted using verifiable mechanisms such as Weighted Mean Value and ranking. The review showed that the skills mapping can be a talent acquisition solution to intensive enrollment and decision-making, preparing, improving work and organizing and supporting progress.

Talent Management Waheed (2012) Four phases 'Ability' is an exceptional, profitable delegated, hard to replicate and hard to discover. The talent management can underline any affiliation necessary to win over those in business. Talent management with an inner "skill pool" within the affiliation is one of the approaches to address the current situation. This paper suggests and addresses a four-part proof that any study on 'capacities management' and the resulting 'business planning' probably spreads.

Solari (2012) "Practices of talent recruitment in Italy – HR Implications" The findings of relevant research on four Italian organizations, focusing on their authoritative procedures for the management of ability, are presented in this paper. The findings reveal that in Italy, the opportunity to identify and achieve different targets of

membership is monitored, generally by developing a separated system of managing the staff and by submitting better and best bosses to HRD. The findings are separated, and the two impacts for HRD and HRD are used. Principle.

Powell (2012) "NHS Chiefs' Talent Management: HR or creative people?" The present article takes a glimpse at the techniques used in the regulation of abilities and the development of pioneers in the UK National Health Service (NHS). We wanted to examine the current profession in regulatory talent management lucrative and basic, and to comment on the sensitivity of the methodology that has emerged in the NHS. During the last few decades the NHS has obviously been able to adopt an 'intensive' method in managing talent management, that is, to handle the power capacity and the higher administration's jobs in a reasonable way.

"Should specialist talent acquisition consolidate self-confidence in schools in addition?" Rhodes (2012) "This article provides a review of a connection between self-convictions administration and management objectives articulated by strategies of socialization, location, commitment and assistance with changed identities, and the basis of organization. This article prescribes immovable results. The article concludes that self-conviction is a fundamental element in talent management and warrants an investigation into whether the ability of human beings cannot be overlooked, wasted, or destroyed in schools.

Robert (2012) "Talent management challenges for global partnership alliances in China": rapid growth in China and global partnerships are wildly requiring neighboring workforce from administration to modern job conditions and courses for employees. This has been a vital test of global teamwork adventures, as it is difficult to identify eligible candidates, choose them, and keep them in China. Firstly, in the context of collaborative attempts at the start of collaborations driven by education in China, eligible post-secondary schools from universities are insufficient for accessible professions. Secondly, the numbers of experienced Chinese market contenders who have various options for cooperation called opportunities is consistently lower for global partnerships. Thirdly, there is an opening between the wishes of Chinese delegates and the clear realities of external managers about the development of focused remuneration, benefits, and working conditions. Researchers perceive certain avenues to close the distance that exists now, including (a) preparing accessible access to Chinese culture and social environments for HR chairmen, (b) creating

meaningful incentives inside Chinese culture, and (c) seeking to build more substantial and broader links with Chinese universities.

Venkateswaran (2012) "Talent Management Strategies for Software Corporations" People are Software Company's most important assets. In particular, programming partnerships have reliably anticipated being generally beneficial and generally magnificent. They strive harder and longer from a hoping point of view, make capacities within, and continuously take charge of how best and in general splendid they are against rivalry for the capabilities they need. The motivation for this paper is to make a thorough investigation into the field of capabilities for retailers – and where they come short. The arrangement used for the analysis in this study clarifies and depends on theoretical and strategy benchmarks to structure the test. This paper builds on a scheme of 112 memberships to examine the effect of talent acquisition methodology on performance in programming associations. The results of this review are talent recruitment strategies with a heavy emphasis on enterprise and its plan of action with regard to all aspects of business. This paper proposed that the administration and individuals could create estimates and the influence of the talent acquisition efforts of the affiliation.

"Determinants of effective management of talent in MNCs in Malaysia" Mahan Poorhosseinzadeh and Indra Devi Subramaniam (2012) As the most important segment of high terrain is human resources, most affiliates across the world have realized the vital nature of talent management. Talent marketing has no one face, but the unusual approach of an exceptional affiliate carries out this. In the current fiscal slowdown, the need for capacities is not only strong, but in addition, it is extremely challenging for affiliate members to attract, transmit, render and keep gifts and even to implement a compelling movement Programme. The standard motivation for this review is to investigate the determinants of sustainable talent acquisition in Malaysian MNCs. The free influences are skills, gifts, donations, skills, and orchestration of movement. Productive talent management is the dependent variable. This examination uses a quantitative system. A cross-sectional connection calls for a scheme and the diagram system is used for and assembly. There was an investigation demonstration and five speculations. The theories were tested with the backslide analysis. The analysis showed that in their association only 67.3% of MNCs was thinking of talent management. In a general sense, several components were linked to talent

management in Malaysian MNCs. However, the most important indicator of effective talent management in Malaysia's MNCs was making skills.

IHRM Strategic Opportunities, Jackson (2012) Global Talent Management and Global Talent Challenges This has proposed some important chances for the general management of human resources for all-inclusive management. One astonishing example of such an accessible entrance is the extent to which capacity management occurs. In the late 1990s, this free admission started with the trial of "complete talent management." This open entry has extended in the last few years to include troubles with the supervision of gifts, ability surpluses, movement and skills. Both of these requirements are "general challenges to capability."

Talent management Kehinde (2012) Impact on Performance Association The effect of talent management on the implementation of affiliations is particularly important where literally major personnel are seen as corporate gifts. The purpose of the exam is to examine the impact of talent management on the implementation of affiliations. The survey was used as the social opportunity technique of basic examination results. The methodologies used to dissociate and gathered were the relationship coefficient, t-understudy spreading and the lighting inspection. The study shows that talent acquisition has a constructive outcome on the overall execution of membership The review therefore advises that talent management plans should be applied to all employee directives within the company of outstanding capacity and partnerships should be contained in their talent management story, and in the overall style of management of human resources of the company.

The Holy Spirit (2012) An initial study on the credibility, brand capacity, and delegated offer of talent management activities in Malaysia's cash management industry The aim of this review is to examine the talent management, the skills strategy and the employee value proposal in the Malaysian banking industry and to support them. The manufacturers are urged to lead this review given that the usage of talent management practices, talent brand strategy and staff value proposal by cash management associations in Malaysia has not been expected to be reliable and fair. The precedent overview was taken from the list of banking industries in Malaysia by 150 respondents from 16 bank branches in Sabah, Malaysia. The findings reveal that Talent Management Practices Reliability Coefficients (0.786), Talent Brand Strategy (0.678) and Value Proposal for Employees (0.707). In addition, Mutambara S. Mutambara (2012) Humanitarian affiliation talent management in Zimbabwe The

review identifies the challenges of talent management in NGOs to ensure that countries show association among talent management and delegation duties or obligations. This is a question of the challenges facing NGOs. Sixty delegates from the two NGOs enjoyed this study, 32 via the Focus Group and 18 met (tallying 10 past laborers who met through the telephone). The final results of the review found that affiliation management did not impose perfect talent management as a requirement for fair presentation of programs for instruction and preparation, preparatory movement for key workforce and support measures for workers. The leaders did not have much consistency vitality for talent development and do not benchmark their talent administration experience with numerous NGOs operating in comparative regions. As vital reasons for division and personnel attrition, experts consider weak working relationships and poorly managing prize processes. The advice is to encourage NGOs to enhance their learning relationships provided that agents feel regarded and receive essential assistance and appreciation in understanding their capacity and improving employee duties. The assessment is that the talent managers in the disadvantageous region of Zimbabwe are not considered by a proven test. This test provides a preliminary basis to ensure good talent management in the accommodation sector and to improve their prospects of achieving their fundamental aim by completing this opening in the education/scrutinisation scheme.

Joshi Raniand (2012) In the Article Selected Indian IT Business, a study of Talent Management as a strategic partnership tool examines how registration and assurance are to be focused at a typical HRM cap for a talent management affiliation. "In the context of an association's indispensable management scheme, talent acquisition should be presented as an inner sub-course for the development of a staff asset base that is talented to inspire existing and prospective affiliation to improved directions and objectives." The management of talent can include three main segments: Talent Management - Identifying talent, developing talent. - Enhancement of internal and external talent, Talent commitment, maintenance and creativity Ramadan W. Ramadan W. (2012) Talent management influence on the competitive benefit of small and medium-sized enterprises The review provides precise evidence of the relationships between the potential and leadership. The evidence in this review stipulates that companies take into account industrial structures that use capital to handle expertise. In testing hypotheses, corresponding chances are used by the talent

acquisition in goal proportions of the outcomes from the supportable upper hand of the firm. The results are both important and robust in truth.

"To How Existing Talent Management in Saudi Arabian Banks" Ruwaili, Bright and Alhameed (2013) The standard aim of this examination is to examine the use of Saudi banks' talent management. This appraisal is based on the contrast between the conventional methods of human resources management (HRM), the performance management and the widespread rivalry on a global scale. There are Saudi banks operating in the city of Riyadh in the quantity of occupants in this examination and two national banks and two international banks. The method of and collection includes semi-composed meetings conducted by 18 HRM experts from the four Banks. In order to understand the attention and the condition of talent acquisition in Saudi banks, the investigative priorities and the broader intent behind this review are.

BistandSrivastava (2013) Banking Industry Talent Management Scenario Examine the circumstances of talent acquisition in the cash management business. The review examines the trend and push for talent management in selected private and transparent banks. Key revelations show that talent acquisition exercises are carried out in private banks that are close to compensation, compensation and judgment strategies to open-part banks. As part of the lifetime employment with post-business benefits, open-part banks pay for the same as occupational efficiency.

"The talent acquisition – retention and supervision of professional specialists in a specialized profession" Stockholm, Sweden (2013) The motive behind postulation is to study talent management and how organizations, with the goal of holding and supervising specialized authorities in a specialized vocation, can work with talent management. Talent management is seen as crucial for today's associations owing to the arrival of the learning market, new ages and the need for more vital and aggressive enterprises that lead to improved ways to control human's resources. In addition, talent acquisition is encouraged by the way that corporate technology has been shown to lead to greater corporate gains. This proposal's review approach is subjective and depends on a qualitative study of the petrol and gas industry organization in Norway, where subjective semi-organized meetings have taken place. Furthermore, the findings contrast with a new arrangement in Sweden that is similar in terms of its complexity to that of a case organization and has comparative criteria for specialist skills. The analysis of experimental content in writing leads one to

advice the need to re imagine the concept for a career and that the talent acquisition must integrate HR hones into the organizational framework.

Abbaspour (2013) "Talent management streamlining procedure; case study at PONE Company," with the ultimate aim to improve the current structure of talent management at PONE. A mixed approach (quantitative - subjective) is a research methodology that took place in two steps. During this quantitative analysis, the hole between the present state and the desired situation of the talent acquisition method was examined using a survey and a random study technique and the test size of 267 cases for all staff that use the Cochran recipe. In the arbitrary phase, the techniques of the material inquiry for the reasons behind clarity and comprehension of the gaps in the perspective of talent management were disassigned to semi-organized meetings with 24 administrative selected by deliberate testing's. There are significant differences between and part of the TMO like ID, advancement, assessment, preservation and talent management phase in general and with an ideal state, as well as the results of the quantitative knowledge. Subjective analysis findings revealed the holes' measurements in each section of the talent phase. With the holes and obstacles in each section exposed, the ultimate aim is to increase the current talent acquisition system of the company and evacuate these holes and obstacles.

"The thesis on Talent Acquisition: 'most punctual or adolescent stages?' Thunnissen, Boselie and Fruitier, 2013. The truth is that the educational makeup of talent administration in quest for choice viewpoints should be fundamentally reviewed. Three important topics have been identified: the review of the potential for skill (definitions), proposed results or implications of talent acquisition and the application of talent management. It was founded mostly on an unreasonably thin and one-dimensional approach to current talent management. It seems to be portrayed as managers and guitarists and provides a compelling perspective on HR's policies and operations. To extend this perspective to a more balanced or pluralistic management strategy. Not only can modern perspectives serve to improve the area of talent acquisition in a wider theory context in a range of environments. The above are not only profitable.

'A Capacity Control Solution to Talent Management Affiliation' article examines Talent Management affiliation approaches. It provides an exploration of the inevitable doubts that support some practices of talent management, especially those driven by records of lack and war analogies. Article fights to prevent the implication of both

members and individuals that business development systems rely on these assumptions neglect basic economic and good estimates. Offer a game plan based on Sen's 'capability strategy' and be driven by it (CA). In view of the possibility that money may not be accessible, the CA sidesteps address mangles and restores critical social and good thinking on talent management.

Furthermore, in the medium-size Spanish affiliation s, Valverdea, Scullionb and Ryan (2013)" The proposal to add to TM thinking and activities in Spanish MSOs is being considered. The real goal for separating TM observations, concepts and procedures has been alternated with relevant analysis logic. Despite related standards and procedures, the findings do not show any consideration about the concept and address TM. Since TM must implement unique procedure with the ultimate aim of addressing a genuinely fundamental approach to managing the efficient transfer of human capacity, particularly given that certain average TM-related human resource plans typically do not appeal to MSOs in far-reaching organizations.

Celia Lee (2013) 'Public Sector Talent Management: Singapore, Malaysia and Thailand a Comparative Study' report examines transparent division talent management plots in Thailand, Malaysia and Singapore. The three countries have indiscriminate titles in talent acquisition designs for both purposes and purposes. They have designs, arrange for high-potential officers, and compensation for others that are known as capacities, for example. Identify some of the main reasons for the range. For example, they are the differentiating effects of ability, structure and strength of qualified workplaces, the extent of flexibility of persuading structures of control and the change in execution evaluation systems across every country. Finally, this essay provides a spectrum of banishing and full methods that regulatory bodies should consider as a bearing to handle talent management.

The essence of talent management in German small and medium-sized businesses (SMEs), a district under investigated in this sector, is a talent management in medium-sized German associations, Festinga, Shäfera and Scullion (2013). The disclosures are based on and collected in Germany from 700 SMEs. Three special collections of TM drive profiles are recognized, which contrast according to yearly arrangements, industries, pleasantly manned human resources directly (HR) and TM organised, the whole TA point of integration of TM and prospective HR and TM spending designs (extremely attracted capacity bosses), and capacities dependent help bosses (extremely attracted). Most of the researchers on associations attach a great

importance to TM, representing a growth strategy that fits into the structure of the German industry. One of the main conclusions of the study was the propensity of many German SMEs in place of enormous, more elitist multinational businesses to pursue a more far-reaching approach to managing TM and highlighting all or most officers. Another big finding is that, in spite of the global financial crisis, good money related improvements and fundamental measured problems were seen in TM's involvement in numerous firms and foundations as a method for adapting the war to capability in a region.

The "Fight for Fähigkeiten: Antworten und Herausforderungen in the Singapore Powered Instruction Scheme" essay gives a glimpse into the answers and difficulties of Singapore Powered Teaching Framework in relation to the overall war of Fähigkeiten. It initially defines the propelled training mechanism in Singapore and distinguishes the reaction of the framework to war of ability. It then examines the problems and troubles of recruiting schools of world quality and the best scholastics and of attracting talented distant schools. Despite Singapore's viability in a few areas, the problems in particular are improving this educational hub in a governing body-controlled procedure, the social dynamics of people in the vicinity and distant capabilities and related emotions to external capacities.

Werr (2014) Collectivist and Egalitarian Talent Management (CTM), Swedish Case Talent Management (TM) is right now in the HR Programme of managers around the globe. Continuous research has shown that TM test inquiry in other domestic or social settings is essential. The present TM-based analysis sharpens the Swedish environment depicted in collectible and populist terms that are contrary to TM's individualistic and elitist estimates. Three common approaches to managing TM are used as part of a 16 membership exam – a humanistic approach, a competitive practice and an enterprise technology. The three ideologies are represented and analyzed in conjunction with the societal environment in which they are viewed.

Effect of retaining employees On performance of the affiliation of companies listed on the Nairobi Securities Exchange in Kenya, the help for talent wants action to inspire delegates to stay with each other for the most exceptional duration. The turnover of capacity is bad since the costs of interest are large against the productive nature of an association. Guide costs indicate turnover, replacement and advance costs and skewed expenditures in terms of lack of production, reduced performance, inconsequential increased minutes and low claim (The Supreme Court, 2007) Mendez

et al, (2011) also stresses the fact that an association has to specialize in properties for productive purposes.

Barkhuizenet to the (2014) Talent managerial and business mutuality: the case of the aviation industry in South Africa The worker's viewpoint on the correspondence of authority through the use of talent acquisition in flying businesses is strengthened. In the South African Aviation Industry (N=150) an efficient version of the Talent Mind-set Index was created. The findings showed that pioneers miss a point of view on skill and correspondence to ideologies, ability anchoring and practices for maintaining ability. The operation obligation to handle talent was also low. This study contained the monstrosity that talent acquisition is fairly applied in an industry where talented professionals are unusual. In this respect, pioneers should be equipped with the simple know-how for talent management in South African flying industry to be both a major and a revolution.

"Think strength – think male?" Schäfe (2014) "Think capacity - think male? Cultural History M. Scullion H. (2014) "Talent administrative exercises in preparation for disability and organizing positions in India" reflects on attempts to organize preparatory and condition office job exercises for people with disabilities in India. We struggle to make individuals with an impairment an underused human resources and use their capabilities as a core component of a holistic approach to the managing of talent. Since observational study on this subject is limited, the methodology is exploratory and aims to establish a basis for further studies. The inquiry is crucial in determining that organizations are inclined to participate in unusual and uniquely designated methods of dealing with the production and underutilized potential of people with disabilities.

A study of existing talent management practices and their benefits Dhanabhakyam and Kokilambi (2014). Industries Around Talent management as provided by Heckman's L. (2006) includes 3 distinct sources, which consist of (a) the collection of managers of managers of the mill's asset offices, (b) the HR flow through the association, and (c) the collection, development and remuneration of employees. Many activities have been taken up by different companies in order to cope with their open capabilities, such as community building, preparation, capacity recognition, strengthening of capabilities, steady participation, etc. Talent management starts with the enrolment phase, organize workforce for the association, develop the general public and constantly criticize individuals or associations for their results. This paper

aims to introduce talent acquisition hones received by four leading companies banking, medical, industrial and IT industries. IT industries. Research expects to delineate a person or partnership with established talent managers and their advantages.

Donald (2014) Management of talent and practices of human resources The motive behind this article is to interface talent management intercessions in the selection, preparation and promotion of HR on the level of the association. In terms of representative preparation and preference of affiliation, the exhibition examines the effect of talent management on the HR routine. This article, along these lines, gives a far-reaching account of connections, settings, hypothetical systems, pool improvement, and inspections of the HR tasks in the search of appropriate persons and rehearses of the workforce's commitment to evaluate the industry impact on talent administration. Talent management would then gain traditional recognition from the hypothetical institutions that fund it.

"Talent management and change of low-paid management" Devinsa and Gold (2014) Some created and creative economies are concerned by the number of officials working in low-talent/low-pay professions and the large number of industry-dependent organizations. Taking the problem as a whole is not the concern for human resources growth; nevertheless, we maintain that, through looking at work, it provides an important connection with the improvement of the execution and responsibility of an association to community by a broader, more adaptable form of dealing with Sustainable Talent Management and Development (S-TMD). Recognizes S-open TMD's door to transition from an inconsistent, administrative & unitary interpretation to a basis on which unspecified, implanted ways of progression attempts to represent a pluralistic, multi voiced approach to understanding a biological structure of capabilities are evaluated.

Fadhli (2014) Small Industries in Kuwait Talent Management Kuwait's Small Industry Division is a leading sector in the country, which faces various problems and challenges. The Kuwaiti Government promotes a number of small industries and calls on Kuwaiti businessmen to set up their own sector which requires representatives of skills to be used. Talent management's essentiality, which is called the mystery too many companies around the world and the capabilities of members, are the main focus of any company. The aim of this study is to examine how well the dowry workers in small industries of Kuwait can be accessible. In order to help small

industries, locate, develop and maintain talented workers, this review attempts to reflect on and analyze the implementation of talent management in the small industry sector of Kuwait.

López (2014) Talent management and Interaction between teams: proof for large Spanish Enterprises This paper aims to examine the importance of reinforcing and building up learning forms within associations on distinctive ontological levels (single, group and organizational/institutional), if such managerial and organizational molding forces associated with collaborative structure and components. An illustration of widespread Spanish organizations is a model linking cooperation-oriented configuration TM (free factor) and organization to learning. The population used for this study was derived from the SABI. Our experimental results emphasize the refining of the individual/group and institutional learning as the two cornerstones of knowledge generation. The results are likewise characterized by the job of community self-regulation and creativity as essential components for productive knowledge management (KM).

The aim of the 2019 report by Azmy and Abeng is to explore recruiting methods that meet the needs of human resources. The thesis utilizes theory and empirical findings to clarify the consequences for human resources requirements of the recruiting method. The research results explain that employee plans, including work design, job specifications and job descriptions, begin to determine the recruiting policy. Recruitment resources, the processes of recruitment and the phases of recruitment are the next process. High morale, work satisfaction and efficiency enhancement are positive consequences of recruiting. The recruiting policy is the key task of managing human resources to employ the best talents and skills necessary to attain the company's business goal.

The thesis of Saad and Mayouf (2018) attempts to examine emerging talent recruitment techniques and activities in Egypt's five-star hotels. A questionnaire was used as an online and collection method to accomplish the purpose of the study. 212 managers and managers of personnel at the hotels surveyed were designed to identify strategies for attracting, selecting, developing and retaining talented staff. Research has shown that talent acquisition approaches are at an early stage of growth and a better understanding of the concept and the method is essential. One of the main findings is that most of the hotels studied incorporated some of the fundamental concepts and elements of the TM scheme, but the practice has not yet been fully and

integrated. Most administrators knew of the advantage of talent acquisition. This study therefore leads to a greater comprehension and awareness of the management of human talents in a significant field of the hospitality sector.

The authors have shown the need for equitable and open promotion of the performance of restaurant and talent management systems through a study undertaken by Aguinis and Bradley (2015) on the position of talent managers in the creation of stars in the Chipotle Restaurants. A recent research by Hafez et al. (2017) supported these findings, showing that the lack of incentive and parity towards other employees as regards pay and bonuses is causing fulfillment since it is perceived to be the most essential part of the structure of talent management. Inner and outside benefits can provide a scheme of benefits; internal incentives are countless rewards that address the emotional requirements of skilled staff. Such external benefits include sponsorship, recognition of universal care insurance and work-time freedom, overall improvement and social support.

The rapid development of artificial insight in the world leads companies to seek competent personnel to create technology, qualified skills and good attitude, according to Wolor, Khairunnisa, and Purwana (2020). Employees are specifically seen as skills that serve with the enterprise. In order to make the enterprise to the optimum point in the context of a high business market, it is crucial that companies handle talent for employees. This article reflects mostly on the practice of effectively handling talent acquisition in the wake of the technological revolution. 4.0. 4.0. The document consists of a qualitative study focused on literature reviews of various science papers from specialized publications which have helped to characterize the most important elements which demonstrate the performance management on the basis of various important points explained by different writers. The results indicate that talent acquisition affects the success of the organization. In order to improve the organizational performance of Indonesia, the industrial revolution will need an optimal process of talent management. 4.0. 4.0. The findings contribute towards the literature by describing talent acquisition in Indonesia in order to accommodate and enhance corporate success.

Talent management is now seen as a critical activity according to Ferreira-Oliveira (2018). One major obstacle for companies is their need to adjust and maintain the best employees to evolving demographics and working demands and to succeed internationally in sustainable processes. The human resources management (HRM) is

required to establish modern models of leadership for workers, which are crucial to corporate performance and include efforts to recruit, select, grow and retain talent (Stahl et al, 2012). In the last 20 years (1997-2017), this thesis presents a summary of the literature produced in the and base web of science. In the present report, a total of 9 papers were processed and referenced. The goals of the study are to recognize challenges, patterns and activities in hospitality talent acquisition and to examine the subject in literature. The challenges facing the hospitality sector, including the precariousness and negative circumstances under which hoteliers are living, are addressed. The analysis of the literature shows that it is the corporate duty to realize that activities involving workers in trust relationships are essential. Organizations should also recognize resource acquisition to be a focus field in this industry, seeking a view that employees are the largest organization's commodity and receive the highest care and respect that will lead to better motivation and therefore to the good retention of the staff.

Research by Mishra, Sharma and Kumar (2019) seeks to recognize and influence talent acquisition activities in the hospitality sector. The thesis was focused on empirical and secondary and from 70 luxury and discount hotels in 7 Asian countries. Research has shown that five of 25 talent growth activities, both in luxury and discount hotels, dominate primarily. These activities include preparation & growth, professional development, success assessment, mentoring and awards. Further on, the regression study has shown that of these 5, the only meaningful and important effect on organizational success in the hospitality sector was professional improvement and performance assessment activities, calculated with respect to ROA, ROE, and growth of hospitality guest arrivals in the last five years.

Baum (2015) says that hotels depend heavily on poorly trained or unqualified staff, and thus the lack of clarification about the idea of talent in this sector is more "preached." But it is definable that creativity is an important pillar in the operation of a business and is essential in the hospitality sector, which is intense in operation and has a peculiar job system so often threatened by retention of employees issues. The growth and nutrition of this fundamental skill in the hospitality field needs good results. Literature is constantly discussing the topic of talent creation and management.

The aim of the Marinakou and Giousmpasoglou study (2019) is to define talent management in the luxury hotel sector in terms of talent retention strategy. A

qualitative methodology was adopted and 27 semi-structured face-to-face interviews with luxury hotel operators in four countries were carried out (the USA, the UK, Australia and Greece). "Go beyond and beyond" applies to talent. A fun, family-friendly and accessible access atmosphere, collaboration, reward, succession planning and training and growth form the key for talent management strategies in luxury hotels. With the overt involvement of the individuals a mixed exclusive and inclusive talent acquisition strategy (TM) is suggested. Luxury hotels can select TM activities that blend with corporate culture and concentrate on retention techniques tailored for individuals or groups of persons. The industry appreciates opportunities for growth, succession planning and employee involvement in TM. The thesis is based on observational comparative research carried out in four nations, while the majority of TM reported works are bibliographical analyses. It offers talent and TM conceptualization. This research examines the essence of TM in hotels and promotes awareness of talent retention techniques in hospitality that have been proven successful.

The Sabuncua and Karacay thesis (2016) is an explorative study on knowing the methods of talent acquisition in Turkish market environments in the hospitality and food industry. And were gathered via face-to-face interviews with employees employed in Turkish hospitality and food sectors in small and medium-sized enterprises. In-depth interviews evaluated the results. Review of material. The key objective of the current study is to define strategic skill qualities by qualitative analysis in the Turkish hotel and food market. In order to develop a technical expertise in hospitality and the food sector in Turkish market climate, the results of the current study are used as a basis for more quantitative studies.

The thesis of Sreejith & Murugesan (2020) aims to explore talent management (TM) activities in the hospitality industry for small and medium-sized enterprises. The opinions of SME hotel and restaurant owners are discussed in particular. SMEs in this field (e.g. budget limits, bad reputation) have problems specific to them that would theoretically lose competitive edge. This paper gives a rare glimpse into the perspectives of staff members in the hotel industry and specifically refers to the personal advancement of careers, of which Talent Management (TM) and occupational literature have been restricted to date. In recent years, scholarly research has shifted from the emphasis on TM's organizational activities to the perspectives of individual workers, taking account of their beliefs, viewpoints and desires to build a

personal future. The perspectives of individual TM staff within the hotel industry have more to be learned, and the purpose of this research is to address an information gap. A qualitative methodology has been introduced to fulfill the purpose of this paper and narrative survey is chosen as the best way to collect detailed and extensive personal job reports. 15 detailed interviews with staff in a small hotel chain have been completed. 15 hotel workers (8 staff and 7 managers) of diverse ages, citizens, sex, offices, and expertise participated in this study to optimize change. This research contributes significantly towards the comprehension of TM and professional growth perspectives of employees. One of the results of this analysis is the creation of a conceptual structure that offers an important model for insight into employees' and managers' interactions in the hotel sector and their involvement in the development of their careers. It describes ideas and their links that have been empirically found and reveals the potential of integrating TM and job growth. This thesis is the first study to illustrate individual employee perspective in the hotel industry and the part played by TM practice in the advancement of personal careers. The practical implications and potential avenues of study are outlined to define the scope of work that is yet to be investigated. This paper focuses on semi-structured interviews with five business owners in the hotel and restaurant industry. This paper includes SMEs. The key patterns that arose from the interview results were established through inductive theme study.

The aim of Wadhwa and Tripathi (2018) is to research the practice of talent management through literature, shed more light on the practices and relationships prevailing among commercial banks in India and to provide banks with proposals that banks use their best practices to ensure their employees are successful in doing business. The paper opted for a survey of about 600 bank staff including both private and public banks in Haryana (India). The report included six chosen public sector commercial banks: SBI, PNB and OBC, and three private sector banking companies, HDFC, ICICI and Axis Bank. We assumed that both activities of talent acquisition considerably improve the efficiency of employees of both private and public banks. The findings of the variance analysis show that the F- figure is 226,311 and $p < 0,001$ is relevant.

2.2.1 Talent Management

In 1865, a literature survey in management, entertainment/arts, sports management, and early education showed the birth of talent management. McKinsey's historic study, titled "The War for Talent," first appeared in the hotel business in the 1990s (2001). Talent management is not a new concept; it has been referred to as human capital management, workforce administration, and representative union administration, among other things, by scientists throughout the years. In light of the confusion over definitions, terminologies, and the many announcements made by different talent/ability administrators, it was becoming more difficult to determine the precise value of talent management. The terms "talent management," "human asset management," and "ability methodology and progression management" were all used interchangeably. Because scientists in this subject employ so many different definitions and terminologies, the relevance of ability talent management may be described in many different ways.

In 2007, Blass defined Talent Management as "the supplemental management techniques or possibilities that are offered to personnel in the firm who are thought to be "gifted." In addition, Blass (2009) said that Talent Management was concerned with the extra traits of a person responsible for excellent performance and had strong potential, rather than the generic qualities accessible to every member of the firm.

A method to identify, appraises, and manages talent that is simple and pragmatic has been presented by Berger & Berger (2011). The book's recommendations on how to avoid significant employee turnover and low self-confidence were presented. Talent Management, according to Ed Michaels (2001), was becoming more important. Organizational managers must adopt a Talent Management mentality. Doris Sims & Matthew Gay (2007) discussed the procedures and choices that develop and implement a talent management strategy. The writers provided a step-by-step guide on creating a Talent Management program from scratch or taking an existing program to the next level. Recruiting and managing talent has become more complicated because of the Internet, according to Allan Schreyer (2004).

According to Taylor (2007a), most definitions produce a description of what Talent Management must consist of, rather than expressing what it is (or is not). That is why his notion of 'talent management is establishing skills with determination' came to light: (Taylor, 2007a). However, he said that his definition of Talent Management centered only on its goal, and he emphasized that Talent Management should be implemented by the whole organization, not just an individual. The goal of talent

management is to assist companies in ensuring that they can carry out their mission now and in the future.

Talent management is more than simply a new term for recruiting and training personnel, according to Laff (2006). Many mechanisms are involved in this energy mix. Putting an effective talent management strategy in a business involves a commitment from all levels of the organization, not just the human resources department, according to (Uren and Samuel 2007).

Most individuals leave their professions because they do not get positive feedback from their supervisors, making them feel devalued and disappointed about their work. Frank and Taylor (2004) and Benjamin (2003) have ranked bad administration as the top reason for the departure of the staff. Many individuals have given up their jobs because the directors failed to provide them with constructive feedback and moving contributions, leading them to believe that their labor was diminished and undervalued. Poor organization is the concept of explanation for the representatives' clearing out, according to Frank and Taylor (2004) and Benjamin (2003). There is an undeniable correlation between Ability Administration and a large portion of the workforce that does not interact with it, as shown by Frank (2004).

Resourcing (discovering and screening talent), determination, evaluation, interviewing, reference/background scrutiny, and on-boarding are all steps in talent management, according to Schweyer (2004). In addition, Lockwood (2006) defines SHRM as "the accomplishment of incorporated strategies or systems planned to increase employee efficiency by developing and improving practices to attract, develop, retain, and make the most of employees with essential skills and talent. To meet current and future company needs." (Lockwood 2006).

In terms of employment, the hotel business is very important since it is the hub around which many other industries revolve. According to Zografou et al. (2024), the existence of a skilled and competent crew is unquestionably crucial to the success of hotels, which have been steadily expanding to accommodate the increasing number of foreign travelers. Globalization, increased worldwide rivalry, shifting customer needs, fast technical advancement, and more employee empowerment are just a few of the major changes that have taken place in the service business in the last several decades. The goal of competitive performance (CP) in the hotel and tourist industry is to help businesses perform at their best in a competitive market. Several real-world industries, including increasing revenue, predicting market share, raising customer

happiness, and assessing overall profitability, also exhibit this race to secure success (Alaa-Eldeen et al., 2023; Khairy et al., 2023; Napierała and Birdir, 2020). According to Giousmpasoglou et al. (2021), the notion of competitive positioning (CP) refers to a company's capacity to keep or improve its place in the market by making use of important resources, expertise, and tactics that influence customer happiness, income growth, and operational effectiveness. According to Wawak (2024), customer success (CP) is the sum of an organization's abilities to differentiate its services, improve the quality of those services, and adapt to changing market conditions and customer expectations. For instance, Hilton Worldwide's "Hilton Honors" program has garnered significant CP thanks to the individualized benefits and unique opportunities it provides to its most devoted clients. Hilton is now at the forefront of the highly competitive global hotel industry, thanks in large part to this approach, which has increased customer happiness and loyalty. Mobile check-ins and AI-based customer service were digital transformation projects that Marriott International used to achieve operational efficiency and market differentiation (Goodwin et al., 2023). This allowed them to considerably upgrade guest experiences. All of these things show how CP helps the hotel business succeed in the long run and keep customers happy. It is critical for a company's success in the market to gain and maintain a competitive advantage via the effective use of their adaptable skills (AlQershi et al., 2022). Therefore, in this dynamic and ever-shifting economic climate, firms may greatly benefit from using talent management (TM) as a crucial strategic strategy (Martini et al., 2023). Dynamic TM capabilities provide a collection of recognized common procedures that help achieve important success factors in services, yet every organization develops these capabilities in their own unique way. According to Pereira-Moliner et al. (2021), the best practices that hotels often follow should change to fit the specific strengths and resources of each hotel. A talent-centric business model is based on the premise that an organization's most valuable asset is its people, who provide a sustainable competitive edge. Consequently, businesses should put an emphasis on talent and the skills that come with it. Firms do not create or acquire talent; rather, they serve as centers for talent integration, enabling skilled workers to coordinate and collaborate via the supply of systemic and structural arrangements (Cajander and Reiman, 2024). The shortage of young talent poses serious problems for the many skilled staff firms in the hospitality industry. To make matters worse, TM is already a major obstacle in the hotel and tourist industry because to the high

expectations of Generation Y employees (Maxwell and MacLean, 2008). Strategic alignment and team administration are crucial for dynamic talent to have an influence on business performance (Akter et al., 2019). According to Jooss et al. (2021), businesses with dynamic capabilities, as opposed to those with static ones, may boost their financial development via the introduction of new procedures and the expansion of distinctive services. By this definition, talent integration societies are hotels that focus on integrating existing talent rather than actively seeking out new talent or developing it (Giousmpasoglou et al., 2021).

Group or unit-level studies examining customer-staff interactions in hospitality settings found that staff members' perceptions of the availability of resources like training and autonomy led to higher levels of group involvement. According to Guchait (2016), consumers' perceptions of staff competency and service level were positively affected by this collaborative involvement. Emotional and cognitive engagement in the workplace is achieved when workers are well-informed about their roles and duties, have the tools they need to complete their work, are able to make a positive impact, trust their coworkers, and have opportunities to learn and advance professionally (Harter et al., 2002). Here, five primary methods make up what are known as dynamic talent management capabilities (DTMC). In order to retain high-potential employees on a consistent basis, it is necessary to do things like identify opportunities among the organization's talented individuals, organize them to handle change effectively, use them to generate business opportunities, and strategically support their development (Kongrode et al., 2023). Businesses that are able to adapt quickly to changing market conditions are more likely to use a strategic management approach that helps to coordinate and increase the value of resources across different companies. Companies may create and effectively implement profitable ideas with dynamic capacity, a higher skill set that goes beyond operational competency (Gathungu and Mwangi, 2012). To stay ahead of the competition in the hotel industry, HR managers should seize new opportunities by using creative strategies to enhance employees' abilities. Furthermore, human resource managers' existing responsibilities fail to adequately highlight their contributions to strengthening organizational, functional, customer, and employee branding (Francois Koukpaki et al., 2020). By calculating the pros and cons of different pay plans, corporations use incentives strategically to boost revenues. Most workers are risk-averse; thus employers should compensate them more if they take risks with uncertain

remuneration. Owners of risk-free corporations face this problem even if they have access to financial markets that may reduce risk (Larkin et al., 2012). Managers may not put all of their energy into creative projects that benefit shareholders, according to Saidani et al. (2017). Elements such as equality or remuneration may impact their behavior. Internal communication may be impeded by an absence of openness in sectors like hospitality, which have a culture of significant power distance. Since personal values sometimes supersede group goals, in individualistic cultures, personal desire and work satisfaction play crucial roles. Management must recognize that workers in these types of work settings are highly motivated by social status and recognition (Con®tiu et al., 2012). Many different industries have recently highlighted the strategic importance of TM in the current competitive environment. Although TM has been essential in the hospitality industry, its limitless potential is also acknowledged in small and medium-sized enterprises (SMEs), where success is driven by organizational flexibility and multi-level strategies. By shedding light on the ways in which TM affects organizational development, Abid and Loufrani (2024) provide insights into such integrative models in French SMEs. Simultaneously, Sousa et al. (2024) considers talent mobility and its consequences, reiterating that a globally aware strategy to TM is crucial for long-term CP across many sectors and kinds of organizations. In order to stay ahead of the competition, more and more hospitality businesses are using team management (TT) practices to increase productivity and quality of service. The level of service and personnel competence that consumers perceive has been improved because to this concerted effort (Guchait, 2016). A corporation must guarantee that its environment, organizational structure, and resources are in perfect harmony with one another if it wants to attain the most beneficial strategic alignment. Therefore, TM is crucial for an organization's ongoing success and survival since it is an important and adaptive capacity (Tamunomiebi and Worgu, 2020). An organization's strategic emphasis on exploratory and exploitative innovation may be affected by the level of discussion and evaluation that takes place within the senior management team, which in turn affects the team's various responsibilities (Li et al., 2016).

The field of tourism and hospitality is seeing a growing corpus of work on TM (Kravariti et al., 2021). It was in the middle of the 1990s that McKinsey and Company first used the phrase proprietary marketing. Since then, TM has grown in importance in books and journals devoted to human resource management and

business administration (McDonnell et al., 2017; Nieto-Aleman et al., 2030). Two primary methods exist for dealing with TM. A key component of the exclusive strategy is giving some workers special attention based on their demonstrated abilities. In contrast, an inclusive strategy views every employee as having inherent potential and provides them with equal opportunity to develop their expertise (Park, 2023). The researchers in this study took a broad view of the TM idea. There has been a lack of study on the connection between TM and TT operational sectors in the Egyptian hotel industry up until this point. However, a study of 327 Egyptian travel agents (Elzek et al., 2023) and a more extensive study of 588 respondents from the prestigious Category A of travel agents (Al-Romeedy, 2023) have provided evidence that TM is associated with long-term success. There is a considerable information vacuum in Egypt's hotel business, especially when it comes to major recent events, which has impacted the industry's supply and demand dynamics. Implementing strategic strategies such as DTMC (Kongrode et al., 2023; Kravariti et al., 2021) and TT (Lopez Hernandez et al., 2018) is essential for Egyptian hotels to improve their CP. Organizations may boost individual and team performance by implementing incentive packages based on innovative work practices seen in the workplace (Mohamad et al., 2009). With this new perspective in mind, the purpose of this research was to use resource-based theory (RBV) to investigate the interplay between DTMC and TT and CP in Egyptian hotels. Additionally, this research considers the role of TT as a single mediator and SI as a moderator in improving CP (Xu et al., 2020).

2.2.2 Talent Strategy

For the advancement of an association-wide talent strategy and the improvement of a culture of chance for all representatives to help the association achieve its business goals and targets, the term "talent strategy" means "the appeal, detainment, reward, improvement and sending of individuals in particular vital positions or extends" (Turner and Kalman, 2014). 'Business' destinations and performance, as well as more broad persons or HR methods, are all part of this larger organizational context.

Organizations use a variety of methods to select and cultivate the best and brightest workers. Some companies believe that attracting and retaining skilled people is an

important aspect of their overall personnel strategy (Lewis & Heckman, 2006). However, it is not obvious how these firms plan to satisfy their skill requirements.

According to Armstrong (2011), identifying and acquiring talent is a multifaceted process that includes recruiting, selection, branding, and employee value proposition. This means that organizations must use various recruitment and selection techniques to find the right people for the job that reflect their values and way of life.

The primary goal of a talent management plan is to identify and cultivate talented workers. There are many talented people in the talent pools, and they are a source of future top officials. "Qualified staff might come from inside or outside a company. The best way to build a talent pool is from internal sources, as representatives already know-how company structures operate, which they can apply to their new roles and raise the workforce's morale (Davis et al., 2007).

When it comes to achieving corporate goals, managers must realize the importance of finding and hiring people with the skills and talents that will make a significant contribution to their teams, as argued by Coetzee (2004) in his book.

Nevertheless, if a firm wants to undergo a significant transformation, it must hire skilled workers from beyond its walls (Ballesteros et al., 2010).

A talent search grid is essential to find the best people for an organization's success since it presents a wide range of subjective and quantitative characteristics of the candidates. Using this framework, recruiters may focus on the necessary traits for employment (Davis et al., 2007).

However, businesses must pick between restricted possibilities, according to Preece et al. (2011), to market themselves as an employer of choice. As a result, companies should have a clear idea of what constitutes fair working conditions and compensation. Talent acquisition and management are intertwined in Glen (2007), which leads to strong association execution. Therefore, for a company's talent management strategy to be successful, they must ensure that they can draw from a 'talent pool' whenever necessary.

It was found that the most important factors for attracting and retaining talent were wage package and perks, company culture, recruiting strategies, employee turnover; work-life balance; and individual communication. Attraction and management of talent need line supervisors' assistance and dynamic involvement (Stewart, 2008). Put another way, the relationship between line supervisors and representatives determines how long the employees stay in the organization or how much they contribute to the

workplace. As a result, this implies that line administrators are directly involved in creating an employer brand.

Five incentive components have the most influence on an organization's employee motivation, recruitment, and retention. These ideas were tested by doing a strategy-catching examination on three associates of expert bookkeeping undergrads, from pre-counseling to post-procure. Findings demonstrated that the most important factor in attracting talented people to all open accounting companies in the United States was an improvement and career opportunities.

The features of a company and its activities entice a potential employee to apply for a position (Rynes & Cable, 2003). Put another way; this means that applicants' perceptions of their future career prospects are largely based on the information they are provided during the recruiting process, including incentives. Salary also plays a role in recruiting representatives in a variety of ways (Barber and Bretz, 2000)

Retention of top-performing employees A company's commitment to retaining its best workers and preventing those who are on the verge of leaving from doing so is known as a commitment to talent retention. Employee turnover reduces an organization's efficiency since it increases the expense of recruiting and training new workers. A talent retention strategy helps employees stay with the company for longer periods.

Vaiman and Vance (2008) outlined two methods for retaining employees: internal and external. The internal motivation was to provide certain nonmonetary incentives that would satisfy the mental demands of workers, while external motivation was to provide various monitory rewards that would do so.

It was noted by Hughes & Rog (2008) that each firm has a distinct strategy for retaining its best employees. For example, in Brazil, France, and the Netherlands, workers are rewarded for their hard work; in Japan, mental pressure is used to gain employees' trust and respect; in Italy, practical performance reviews are used; and in South Korea, employees are rewarded for meeting performance targets.

Monitory incentives are a crucial component in retaining bright personnel in a variety of research. To keep bright personnel, O'Callaghan (2008) emphasized non-monitory and monitory benefits such as recognition, training, and competitive compensation.

It is also important to remember that an association's ultimate goal is to be compelling. Thus it must invest resources in staff retention. Employees are more likely to remain with a firm if it offers a generous benefits package that includes

things like health insurance, a pension, and the ability to work from home when they choose.

Gomez-Mejia et al. (2006) found that external and internal esteem is necessary to keep workers engaged. This external esteem is based on the individual's wage about other employees in the same field. Internal esteem refers to a worker's perception of his or her salary in comparison to that of another employee in the same department or company who has the same job.

There is a tendency among younger workers to constantly switch jobs, while more experienced workers choose stability and security. Organizational image, recruiting, selection, employment, authority (workers join companies and put down bosses), learning opportunities, and performance recognition and awards all affect the management of human capital (Armstrong, 2011). Before looking for new employees outside of the organization, it is a good idea to look inside. An inside employee offers service representatives an ethical boost, allowing them to progress and grow.

Poorhosseinzadeh and Subramanian (2012), Malaysian-based research that included international firms, sought to determine the factors contributing to an organization's success via people management. The study's findings revealed a strong link between multinational corporations' success in Malaysia and effective personnel management.

2.2.3 Learning and Development

Employees are critical to the success of a firm. In order to be successful, employees need training in both soft and hard skills. The importance of education and training cannot be overstated. Employee productivity rises, people become more engaged, and the workplace becomes a better place to work in return for investing in training programs. For the sake of the company's competitiveness, the investment in Learning and Development has been justified (Garavan et al., 2012). According to Lepak and Snell (1999), a company's staff should be developed organically. Many firms have found external talent acquisition strategies to be ineffective in the long term, according to Garavan et al. (2012). In order to achieve the company's strategic goals, firms must invest in staff development. Individual requirements, learning styles, and present work practices must be considered while using this strategy.

According to Harburg (2003), 'Talent improvement is the method for modifying an association, its representatives, its partners, and a group of people within it, to

accomplish and keep up an advantage.' Learning about talent development tactics may help hotels be more successful in the commercial center, which in turn will lead to better results for the company. It became clear to associations that they were able to identify the person, who needed to be trained and progressed, as well as the breadth and degree of their training. Ihsaan et al. (2013) found that the success of corporate goals relies heavily on the recruitment and promotion of skilled employees.

People in Aid (2013) emphasized the importance of learning and progress by stating that organizations that operate in a rapidly changing environment must adapt to stay competitive. Learning and development have become a significant part of many companies' personnel management strategies.

According to Zheng & Kleiner (2000), learning and development is an organization's way to ensure that employees with the right skills and expertise are available when required? Government involvement in training is a focus of the research on talent development. Findings from this study focused on legislative concerns about training programs' implementation. According to the study, many administrations focused more on strategy than on implementing the goals. Furthermore, it was discovered that there are no processes in place to handle the development of talent in the casual sector, which is where most of the company's operations are situated. To ensure that public and private training on aptitudes is beneficial to the workforce, an inquiry found that modifications are needed in the system.

Yeung and Cheng's (2006) research provided a good example of how employees' inability to learn and develop might hinder their performance at a high level. There was evidence suggesting that proper fitting procedures are necessary if progress and learning are accelerated.

When it comes to gaining an advantage in an organization, Lockwood (2006) found that talent development plays an important role. The study found that human resource managers and company leaders have challenges in building manager abilities, retaining superior employees, creating depth in the progression pool, and addressing shortcomings in administration or initiative talent.

2.3 Talent Management in Hotel Industry

2.3.1 Nature of Talent Management in Hotel Industry

Before looking at how hotel sector talent was employed, it is important to understand the nature of the hotel business. A negative reputation of the hotel business is because it pays less than other industries, has long working hours, and does not pay extra for working more than 18 hours a day. Hospitality was a company that offered little pay, a miserable work environment, and was run by personnel that was either semi-gifted or untrained.

However, not everyone had the same impression of this firm; various researchers had different views. Employees in the hotel sector described it as a nice business, exciting because they get to meet guests from all over the world and a growing company since there is more prospects for development.

This industry was considered low-status employment by managers Gilbert and Guerrier (1997). This sector attracts less skilled and experienced people because of the excitement of meeting people from diverse cultures and interacting with them. Even managers who have been in the field for a long time are likely to be apprehensive about working in the hospitality industry. The nature of the work is a factor in determining whether or not a company hires or rejects a candidate. Candidates with real intensity and who are exceptionally competent will be drawn to a career with a prominent image, such as improved salary, excellent working circumstances, advancement, and opportunities for professional accomplishment.

Sixty-four percent of hotel workers are either semi-gifted or inept, according to Riley (2000), who found that the hotel sector has a low-talent workforce. This view might lead to the incorrect conclusion that associations are not necessary to pull out the notion of talent in the hotel industry... Baum (1996) concluded that hoteliers lack the necessary skills. According to him, affluent countries should care about it while underdeveloped countries should not be concerned. Workers who can communicate with visitors in both non-verbal and verbal language are vital to providing great services, for example, reps who can understand guests' needs and aspirations. In order to guarantee that guests' needs and international standards are satisfied, associations need a key position (talent).

Baum, in 1996, criticized the notion that hotel business representatives are neither competent nor semi-skilled. According to the manager, they need to know how to cater to clients from very different backgrounds, such as coastal villagers, to provide the best service possible. Many people need to be trained by hotel standards since what they have learned in this course may not apply to their specific hotel. In light of

this, it may be concluded that hotel workers cannot be "incompetent or semi-skilled personnel," and in fact, very few hotel-related jobs are filled by people who lack competence (Baum, 1996)

Price (1994) concluded that the hotel industry does not pay attention to its employees and lacks interest in human asset management and training. It is worth noting that there are two or three reps who do not have to pay for additional time. He referred to this as a 'disagreeable attitude' that he believes is inconsistent with the norm. Pizam & Shani (2009) and Baum (2008) observed that the hotel industry relies heavily on personnel, especially at the age of technological advancement, despite this. In addition, Pizam and Shani (2009) found that the hospitality industry is unique in that it not only meets the basic needs of guests, but it also ensures their satisfaction, which can only be achieved through a personal touch or direct contact between guests and employees, as well as by tailoring services to meet the specific needs of each guest. The hotel sector's capacity to respond to the requirements of its visitors in a variety of situations has pushed the business to think beyond the box. As a result, the hospitality sector demands well-trained staff, knowledgeable, and capable of providing excellent customer service. Because of this, these personnel can meet visitors' expectations, including those who are more difficult to please.

2.3.2 Requirement of 'Talent' in the Hotel Industry

As previously said the hotel industry is customer-centric and relies heavily on agents to ensure that visitors are happy. There is a clear grasp of the importance of employees' performance in meeting guests' demands in this manner (Lee et al., 2015). Hiring a competent employee is one of the most important aspects of running a successful company (2011). To influence visitor desire and self-confidence, this appears in plenty.

Guest familiarity with service in the hotel industry is heavily based on employee-guest relationships. In Lovelock et al. (2005), they said that amenities and facilities might be the same amongst hotels, but the pleasant attitude and conduct of personnel will contribute to a favorable impression of the establishment. Because the hotel industry is heavily dependent on human assets, it becomes clear that they must devote an enormous amount of attention to the problem of employees and, particularly, the value of their employees. Recruiting, recognizing, and retaining great employees is a

certain approach. In the hotel industry, where staff turnover is frequent, the recruiting and firing of competent employees play a role in meeting the needs and wishes of employees. As a result, talent retention is given special attention in this approach. We may assume that the hotel industry requires personnel that possess the 3Cs: capability, commitment, and contribution, for the reasons stated above. When it comes to talent, Rubin and Dierdorff (2006) divided it up into four categories:

1. Competence that can be seen: This refers to a person's ability to function in the industry and within the company's culture.
2. A firm grasps of financial and asset management, as well as the ability to analyze critically and quickly comes to sound decisions (connection to the association procedure).
3. Information competence: knowledge of the capabilities of the association and how guests should be dealt with.

This includes the ability to learn, the ability to inspire others at work, the ability to work hard, and the ability to contribute to the company's success as a whole, all of which work together to achieve a common goal.

When it comes to the hotel sector, the business concept plays a significant role in establishing the model for what staff is expected to do. Essentially, this is because hotels must rely on their staff, which is fundamentally responsible for making guests happy. We hope this section will provide light on the kinds of staff that hotels need on similar lines. An individual's talent may be defined as an individual's ability to combine their skills, experience, and motivation. As Smallwood and Ulrich (2012) noted, talent is characterized by ability, loyalty, and inspiration. According to several experts (such as the CIPD, 2007), an organization's ability to attract and retain top talent relies on the level of participation and involvement of its workers.

There will be a focus on the skills that motivate workers to share 'amazing' knowledge in this section. An essential part of this sector is the need for a variety of practical and sensitive skills. Human, conceptual, leadership, and interpersonal skills are all part of what Weber et al. (2013) call "soft skills," whereas technical and administrative abilities are referred to as "hard" skills. Weber et al. (2013) developed four types of delicate abilities, which are as follows:

1. Relationship and management skills are needed to serve visitors well, settle any disputes, and take care of colleagues and subordinates, which will assist the business in accomplishing its goals.

2. Leadership abilities: As an administrator, you must create goals for yourself and your team manages employees and resources, assess growth, and address problems.

3. The leader can communicate that effectively contributes to the organization's overall success.

4. Knowledge and cognitive skills: creative thinking, rapid basic leadership, and critical thinking are included in this category.

As the economy and people's attitudes evolved, the level of quality needed for talent shifted unanticipated.

Talent or 'talented workers' cannot be recognized in the hotel sector since there are no clearly defined goods. It is impossible to measure a person's 'skill' in this sector since there is no measurable output. Furthermore, certain sectors have a distinct identity that makes it difficult to define the term broadly. Because of this, we believe the lack of clarity about the concept of talent and its strategy within the hospitality industry is due to the industry's extreme concentration of labor, limited range of talents, and insecure job aptitude level, all of which are always altering. It is not simple to apply the same ideas from other sectors to the hospitality industry since managers in different departments have different qualities when it comes to talent management and talent management. As a result, the need for talent in the hospitality industry is distinct from the needs of other industries. It was shown by Tansley in 2011 that there are a variety of views on organizational talent. The current implications of talent will likely be specific to a certain organization and severely prejudiced because of the nature of the inquiry commissioned. The hotel business employs a large number of people who speak a variety of languages.

Barron (2008) said that 'hotels have a terrible reputation as a resource of permanent employment since they provide low income, long working hours, no social life, monotonous job, and limited prospects for professional advancement. The hotel business in India is also not an exception to this problem. As a result, finding and retaining qualified employees in the hotel business is becoming more difficult. In the same vein, we will talk about how to deal with employees in this section. Is there a certain meaning of "talent" and "skilled representative" that should be used in this proposal, and why? Another question is whether the term 'talent' applies to all roles and divisions within the hospitality industry at large. We mean by "talent" here that any workers who have the appropriate credentials and potential should be considered

"potential talent," regardless of whether or not they have been specifically identified as such.

We might think of "talent" as the asset of intensity that keeps a hotel's focus on its guests. Michaels et al. (2001) examined 'talent' as a measure of an individual's ability - his or her interior aptitudes, learning, insight, thinking, contemplations, experience, and identity. This definition conforms to what Michaels says. In addition, he was aware of his or her potential to be prepared and grow.

On the other hand, Bowen & Ford (2004) argue that managing hotel staff, which interacts directly with customers, is similar to managing employees of non-service industries like manufacturing. Employees at hotels must gather requests from customers and provide intangible services such as quality products and administrations (Bowen and Ford, 2004).

Employees at a hotel should be well-versed in their jobs in order to provide guests with top-notch service. Studies show that companies that treat their exceptional people well outperform their competitors by 22%, according to Michaels et al. (2001). In addition, if an organization's "service quality" is negatively impacted by a lack of "ability/talent shortfall," so is the organization's performance. The company's success is not attributable to the quality of its goods or services but rather to the quality of its workers, who serve as its principal source of inspiration and motivation. As previously said, hotels have a high rate of guest departures. The high turnover of competent individuals makes it difficult for the organization to use this source of advantage fully and, as a result, affects the organization's performance.

2.4 HR Practices in the Hospitality Industry

There has been tremendous expansion in India's hotel sector recently. Effective human resource techniques that assist firms in managing their most precious asset—their employees—are becoming more important as a result of this increase.

Keeping workers happy requires establishing a great work atmosphere, offering opportunity for training and growth, and providing enticing perks and rewards.

Consistent feedback on performance is essential for employees.

Individuals have a major role in the hospitality sector. Companies in the hotel industry who invest in their workers and provide them opportunity to grow tend to be the most successful. Training employees is critical because it allows them to receive

constructive criticism and improve their performance in their jobs, which in turn helps the business.

Human resource policies and procedures in India's hotel sector are covered in the following scholarly articles. To find out how HRM in the US goes about employing new staff, one study surveyed 203 people working in the hotel industry (Ro & Chen, 2011). According to the survey's findings, a key component in empowering workers and lowering selection and training costs is suitable recruiting and training that makes use of data analytics. According to research (Daskin & Tezer, 2012), HRM considerations like as resource scarcity, favoritism, and organizational support all play a role in the successful recruitment of top talent. From the hospitality industry's front desk staff at hotels in Cyprus, 140 answers were gathered. In addition, the researcher believed that the only way to have an efficient and successful talent acquisition process was to hear the workers' perspectives on organizational politics and employee turnover. Organizational politics and resource constraint were identified as significant predictors of employee turnover, according to the study.

Sanders and Frenkel (2012) and Yang et al. (2012) both looked at the impact of human resource management's talent acquisition strategies on employee turnover and came to similar conclusions. 298 workers and 54 managers from southern Chinese hotels participated in the study (Li et al., 2012). Human resource management (HRM) relies on monitoring the job engagement and performance of chosen workers to promote and reward improved employee turnover via HR activities including training, talent recruiting, and employee management.

The reasons for the high staff turnover in the Taiwanese hotel business were investigated in a research by Yang et al. (2012), which included interviewing 29 senior human resource management professionals. The interviews revealed that finding and employing the best people for each position is of the utmost importance. Some of the most significant things that HRM did were to run programs that helped workers improve their skills and advance in their careers, as well as programs that offered high incentives, awards, and promotions. They also organized social events and encouraged employee engagement. Human resource managers' talent acquisition tactics are crucial to reducing employee turnover, according to the study's author.

The adoption of HRM techniques and HR strategic positioning in the hotel industry was the subject of an additional empirical investigation (Luo & Milne, 2014). Only 47 of 184 hotel managers in New Zealand filled out the study's survey.

The most relevant and practiced talent acquisition strategies include talent development and forecasting through standardized terms and conditions, trainability as a major selection criterion, the deliberate development of a learning organization, flexible job descriptions, pay systems, and internal promotion. Since HRM practices are crucial to the recruitment and administration of employees, and since there is a strong correlation between HRM practices and organizational success, the researcher came to the conclusion that HRM must uphold these practices.

The most current work in the field, by Zhong and Liden (2015), surveyed 605 workers from 130 different organizations. The researcher surveyed employees to determine the impact of several HR strategies on work engagement. These practices include: internal mobility, thorough training, job descriptions that are easy to understand, performance reviews that focus on outcomes, participation awards, and incentive pay.

The study analysis revealed that almost all aspects had a significant impact on work engagement with regard to the company's success. However, the most essential factors were the following: maintaining culture, selected personnel, intensive training, and incentive compensation.   In order to improve work engagement and organizational success, the researcher found that efficient talent acquisition and recruiting are as crucial as meeting the demands of employees and their management. (Al-Refaie,2015) surveyed 311 customers, 236 employees, 52 sales managers, and 52 HR managers to determine how HRM practices affected customer satisfaction, loyalty, service quality, and employee satisfaction in Jordan's hospitality sector, in contrast to (Zhong, Wayne & Liden, 2015). Service quality, employee happiness, and employee loyalty were all shown to be favorably correlated with HRM practices. Customer satisfaction, staff loyalty, and service quality are all positively impacted by happy employees. It is crucial for human resource management (HRM) to prioritize employee requirements and satisfaction in order to improve customer satisfaction and organizational performance. This is because talent acquisition is important to hotel success. Further evidence from the study suggests that hotel HR departments might benefit from implementing talent acquisition strategies right away if they are not already doing so.

Instead, they focused on how to effectively utilize technology like social media for talent acquisition, communications, and other HRM activities (Gibbs, MacDonald & MacKay, 2015). To determine how successful talent acquisition using social media

is, 277 respondents took part in this poll. Engaging the younger staff, making the hotel more visible in the recruitment process, communicating directly, and sourcing all contribute to good recruiting, according to the respondents. Therefore, the researcher concluded that using social media platforms for recruiting and talent acquisition is a viable strategy and approach.

(Nieves,2016) identified a correlation between effective human resource management and business outcomes by re-creating previous research. We chose 109 hotels in Spain to study because we were particularly interested in talent acquisition as it relates to HRM practices. We also discovered that well-planned and executed recruitment and selection processes can help fill open positions, but they won't boost productivity unless we put resources into them. Equally crucial to selective recruiting practices are the use of information technology (IT), data analytics (DA), training, and financing.

Human resource analytics is a potent instrument for enhancing HR procedures in the hotel sector. Human resources experts may improve their decision-making in areas like as training, recruiting, and more by analyzing data (Shamim & Yang et al. 2021).

2.5 The Role of Analytics in Improving the HR Practices

As more and more companies want to make data-driven choices about their most valuable asset—their employees—the importance of HR analytics has grown. By analyzing recruiting, performance, and retention rates, HR analytics may provide light on patterns and trends in the talent acquisition arena. When used correctly, HR analytics may improve decision-making around talent sourcing, assessment tool selection, and new hire onboarding and development. Here we'll go over some of the studies that have been examined and talk about how HR analytics has helped the hotel industry.

As a result, businesses are better able to find and evaluate qualified candidates. Human resource analytics also helps in forecasting future trends in the hotel business. Businesses may use this information to better plan their hiring processes. Human resource analytics may aid the hotel industry's talent acquisition efforts in many important areas, including:

Locating possible applicants: Potential applicants for available jobs may be found by reviewing recruitment data from the past. Instead than spending time and money advertising and looking for applicants, this helps.

A candidate's skill set and aptitude may be evaluated with the use of HR analytics. One may utilize this data to find out whether an applicant is qualified for a job. Forecasting potential developments in the market: Potential employers may learn a lot about the hotel industry's trajectory by looking at historical statistics. According to the research of Ranjan et al. (2008), HR managers face challenges when faced with massive amounts of data that do not undergo sufficient analysis. The authors postulated that organizations may improve their decision-making efficiency and competitiveness by incorporating data mining techniques into their human resource management systems. As a result, the writers performed research that mined the mountain of HR data for insights by using data analytics to the collected information. Decision quality was enhanced as a consequence of several helpful patterns shown by the data. Therefore, the authors came to the conclusion that HRMS may improve the company's performance via better HR management by using different data analyzing techniques.

Research by Momin and Mishra (2015) shed light on the importance of HR analytics as a planning process for the workplace. Data analytics is an integral aspect of many HR processes, including acquisition and retention, succession planning, development and training, and performance management, as this report explains. When it comes to hiring new staff, the authors believe that HR analytics may provide light on the necessary skill set by revealing which workers already possess it. This, in turn, can inform the selection process. In order to increase the rate of recruitment and decrease the cost of an enhanced and elaborate recruitment drive, these analytical tools assist HR managers in designing recruitment plans that can help select the right person by matching the skillset of candidates with the skills needed. This reduces the list of potential employees. In addition, the authors found that using data analytics as a strategic component for selection and recruitment would prevent the organization from losing money due to hiring the incorrect individual.

Aspects of human resource management and the ways data analytics may aid HR in becoming more efficient were the subjects of (Ruohonen, 2015). It was determined that the organization may benefit from predictive analytics in three ways: better personnel selection, lower turnover ratio, and engaging management of recruited staff.

Additionally, it was determined that data analytics may be the instrument required to evaluate top prospects and augment the organization with the proper kind of employees. There is a dearth of research on HR analytics if one looks at the studies that point researchers in the direction of studying HR analytics for selection and recruitment, but there are studies that point researchers in the direction of studying HR analytics for developing and training recruited individuals. Human resource analytics have practical applications, according to research (Van Dooren, 2012), particularly in the realm of employee training, where they may improve satisfaction, motivation, and productivity. Human resources professionals from 860 different companies were surveyed by the author via in-depth interviews and questionnaires. These organizations were surveyed using a questionnaire, and the data gathered was examined based on their replies. Using 60 full surveys and 12 full interviews, as well as the procedures using this analytical approach, the research determined the extent to which HR analytics were applicable. Findings indicated that only 15% of respondents made sophisticated use of HR analytics across a range of HR-related procedures, with analytical tools capturing primarily employee demographics and absenteeism.

Analytics play a crucial role in the hospitality business for retaining personnel. Reason being, frontline workers are crucial to the industry's success, yet turnover is significant in that sector. Analytics can reveal which workers are likely to quit and how to retain them. (Rios, C. C., 2017).

According to the available research, the primary application of data analytics in the Indian hospitality sector is for employee data maintenance, communication with workers as needed, processing and sharing of information, monitoring staff progress, and wage management. On the other hand, there are businesses that use human experience to establish new operational frameworks by predicting and forecasting employee and company goals and growth. This is an uncommon occurrence.

Using HR analytics, businesses in the hospitality sector may better understand where they are falling short in their talent acquisition strategies and implement fixes. (Anita Reddy, 2019)

When it comes to retaining top personnel, HR analytics is a game-changer. Organizations may take action to retain workers by analyzing data to identify those who are at danger of leaving. Using HR analytics is crucial in high-turnover businesses like hospitality to have a consistent supply of skilled staff Marinakou (2019).

One application of HR analytics in talent acquisition is to determine which candidates have the best chance of succeeding in a certain position. The hospitality industry may do this by analyzing data like employment history, educational background, and skill sets. By identifying these people, recruitment efforts can be directed towards them. The authors Pillai and Sivathanu (2020) In the hotel industry, analytics have become more important for talent acquisition and retention in the last five years, according to the literature. By providing data-driven insights, analytics provide a systematic way to improve the hiring process, find the best applicants, and increase employee retention.

2.6 Talent Acquisition in Hospitality Industry

Extensive research on talent acquisition in the hotel sector has uncovered several novel techniques, both successful and unsuccessful, with a focus on the significance of using technology and strategic methods to improve the hiring and retention processes. A review of the most current research is presented here: The hotel business may greatly benefit from eHRM and AI in the selection and recruiting processes, which will raise retention rates and decrease the time it takes to replace employees (Richard, et al., 2020). Generation Z's insistence on flexibility is changing the way the hotel business finds and keeps people, demonstrating how the sector must adapt to survive (Laurent Picheral, 2020).

There are a lot of obstacles to talent acquisition in Dubai, such as an excess of hotel rooms, high expectations from both owners and customers, and a lack of opportunities to meet those demands. To thrive in this cutthroat market, general managers are advised to use technology (R. A. Ramadan, I. Karanikola, 2021).

Because of the rising need for competent workers capable of delivering outstanding customer care, talent acquisition has emerged as a key concern in the hospitality industry. The implementation of talent management strategies in this field has been profoundly affected by the rise of AI. By automating tasks and providing analytical insights that lead to better candidate selection, AI has the potential to revolutionize the talent acquisition process in the hospitality industry (Arya and Bhatt, 204).

A staff that is adaptive, culturally competent, and customer-focused is essential in the hospitality sector, which is renowned for its dynamic and service-oriented character. Processes powered by technology are gradually replacing or supplementing traditional

recruiting approaches, which are often labor-intensive and prone to human error. The use of artificial intelligence (AI) to improve talent acquisition and matching in industries like hospitality is highlighted in a discussion on bias mitigation in HRM (Soleimani et al., 2024). In an industry where the caliber of human capital has a direct impact on consumer happiness and company prosperity, this transition to HRM driven by AI is vital. In addition, finding the right people is more than simply filling open jobs in the hotel industry; it's also about making sure their beliefs and skills align with the company's. The significance of strategic human resource strategies in sustaining a skilled workforce is highlighted in the research conducted by Soni and Tailor (2023) that focuses on the hotel business in India's Delhi NCR area. According to Soni and Tailor (2023), in order for talent acquisition strategies to be successful, they need to take into account both the local environment and the unique requirements of the hospitality industry.

The importance of diversity in hiring is also being acknowledged as a key component to the success of the hospitality sector. According to Costen and Smith (2024), there needs to be more study on diversity management practices in the hospitality industry. They point out that when hiring new staff, it's important to consider more than just their experience and skills. A more diverse workforce can provide better, more inclusive service.

2.7 Talent Retention in the Hospitality Industry

Organizations in the hotel business have complicated and difficult obstacles when trying to retain their outstanding staff, according to literature on the topic. Recent research has shown that in order to keep good employees around, you need to take a holistic approach to retention. This means making sure they are happy in their job, providing them with opportunity to improve, keeping lines of communication open, and conducting thorough interviews. Employee happiness, which in turn relies on four primary factors—a sustainable and happy work environment, chances for advancement, effective communication, and successful recruiting and selection practices—is a strong predictor of employee retention, according to a comprehensive literature analysis covering the years 2010–2020. In order to decrease turnover and increase employee engagement and skills, organizations in the hospitality industry are advised to aggressively target these areas by revamping their human resource

processes. According to this extensive study, if you address your workers' issues and create a supportive atmosphere, they will be less likely to quit (Chen, 2021). Similar to the first study, this one used a systematic literature review to summarize the current state of knowledge, highlight important areas for further investigation, and propose potential new directions for research on talent management in the hotel and tourist industries. This study's results, which drew on articles published up to 2020, showed that there is a lot of research on this topic, but they also identified several gaps, such the lack of research on the industry's big data analytics skills. Many studies concentrate on tiny datasets and use a restricted variety of approaches; this work may benefit from greater cohesion. In order to fill these gaps and promote greater integration of data science and management in the hotel and tourism industries, the evaluation suggests doing further research (Wilson, 2022). This research shows that hospitality companies are always looking for new ways to keep their employees, and it stresses the need of using a holistic strategy that takes into account both their professional and personal lives. In order to keep the best personnel in the hospitality sector, it is important to foster a happy work atmosphere, lay out specific opportunities for advancement, communicate clearly, and improve the hiring process. The hotel industry is highly dependent on client happiness and the level of service provided to them, making talent retention a critical component of this dynamic and service-oriented sector. Service quality, client loyalty, and competitive advantage are all dependent on being able to retain competent workers in this business, which is no easy feat. Talent retention is a major issue in the hospitality sector because of the high turnover rate of employees. Some of these difficulties include working during off-seasons, long hours for little money, and little chances to grow in one's profession. Workers need greater dedication and stability due to the ephemeral nature of many service industries, including the hospitality industry. Employee morale, team dynamics, and service quality are all negatively impacted by high turnover rates, in addition to the direct expenses of hiring and training new personnel (Sheehan et al., 2018). Tripathi et al. (2011) state that in order for talent retention methods to be effective in the hotel business, they must take into account these specific obstacles. It is critical to have a supportive company culture that appreciates employees' efforts. Providing chances for professional growth and development, competitive pay, recognition programs, and fair treatment are all ways to cultivate this culture. Employees' happiness and commitment to the company may be greatly improved by

creating a welcoming workplace that makes them feel appreciated and like they belong. Providing possibilities for career growth is crucial in order to hold on to talented individuals. Employees are more likely to remain and progress with a firm that provides them with enough opportunity for professional development, well-defined career paths, and thorough training programs. In a field where long hours are common, offering more leeway in scheduling and resolving issues related to work-life balance may go a long way toward keeping employees from burning out and leaving (Bratton & Watson, 2018). Analyze the relationship between emotional labor and talent management with a focus on line managers in Scotland's hotel industry. While the research does provide some useful insights, it may benefit from being more broadly applicable to other cultures and locations. Improved retention rates may be achieved via staff engagement efforts including wellness programs, team-building exercises, and frequent feedback sessions. Workers are more invested in the success of the business when they have a voice in decision-making and when their suggestions for organizational improvements are seriously considered. One effective way to improve talent retention methods is to use HR data. Organizations may improve the efficacy of their retention efforts by studying employee data to find trends and factors that cause people to leave. With the use of HR analytics, businesses may better comprehend employee actions, identify those most likely to quit, and create tailored retention plans to meet the demands and preferences of their employees (Kichuk et al., 2014).

2.8 Research Gap

Talent management is related to the mindset of the staff, as some scholars have shown, but the fields not included in the scope of the literature studied are the following:

The ongoing research primarily focuses on talent development, recruitment, and talent governance policies, strategies for improving employee recruitment and career advancement, and participation in talent retention activities. However, there is no comprehensive study that examines all talent management practices collectively. Most existing studies have been conducted in the banking and IT sectors, whereas the hotel, hospitality, and tourism industries remain largely unexplored in this context. This gap highlights the need for further research in these underrepresented industries.

Although four talent management approaches exist, most scholars have not emphasized all aspects of talent management practices. Instead, they have concentrated on one or two dimensions rather than integrating all practices holistically. A more comprehensive approach is required to understand the complete framework of talent management.

Research on talent management and its associated factors has predominantly been conducted at the international level, suggesting a need for studies at the national level. This would provide insights specific to regional contexts and improve the applicability of talent management strategies within different countries. The studies reviewed so far have primarily focused on a limited set of Performance Management System attributes, as well as the causes of attrition and strategies for employee retention. A broader perspective is needed to encompass other critical elements of talent management. Due to the limited research conducted in the Jammu and Kashmir (JK) region, this study has taken considerable time to develop. The lack of prior investigations in this area underscores the necessity for further research to bridge the existing knowledge gap.

CHAPTER 3: RESEARCH METHODOLOGY

3.1 Introduction

This section examines the procedures and materials that made it possible to complete the current investigation. The researcher initially discusses the possibilities with colleagues before settling on a particular approach. The rationale for the selection process is also explored in this chapter. Methods of data collection, a sampling strategy, an analysis plan, and so on are covered in this chapter, along with the research philosophy, research strategy, research methodology, research aim, etc. In addition, this chapter has addressed the study's ethical concerns.

Personnel employed at hotels in certain areas of Jammu and Kashmir are the exclusive subject of this research. Several intellectual and practical factors motivated the intentionality of this geographical constraint. Due to the unique socio-cultural, economic, and political aspects that define Jammu and Kashmir, this research can only examine talent management techniques in this specific area. As a result, the findings may not be generalisable to other locations.

The significance of the research topic to a particular location is one of the main arguments in favour of a geographical limitation of the study. Tourism in Jammu and Kashmir follows distinct seasonal patterns, the region has a troubled past when it comes to social and political instability, and the varied workforce faces obstacles related to the region's topography and infrastructure. In terms of personnel management, retention, and development, these aspects have a major impact on hotels. Researching hotel staff in this particular setting for a more thorough examination of the phenomena and the provision of practical, situation-specific solutions.

How feasible and manageable the study is is another critical consideration. It would need a substantial investment of time, energy, and finances to expand the research to include other states or the whole nation. Given the limitations of academic research, such as time, money, and accessibility, narrowing the study's emphasis to one area makes it more feasible. The researcher's hands-on engagement and supervision improves data dependability, facilitates more efficient fieldwork, and facilitates better cooperation with hotel management.

Restricting the research to certain areas was also driven by concerns about accessibility. Employees are required to adhere to stringent confidentiality regulations in the majority of hotels, particularly those that are part of major chains. Additionally, not all businesses are eager to take part in academic surveys because of logistical issues or privacy concerns. Although the sample was geographically constrained, the researcher maintained ethical compliance and quality data collection by carefully picking hotels and localities where access was permitted.

Restricting the study's scope to a certain geographic area also helps to make sure that the sample population's external environment is consistent. Everybody is playing by the same set of rules when it comes to infrastructure, labour legislation, economic climate, and visitor inflow patterns. As a result, we can see the effects of internal people management methods on organisational performance with more clarity and less variation due to external influences. It guarantees that variations in replies are more likely caused by internal company issues than by geographical variances.

Last but not least, this regionally targeted study lays the groundwork for more extensive studies. Research in other parts of India may use these results as a starting point. Thus, the research aids in the development of a comparative framework for studying talent management in India's hotel business based on regions. Researchers in the future could use the same methods in other settings to compare different regions or make more generalised conclusions.

3.2 Research Process

The "onion model of research" helps readers make sense of complex studies. To better understand a topic, it's helpful to break it down into smaller, more manageable pieces, like an onion. This process has three parts: making an opening remark, researching the question, and delivering an answer. The scientist used the "onion" metaphor developed by (Brown et al., 2011) to facilitate this research.
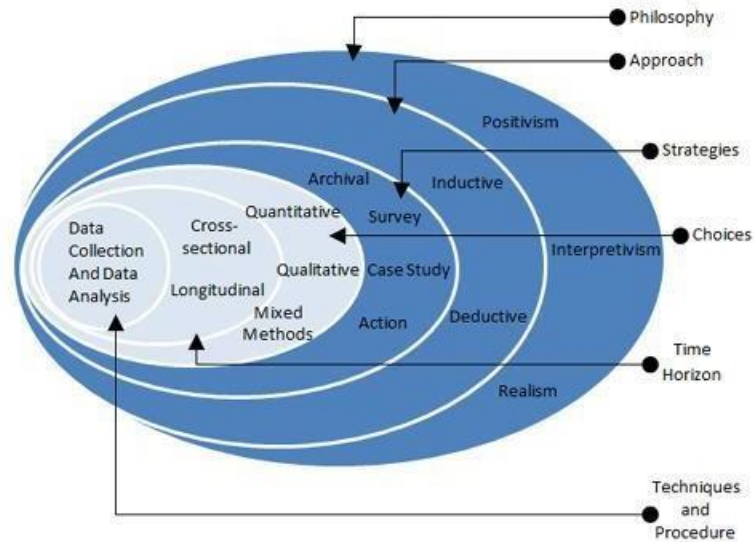
Figure 3.1: John W. Creswell onion model

(Source: Creswell, 2009)

3.3 Research Design

Creswell (2007) categorizes research designs into exploratory, descriptive, and explanatory approaches.

When problems are still in the planning stages, exploratory research is conducted. Experimental analysis is the method of choice when information is scarce and new. The flexibility of empirical analysis allows it to respond to a wide range of inquiry kinds (what, why, and how). Formal hypotheses are often generated from the study of experimental data. As a result, the Experimental analysis is broad in the middle and seldom provides satisfactory solutions to specific analytical issues.

Quantitative or qualitative methods might be used for descriptive studies. Quantitative information, such as test scores or the amount of time a person spends using a particular feature of a multimedia program, or qualitative information, such as sexual orientation or examples of collaboration while using technology in a group setting, are both examples of the types of data that can be collected and analyzed. Information depicting events is gathered through illustrative research, sorted, organized, detailed, and shown (Emhan, 2012).

Studies attempting to explain do so by looking for examples illustrating abstract relationships. One may learn about the relationships between variables by putting

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hypotheses to the test. Zikmund (1984) suggests that the exploration issue's degree of vulnerability determines the examining philosophy.

Selected design: Descriptive research is used because it incorporates both qualitative and quantitative techniques, making it ideal for this study. There are three parts to each descriptive analysis. Studies using questionnaires, surveys, and casual snooping. Also, as part of exploratory research (Babbie, 2010), the researcher used interviews to learn more about the topic. Descriptive research lets the researcher, via statistical interpretation, generalize the notion from a large sample (which was necessary for the study as it dealt with consumer perception) (Shields and Rangarajan, 2013). Since many descriptive studies aim to create a topographical map of some occurrence, a descriptive research design was chosen for this investigation.

3.4 Research Philosophy

The three primary schools of thought in research philosophy are positivism, interpretivism, and realism.

3.4.1 Positivism

The philosophical stance of positivism is that of the average researcher; it entails using observable aspects of social reality to formulate predictions in the form of rules. It ensures that all data is clear and accurate. Examining logic and methods for handling hypothesis development may be traced back to the works of rationalists and researchers like Francis Bacon, Auguste Comte, and the Vienna Circle, who met in the middle of the twentieth century.

3.4.2 Interpretivism

As a result, interpretive experts may have views somewhere between a purely subjective epistemology and the ontological belief that the truth is socially constructed. According to Georgellis (2015), interpretivists are antagonistic to official records because they believe there is no one corrects path or method for analyzing data. According to Green, Anderson, and Shivers (1996), interpretivism assumes that knowledge and importance are manifestations of explanation. Hence there is no consideration-free goal learning. Scott (2009) argues that the starting point for

interpretative experts is that only social processes like language, knowledge, and shared meanings provide access to reality (whether given or socially produced).

3.4.3 Realism

The realist straight line is the starting point for the realist continuum. The direct one suggests that one should pay attention to what is immediately in front of one's eyes. What we find with the aid of our intuition is what proves to be the best way of representing the cosmos. The following school of thought, critical realism, disputes the idea that all we see is an illusion, a depiction of the stuff of the actual cosmos rather than the things themselves. The advocates of this theory draw clear conclusions about the misleading workings of our emotions and senses. In this way, the analyst's perspective is that our wisdom of real things or knowledge is nothing but an outcome of social conditions (for instance, it is a known fact that if the rugby sportsman confronts an advertisement that is standing up, he will collapse), and thus cannot be comprehended without understanding the social role players involved in the wisdom outcome method. Our local social universe is relevant to the study of commerce and administration. Since writers like Seymour (2001) acknowledge the critical realism worldview, it is now acceptable to regurgitate their same beliefs. They believe that analysts can only make sense of the social universe's processes and happenings if they identify the underlying social substructures responsible for producing such events. Put another way; we see a tiny fraction of the broader picture. Using both empirical and theoretical methods from the social sciences, Igella (2014) argues that we may identify that which is beyond our control.

Selected philosophy: This investigation's positivist and interpretivist philosophical foundations are sturdy. Since the analyst and the researcher were unharmed, the researchers may remain optimistic. The study's goals were to determine whether the QWL affected workers' job satisfaction by collecting data from a large sample of employees and analyzing the results. Further, the analyst's goals included collecting information from a select group of administrators to learn more about their context, gain firsthand experience, and establish the foundations of their thinking (Kanten and Sadullah, 2012). This allowed for the development of interpretivism theories. Due to the frequent changes in actual things with variability in only one independent element, positivism or idealism has been used for this field. The purpose of doing so is to

identify shared features of the social system and to inspire new associations between those features. Furthermore, the fundamental notion underlying the interpretive ideology is the examination of events in their natural context, as well as the realization that it is difficult for an analyst to avoid influencing the events they investigate.

3.4.4 Research approach

The analytical method's meat and potatoes are the strategies for making the most of both procedures in a classroom setting. A conclusion is presented, along with evidence that the various research protocols may be combined to provide a comprehensive environment for the experiment. Jumbulingam (2015) argues that inductive and deductive reasoning are the "broader reasonable approaches." By contrast, deduction works backward, beginning with the broad and narrowing in on the specific; arguments based on experience or demonstration benefit most from an inductive approach, as described by his definition of inductive reasoning. A deductive strategy is ideal for logical disputes that adhere to rules, procedures, and predetermined goals. Here are a few examples:

Deductive:

Deductive reasoning involves drawing conclusions and putting them into practice based on generalizations drawn from established rules and everyday experience. It's a growing version of a single theory being tested repeatedly. This is often the first and foremost stage of investigation in the realm of fundamental scientific studies. Here, rules serve as the basis for the development, as they allow for the assumption of the event, foresee its occurrence, and make it possible to manage it (Kubendran et al., 2013). Khalili (2014) classifies the hierarchy levels through which a deductive analysis might follow: construct a theory (a testable hypothesis) about the relationship between the notion and its external world variables. Testing the specific result of the investigation (can be a trend for assuring the hypothetical points or demonstrating the urgency of its changes) and, if necessary, modifying the hypothesis as per the results. Analyzing the theory in working terminology shows accurately how the ideas or factors can be calculated and demonstrates a connection between two particular elements or concepts.

Inductive:

Inductive learning is a teaching method in which a student or researcher demonstrates an adequate number of specific cases to attain a particular law, manner, or piece of knowledge. It forces the subsequent adoption of such regulations, data, or procedures. The significance of the incident's context may be inferred from the results of empirical research using the induction method. Therefore, analytical study on small samples of subjects may be more reliable than research on large numbers of topics using methods like deduction. To create several facets and points about an event, analysts in this tradition prefer to work with high-quality data and use a variety of data-gathering methods.

Selected approach: The chosen method is either deductive or inductive, with the former beginning with a theory before examining an issue and testing that theory through observations to conclude (Crowther and Lancaster, 2009). Because this study relied on hypotheses about QWL and employee work satisfaction, the deductive method was used to arrive at the study's conclusions.

3.5 Research Strategy

According to Freyermuth (2007), strategic management implements a comparatively limited number of principles, research concepts, and logical selection practices. The research concepts implemented to enhance the research in strategic management need analytical strategies, improved theories, precise analytic methodologies, and practical techniques. The research concepts abide by the learning program. Organizing the learning governance performances that alleviate the costs of developing, dividing, and mixing the learning might have standardized and constructive inferences for the research concepts regarding strategic management. According to a study conducted by Chinomona and Mofokeng (2015), they display the actual uses of two consecutive ideas for assimilating the learning of the research techniques. The research concept elects the strategy of data collection, and it can be experimental, survey, case studies, observation, grounded theory, ethnography, etc.

3.5.1 Experimental

These studies are implemented for the relative estimation of a theory. In the year 1988, Merriam found that the most imperative factor of the experimental status is that they can be repeated.

3.5.2 Survey

According to Bhatti, Nawab, and Akbar (2011), the survey concept constitutes the data collection linked to a particular topic from several respondents, and it is easy to identify the patterns in the collected information.

3.5.3 Interview

In this procedure, the interrogator individually greets the informants and, one by one starts asking essential questions about the subject. Generally, the interrogator carries out a collection of queries and is asked accordingly. The interrogator successfully collects all the information from the separate informants by repeatedly examining them again and again. The interrogator needs to be efficiently knowledgeable and discreet to get the best relatable information from the informants. The interrogations, such as personal interviews or in-depth interviews, or the interviews through phone calls, can be conducted according to the study.

3.5.4 Case study

According to Brown et al. (2011), the case study of a particular subject consists of examining an incidence in its natural way. This type of study is helpful when you find the context of the incidence is vague.

3.5.5 Observation

According to Chehrazi and Shakib (2014), an observation study refers to a survey held to witness a particular incidence in its natural environment. This type is study helps provide approximate and illustrative data.

Selected strategy: The researcher has chosen a survey method since it allows for the assignment of a specific time frame for the research, which helps with both planning and providing the final outputs of the study.

3.6 Geographical Study

Located in the northern region of the Indian subcontinent, Jammu and Kashmir is a union territory of India (until October 31, 2019, a state) that is primarily based in the plains surrounding Jammu in the south and the Vale of Kashmir in the north.

Kashmir, of which the union territory is a part, has been a source of contention between India, Pakistan, and China ever since the partition of India and Pakistan in 1947. In August of 2019, legislation was approved that paved the way for Jammu and Kashmir to lose their statehood and become a union territory, with the Ladakh area being separated off to become its own union territory. The amendment took effect on October 31 of that year. However, many legal challenges to its validity persisted for years after that.

Jammu and Kashmir, a former princely state, is located in northern India and shares borders with the Indian states of Himachal Pradesh and Punjab to the south, Pakistan to the southwest, and the Pakistani-administered portion of Kashmir to the northwest. Srinagar in the summer and Jammu in the winter are the respective capitals. A total of 101,390 square kilometers or 16,309 square miles. Pop. (2011) 12,367,013.

History

The article Kashmir provides a regional context for the history of Jammu and Kashmir, both before and after Indian independence in 1947.

The line of control (cease-fire line) in the region was established in July 1949 as a result of fighting between India and Pakistan that began after Hari Singh, the Dogra maharaja of Kashmir, signed the Instrument of Accession in October 1947, officially joining Kashmir to the Indian union. Jammu (the Dogra dynasty's headquarters) and the Vale of Kashmir, both located in the area ruled by India, were known as Jammu and Kashmir. But both India and Pakistan maintain claims over all of Kashmir, and tensions around the border have remained high. The two sides have fought on occasion, most notably in 1965. India has also challenged Chinese rule over territory it annexed during Hari Singh. Meanwhile, it took many years, until 1957, for Jammu and Kashmir to become a recognized state.

Between its admission in 1947 and its suspension of statehood in 2019, the pro-India Jammu and Kashmir National Conference (JKNC) administered the state. The Indian National Congress (Congress Party) mostly filled the void between 1964 and 1975. There were also short times when the state was directly governed by the Indian federal government (1990–1996). Sheikh Muhammad Abdullah, the JKNC's founder and the country's first leader (prime minister until 1965 and chief minister after that), was removed from office in 1953 and spent the next 11 years in prison for his role in the movement to secede from Jammu and Kashmir from India. Abdullah reentered official service in 1975 and served as chief minister until he died in 1982. Farooq

Abdullah, his son, served as prime minister from 1982 to 1984, from 1986 to 1990, and from 1996 to 2002. His grandson, Omar Abdullah, governed from 2009 to 2015. The autonomy of Jammu and Kashmir was terminated in August 2019, and the Indian Constitution was applied in its entirety to the province. In October, it also approved a law reducing the state to the status of a union territory, giving the central government complete authority over its administration, and creating a new union territory out of the Ladakh area.

Demographic trends

Between 2001 and 2011, the population of Jammu and Kashmir increased by about a quarter, continuing a trend that began in the late 20th century. Nearly three-quarters of the population still resides in the region's towns and villages, although urbanization has expanded. Approximately 20% of the urban population calls Srinagar home. There are around 890 females for every 1,000 men in this population, a decrease from the sex ratio seen in the 2001 census (900 females per 1,000 males).

Economy of Jammu and Kashmir

- Agriculture

Most Jammu and Kashmiris grow food by cultivating a wide variety of crops on terraced slopes tailored to the region's specific climate and soil. Planting for rice, a significant food source, occurs in May, while harvesting occurs in late September. Major summer crops include corn, millet, pulses (legumes including peas, beans, and lentils), cotton, tobacco, and rice; major spring crops include wheat and barley. Near metropolitan markets or locations with enough water and organic soil are ideal places to cultivate many temperate fruits and vegetables. Silk farming, or sericulture, is also common. Apples, pears, peaches, walnuts, almonds, and cherries are all abundant in the Vale of Kashmir, making them a valuable export for the union territory of Kashmir. The valley is also the only place on the Indian subcontinent where saffron is grown. Vegetables and flowers are cultivated extensively on reclaimed marshland or artificial floating gardens, with lake edges especially favorable for agriculture. Fish and water chestnuts may also be found in the lakes and rivers.

- Resources and power

Jammu is home to most of the union territory's mineral and fossil fuel reserves. Udhampur has bauxite and gypsum resources, whereas Jammu has a slight natural gas reservoir. Limestone, coal, zinc, and copper may be found among other minerals.

Throughout the world, people are squeezing into limited spaces and using up all the resources they can access.

Hydroelectric and thermal generating facilities provide power for industrial growth based on local raw resources, which have been built to electrify all significant cities and towns and the vast majority of the villages. Chineni and Salal, as well as the upper Sind and lower Jhelum rivers, are home to significant power plants. The Chenab River in the territory's southwestern corner is a prime location for hydropower generation, although the Indus, Jhelum, and Ravi River basins all have considerable potential. Although at the beginning of the 21st century, only a tiny portion of such potential was being used, by the end of the 2010s, a considerable number of projects in different stages of design or construction were meant to increase the union territory's producing capacity significantly.

Constitutional framework

Until 2019, Jammu and Kashmir were semi-independent states inside the Indian federal government. The Constitution (Application to Jammu and Kashmir) Order, 1954, established special provisions for Jammu and Kashmir inside the Indian Constitution to ensure the state's autonomy within the Indian Republic. The President of India appoints a governor to lead a state, supported by an elected chief minister and a council of ministers. The larger Legislative Assembly (Vidhan Sabha) was made up of dozens of representatives elected from single-seat constituencies, while the smaller Legislative Council (Vidhan Parishad) was made up of dozens of representatives elected by political parties, local administrative bodies, and educational institutions, with a select few appointed by the governor. Regarding military, foreign policy, and internal communications, the federal government possessed direct legislative authority but had indirect influence over citizenship, Supreme Court jurisdiction, and emergency powers.

In August 2019, the central government essentially suspended Jammu and Kashmir's constitution, and in October, the state was legally split into Jammu and Kashmir territory and Ladakh territory. By the new structure, Jammu and Kashmir is now governed by a lieutenant governor selected by the Indian president, who appoints a chief minister and a council of ministers. The reform also established a Legislative Assembly, whose members are elected for staggered five-year terms but who may be removed from office at any time by the lieutenant governor. Union administration (via the lieutenant governor as its representative) has constitutional jurisdiction over

questions of public order and police, as opposed to state legislatures. The territory sends five directly elected MPs to the Lok Sabha (lower chamber) and four members to the Rajya Sabha (upper chamber), chosen by the combined Legislative Assembly and Council. The president of India appoints a chief justice and 11 other judges to serve on the High Court that both Jammu and Kashmir and the union region of Ladakh share.

3.7 Sample Size and Units

The sample size of 403 seems reasonable, mainly if it is adequately distributed across the different levels of hotel staff. However, it would be helpful to have more details on how the sample size was determined or if any power analysis was conducted to ensure the adequacy of the sample.

The sample unit includes staff level, supervisors/supervisors, and senior managers of well-known hotels in Jammu and Kashmir, which appears appropriate given the focus on talent management and organizational performance.

3.8 Sampling Techniques

Sampling is a systematic process used to select a representative subset of a larger population to ensure accurate and generalizable research findings. According to Chen and Lee (2015), sampling involves selecting a fraction of data from a vast dataset, where the insights gained from the sample can be extended to the entire population. To maintain scientific rigor, researchers must carefully define the target population, establish a clear sampling frame, and justify the selected sampling method to ensure reliability and validity. Lee and Chen (2013) emphasize the importance of a sampling frame, which is a structured list of individuals or elements from which the sample is drawn, ensuring that every unit has a fair chance of selection.

In this study, probability sampling has been adopted to ensure scientific accuracy and minimize bias. Probability sampling methods, such as simple random sampling, stratified sampling, and systematic sampling, provide each unit within the population with a known and non-zero chance of being selected.

1. **Simple Random Sampling (SRS):** This method ensures that every individual in the population has an equal chance of being selected, thereby eliminating

selection bias. It is particularly useful for studies requiring an unbiased representation of the population.

2. **Stratified Random Sampling:** When the population consists of distinct subgroups (strata) with unique characteristics, stratified sampling ensures proportional representation by selecting samples from each subgroup. This technique enhances precision by reducing variability within the strata.

3. **Systematic Sampling:** This method involves selecting every nth individual from a predefined sampling frame. It is a structured and efficient approach that maintains randomness while improving operational feasibility.

For this research, **stratified random sampling** has been chosen to ensure fair representation of different hotel categories, employee roles, and geographic locations in Jammu & Kashmir. By categorizing hotels into segments (e.g., luxury, mid-range, and budget hotels) and selecting proportional samples from each, this technique ensures comprehensive coverage and minimizes sampling bias.

Using a scientific approach to sampling enhances the reliability and generalizability of the findings, making the study more robust and applicable to the broader hotel industry in Jammu & Kashmir.

3.9 Data Collection Methods

Data collection is considered an essential aspect of the procedure, and the techniques of collecting data are categorized into two methods: primary and secondary.

3.9.1 The method of secondary data collection

It involves the rechecking of the knowledge according to the problem from the previous research works done by the researchers for collecting data, and that can be done within no time and is cost-effective compared to that of the primary data collection methodology. "The secondary data collection method is done with the help of the internal sources, which include the consumer database from the organization or with the help of external sources such as books, magazines, journals, websites, etc."

3.9.2 The method of primary data collection

The primary methodology includes three different types of methods; they are:

1. Observation research

2. Quantitative research
3. Qualitative research

Observation Research

This type of method defines that an individual's behavior is decisive and sensitive to great values and beliefs. Observation research can widely vary from a well-structured behavior in detailed notation by the checklists to a holistic approach to describing the events and behavior. Dixit and Bhati (2012) concluded that participant observation is a procedure that allows the researchers to adopt the advanced abilities of the individuals under study in the natural environment with the help of observing and getting along in those daily activities. Emhan (2012) defines observation research as "the systematic description of the events, behaviors, artifacts in the social setting chosen for study."

Quantitative Research

This type of research mainly focuses on measuring the amount, then compares it with the previous data collection, and tries to save and display it shortly. In social sciences, quantitative research is the "systematic empirical investigation of the quantitative properties and phenomena and their relationships." The main motive of quantitative analysis is to create and implement mathematical models, hypotheses, or related theories that are subject to the phenomena. The entire measurement method is focused on quantitative research as it offers an essential connection between the empirical observations and the mathematical expressions of the quantitative affiliations. Among all the others, the primary branch of mathematics in quantitative research is statistics. The methods that are implemented in statistics are extensively marketed in fields like economics and commerce.

Qualitative research

The researchers that work for qualitative research depend extensively on the deep interrogation processes. Gelaidan and Ahmad (2013) described the interrogation procedures as "a conversion with a purpose." It could be a complete concept or one of the many methods used. Interrogation widely varies according to the prior structure and the respondent responding to the interrogator. John and Taylor (1999) concluded the interrogations into three major classifications:

- The informal conventional interview
- The general interview guide approach

- The standardized and open-ended interview

3.10 Tools for Data Analysis

The use of descriptive measures like mean and standard deviation is a common approach to summarizing survey data. Graphical representation of data using charts can enhance the presentation of results and aid in better understanding patterns and trends.

It's good to see the plan to use both parametric and non-parametric tests like the Chi-square test, regression, and ANOVA to analyze the data. These tests can help you explore relationships and differences between variables and test the hypotheses formulated for the study.

3.11 Ethical Issues

Research involving human participant's raises several questions, such if similar studies have been undertaken, whether similar findings have been found, etc., and they must be answered as soon as possible. This conclusion is based solely on analyzing the literature review and the need for the study's overarching generalization. When using experimental modifications, some individuals may be assigned to control and hence not get the beneficial treatments; this is something that researchers must consider.

This issue has to be considered, and it may be handled after the research is done. The researcher shouldn't coerce anybody into answering the questions; everyone involved should do it voluntarily. Researchers have an ethical obligation to protect the privacy of study participants whose information was gathered for scientific advancement.

3.12 Accessibility Issues

According to Ma et al. (2011), the primary data collection was slowed down by the staff's reluctance to participate in the questioning due to an agreement of secrecy between them and the organization and the employees' reluctance to participate in the study. The researcher assured the workers that their identities and the interview and survey results would be kept secret and safe under these everyday circumstances.

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CHAPTER 4: DATA ANALYSIS

4.1 Introduction

The hospitality sector relies heavily on its employees, making talent management procedures vital to its success. The hotel business in Jammu and Kashmir is an excellent place to observe the implementation and success of Talent Management practices. As a service industry, hospitality relies heavily on its employees to deliver a positive customer experience. Effective talent management practices are crucial for a hotel's performance because the quality of its personnel is directly proportional to the hotel's level of success.

Jammu and Kashmir is a major tourist destination that attracts tourists worldwide, making the hotel industry a great case study for applying talent management principles. Therefore, hotels in this area must compete with one another to attract and keep the best and brightest to meet their guests' needs.

To better understand how hotels in Jammu and Kashmir attract, develop, and retain their staff, a study of Talent Management practices in the business is warranted. That is why the study on talent management practices in the hotel industry, a study of Jammu & Kashmir, has taken place wherein data of 403 employees have been gathered from various hotels in J&K. Here, the objective of the study is to assess the factors associated with talent management, and then evaluate the impact of the identified factors on the employee productivity.

SPSS software is used to evaluate the results at a 95% confidence level, and data reliability is evaluated to assess the internal consistency of the data. Overall there are 59 statements on talent management and three statements on employee productivity. Besides that, there are six questions on the socio-demographic profile of the employee. All the sampled employees currently work in various hotels in Jammu and Kashmir.

In the present study, the **choice of analytical methods—namely ANOVA, Chi-square tests, and Exploratory Factor Analysis (EFA)**—was guided by the research objectives, the nature of data collected, and the intended scope of analysis. The study adopted a **quantitative survey-based approach** to capture perceptions of hotel employees on various dimensions of talent management practices and their influence on organizational performance in the context of Jammu and Kashmir. These methods

were chosen for their **reliability, interpretability, and suitability for the dataset**, especially considering the relatively moderate sample size and the primary objective of identifying statistically significant relationships and factor structures.

ANOVA and Chi-square tests were used to explore group differences and associations among categorical and continuous variables, while **EFA** enabled the identification of underlying dimensions within the talent management and organizational performance constructs. These tools were adequate for the study's scope and met the analytical needs in line with the research questions posed.

That said, the value of SEM is fully acknowledged, especially for future research that aims to test a **conceptual model with hypothesized causal pathways** between multiple variables. The researcher recognizes that SEM could offer a more holistic view of the interdependencies among constructs such as recruitment, training, retention, and their collective impact on employee performance and organizational outcomes. Its application would be particularly beneficial in future work that seeks to **validate theoretical models or develop a structural framework** for talent management strategies in the hospitality industry.

In conclusion, while the current methodology remains aligned with the study's scope and available resources, the feedback regarding SEM is taken constructively. It will certainly inform the methodological design of **future research extensions**, particularly those involving larger sample sizes and theory-driven models requiring confirmatory analysis.

4.2 Reliability

Cronbach's alpha is a measure of internal consistency reliability used to evaluate the consistency or reliability of a scale or test. In psychology and other social sciences, it is frequently used to determine the dependability of questionnaires and surveys. Higher values of Cronbach's alpha coefficient indicate higher reliability or consistency. A value of 0 indicates that the measured items' internal consistency is low, while a value of 1 indicates higher internal consistency. Cronbach's alpha coefficients of 0.70 or higher are acceptable for research purposes, although some researchers may use a higher cutoff of 0.80 or 0.90, depending on the specific context. Here in the study, minimum internal consistency of 0.70 has been taken, which is given by the professor (Cronbach, 1951).

It is important to note that Cronbach's alpha only assesses internal consistency reliability and does not provide test-retest or inter-rater reliability information. Cronbach's alpha additionally implies that all items measure the same underlying construct or trait. If different constructs are measured by separate entities, Cronbach's alpha coefficient may be lower than expected.

Further, Cronbach's alpha is a useful tool for assessing the reliability of scales and assessments, but it should be combined with other measures of reliability and validity to ensure that the instrument is measuring what it is intended to measure.

The value of Cronbach Alpha for this sample of 403 hotel employees is 0.911 for 59 items. The alpha value achieved exceeds the permissible upper limit of 0.70 (Cronbach, 1951). (Nunnally, 1978). As a result, it can be inferred that the data acquired does not include any biases. However, at the parameter level, the alpha values are as follows talent acquisition (TA) 0.899 for 7 statements, leadership and talent development (LATD) 0.950 for 15 statements, performance management (PM) 0.920 for 11 statements, reward and recognition (RAR) 0.876 for 9 statements, talent retention (TR) 0.936 for 14 statements, and employer productivity (EP) 0.81 for 3 statements.

Table 4.1: Overall Reliability Alpha Values

		N	%	Overall Reliability	No. of Items
Cases	Valid	403	100.0	0.911	59
	Excluded	0	0.0		
	Total	403	100.0		
a. Listwise deletion based on all variables in the procedure.					

Table 4.2: Alpha Values at a Parameter level

Parameters	Cronbach's Alpha	N of Items
TA	0.899	7
LATD	0.950	15
PM	0.920	11

RAR	0.876	9	
TR	0.936	14	
EP	0.81	3	

Further, internal consistency has been measured at a statement level, wherein the alpha value ranges between 0.811 to 0.949 with a mean value of 3.03 and a deviation of 1.16. This Number is useful in determining whether or not the test or questionnaire has a consistent internal structure. According to the results, all the questionnaire statements are valid for further analysis.

Table 4.3: Item Statistics at a Statement Level

Statements	Mean	Std. Deviation	N	Cronbach's Alpha
TA-1	4.2233	0.84920	403	0.885
TA-2	4.1216	0.86249	403	0.885
TA-3	4.0273	0.89596	403	0.889
TA-4	4.1464	0.90927	403	0.888
TA-5	4.2531	1.05352	403	0.883
TA-6	3.8809	1.04891	403	0.876
TA-7	3.7692	1.05983	403	0.884
LATD-1	2.9653	1.16704	403	0.947
LATD-2	3.2357	1.25643	403	0.948
LATD-3	3.3648	1.45529	403	0.949
LATD-4	3.1886	1.20495	403	0.946
LATD-5	3.0372	1.10903	403	0.948
LATD-6	3.0819	1.13328	403	0.947
LATD-7	2.9826	1.03530	403	0.947
LATD-8	2.9876	1.15786	403	0.946
LATD-9	3.1737	1.18431	403	0.946
LATD-10	3.2680	1.40986	403	0.945
LATD-11	3.2779	1.40085	403	0.947
LATD-12	3.2481	1.42052	403	0.946
LATD-13	3.2655	1.40945	403	0.946
LATD-14	3.3102	1.42143	403	0.947

LATD-15	3.2878	1.46145	403	0.948
PM-1	4.1935	0.87375	403	0.914
PM-2	4.1067	0.86446	403	0.913
PM-3	4.0174	0.89620	403	0.915
PM-4	4.1241	0.92478	403	0.914
PM-5	4.2308	1.06684	403	0.909
PM-6	3.8586	1.05205	403	0.909
PM-7	3.7519	1.05706	403	0.912
PM-8	3.9529	1.07678	403	0.907
PM-9	4.1340	1.13598	403	0.917
PM-10	3.7072	1.03598	403	0.919
PM-11	3.9156	1.06870	403	0.915
RAR-1	3.5062	1.35008	403	0.890
RAR-2	3.7320	1.16228	403	0.873
RAR-3	3.8238	1.06094	403	0.868
RAR-4	3.6278	1.17199	403	0.875
RAR-5	3.8015	1.07217	403	0.863
RAR-6	3.7419	1.36331	403	0.848
RAR-7	3.5112	1.22037	403	0.850
RAR-8	3.5261	1.25432	403	0.853
RAR-9	3.6228	1.33147	403	0.840
TR-1	2.5757	1.17228	403	0.932
TR-2	2.7270	1.44551	403	0.932
TR-3	2.9504	1.61385	403	0.939
TR-4	2.6998	1.28778	403	0.929
TR-5	2.6700	1.17722	403	0.932
TR-6	2.6179	1.24104	403	0.930
TR-7	2.5931	1.12110	403	0.930
TR-8	2.5782	1.19106	403	0.930
TR-9	2.7618	1.28436	403	0.929
TR-10	2.7643	1.54743	403	0.930
TR-11	2.7767	1.44716	403	0.928

TR-12	2.7395	1.55468	403	0.932
TR-13	2.7916	1.46475	403	0.931
TR-14	2.7196	1.53509	403	0.932
EP1	1.0645	0.24598	403	0.811
EP2	1.5931	0.49188	403	0.811
EP3	1.2730	0.44603	403	0.812

The reliability Cronbach Alpha test is a valuable tool for researchers to determine the reliability of their research, as Nunnally (1978) stated. When it comes to the hotel industry, reliability refers to the degree of uniformity that may be observed in studies and evaluations. It is important to keep in mind that a scale that gives you a reading that is inconsistent with that of other scales is not very useful. Sample size can also affect reliability as measured by Cronbach's Alpha. Despite this, the research discovered appropriate and significant data. According to ANOVA and Cochran's Test, the Cochran's Q statistic and the data's considerable value at the overall level is (F=6832.537, sig=0.000), and at a parameter level, the values are as follows TA (F=178.9, sig=0.000), LATD (F=133.1, sig=0.000), PM (F=239.2, sig=0.000), RAR (F=58.88, sig=0.000), TR (F=58.33, sig=0.000), and EP (F=236.5, sig=0.000).

Table 4.4: ANOVA with Cochran's Test

Parameter level			Sum of Squares	df	Mean Square	Cochran's Q	Sig
Overall	Between People		5398.933	402	13.430		
	Within People	Between Items	11548.368	58	199.110	6832.537	0.000
		Residual	27958.412	23316	1.199		
		Total	39506.780	23374	1.690		
	Total		44905.713	23776	1.889		
	Grand Mean = 3.3030						
TA	Between People		1611.184	402	4.008		
	Within People	Between Items	77.745	6	12.958	178.939	0.000
		Residual	972.826	2412	0.403		
		Total	1050.571	2418	0.434		

	Total		2661.755	2820	0.944		
	Grand Mean = 4.06						
LATD	Between People		5906.161	402	14.692		
	Within People	Between Items	99.652	14	7.118	133.118	0.000
		Residual	4123.948	5628	0.733		
		Total	4223.600	5642	0.749		
	Total		10129.761	6044	1.676		
	Grand Mean = 3.18						
PM	Between People		2506.453	402	6.235		
	Within People	Between Items	125.896	10	12.590	239.260	0.000
		Residual	1994.649	4020	0.496		
		Total	2120.545	4030	0.526		
	Total		4626.998	4432	1.044		
	Grand Mean = 4.00						
RAR	Between People		2732.935	402	6.798		
	Within People	Between Items	50.245	8	6.281	58.887	0.000
		Residual	2700.644	3216	0.840		
		Total	2750.889	3224	0.853		
	Total		5483.824	3626	1.512		
	Grand Mean = 3.65						
TR	Between People		5775.537	402	14.367		
	Within People	Between Items	54.406	13	4.185	58.339	0.000
		Residual	4831.451	5226	0.925		
		Total	4885.857	5239	0.933		
	Total		10661.394	5641	1.890		
	Grand Mean = 2.71						
EP	Between People		64.018	402	0.159		
	Within People	Between Items	57.127	2	28.563	236.527	0.000

	Residual	137.540	804	0.171	
	Total	194.667	806	0.242	
Total		258.685	1208	0.214	
Grand Mean = 1.3102					

4.3 Demographic Profile of an Employee

Depending on the hotel's size and kind and the duties and responsibilities of each position, the typical staff demographics can change significantly. Nonetheless, some potential broad demographic features of hotel staff members include employee age, gender, marital status, salary, qualification, experience etc. In the study, hotel workers' age varies from 18-60 years, depending on the nature of job and the desired level of expertise. On the other hand, while men have traditionally held most hotel business jobs, women are increasingly filling supervisory and managerial positions in recent years. Workers in the hospitality industry may have anywhere from a high school certificate to a postgraduate degree. Here, employees can speak two or more languages: depending on the hotel's location and customer, many personnel speak English, Urdu, or Hindi. Hotels in J&K, can be found in both urban and tourist hotspots and more remote places, and the demographics of their staff may change as a result. The typical hotel worker comes from a wide range of backgrounds and can look very different from one to the next.

4.3.1 Number of years of working in the present company

According to the results of the demographic profile of the sampled employees, 28.5% of employees have at least 3-5 years of working experience in the current organization, followed by 1-2 years (24.8%) and less than a year 23.6%. Besides that, 23.1% of employees have more than 5 years of working experience in the same organization. 76.4% of employees have more than a year of experience in the same organization. This is because J&K has insufficient numbers of dedicated and competent workers (Mohammad et al., 2019).

Table 4.5: No. of Years of Working in a Present Company

No. of Years of Working in a Present Company	Frequency	Percent

< 1 Year	95	23.6%
1-2 year	100	24.8%
3-5 years	115	28.5%
> 5 years	93	23.1%
Total	403	100.0%
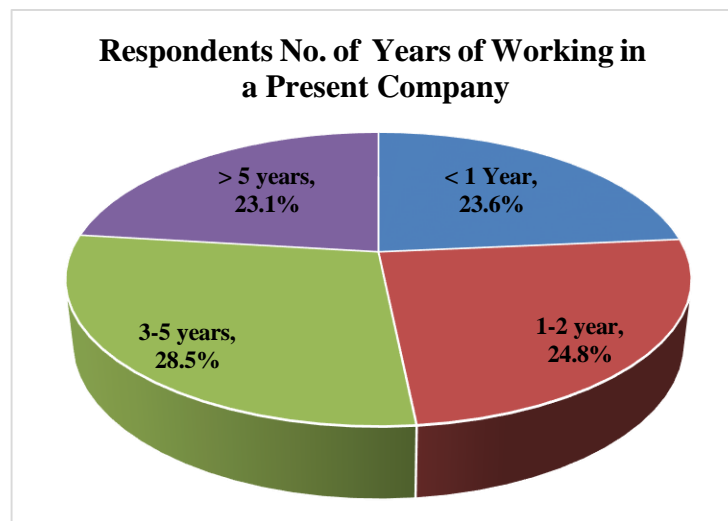
Figure 4.1: No. of Years of Working in a Present Company

4.3.2 Salary

Further, in terms of salary, 26.8% of employee's salary is less than 25,000 a month, followed by Rs. 25,001 - Rs. 30,000 (23.3%), Rs. 30,001 - Rs. 35,000 (26.6%), and Rs. 35,001 - Rs. 40,000 (23.3%).

Table 4.6: Salary

Salary	Frequency	Percent
< Rs. 25,000	108	26.8%
Rs. 25,001 - Rs. 30,000	94	23.3%
Rs. 30,001 - Rs. 35,000	107	26.6%
Rs. 35,001 - Rs. 40,000	94	23.3%
Total	403	100.0%
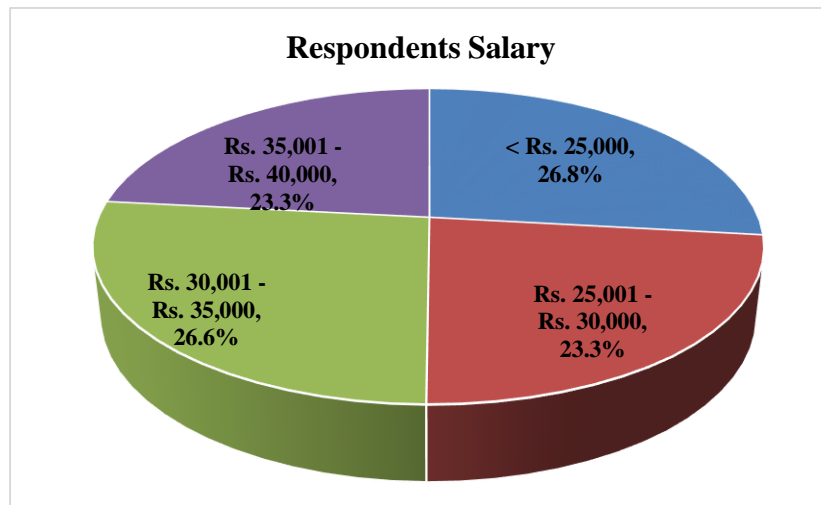
Figure 4.2: Salary

4.3.3 Gender

Among gender break-up, 77.9% of them (employees) are male, followed by female 22.1%. According to (Akmali, 2022), poll conducted by the government says that, Jammu and Kashmir have one of the lowest percentages of female employees compared to male employees among legislators, senior officials, and managers. The percentage stands at 4.8 percent, which holds true in the case of the collected data. A huge difference is found in the male and female employee's contribution to the survey form.

Table 4.7: Gender

Gender	Frequency	Percent
Male	314	77.9%
Female	89	22.1%
Total	403	100.0%
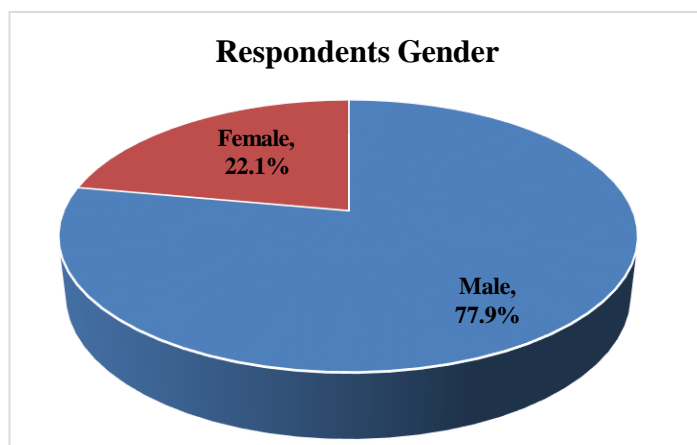
Figure 4.3: Gender

4.3.4 Marital Status

Furthermore, 83.6% of employees are married, and the remaining 16.4% are unmarried. According to (Anita et al., 2998), Child marriage is widely seen as a significant obstacle to social and economic progress in India, in addition to being a major cause for concern over women's health. Here the author emphasizes that girls are forced into marriage at a young age despite having many goals and aspirations, which contributes to the gender gap that already exists in the country. The gender gap in the country widens due to the forced marriage of children, even though girls have many hopes and ambitions.

Table 4. 8**: Marital status**

Marital status	Frequency	Percent
Married	337	83.6%
Unmarried	66	16.4%
Total	403	100.0%
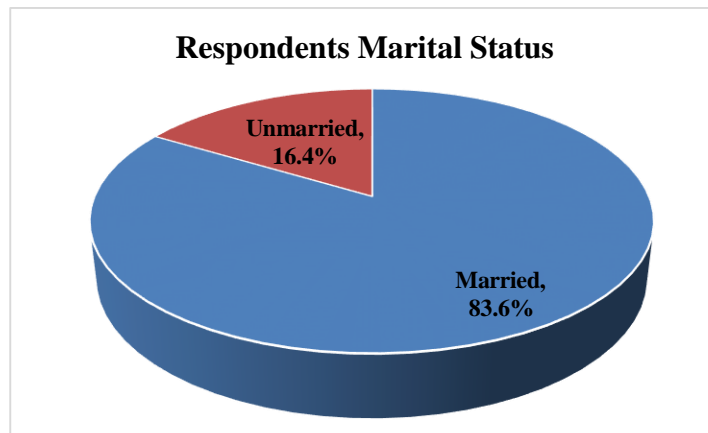
Figure 4.4: Marital status

4.3.5 Age

The age of the sampled respondents is as follows less than 30 years (38.0%), 31-45 years (44.4%), 46-60 years (15.1%), and more than 60 years (2.5%).

Table 4.9: Age

Age	Frequency	Percent
< 30 years	153	38.0%
31-45 years	179	44.4%
46-60 years	61	15.1%
> 60 years	10	2.5%
Total	403	100.0%
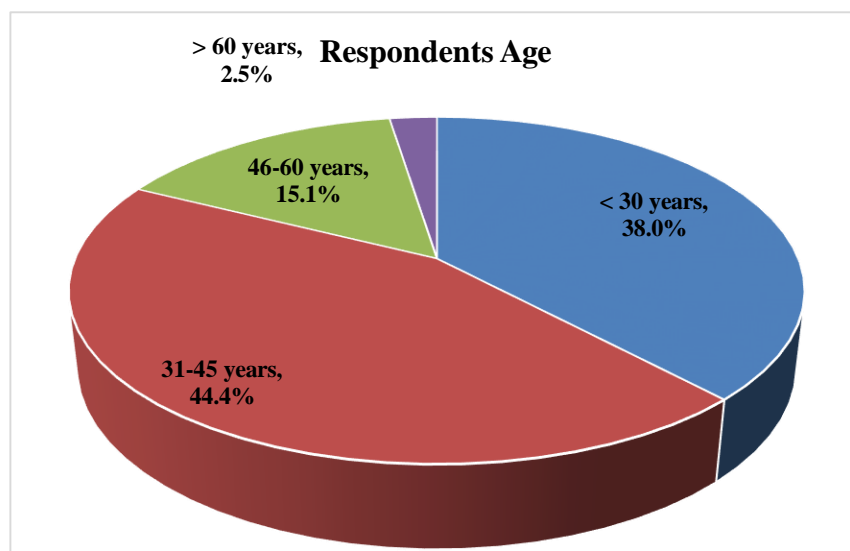
Figure 4.5: Age

4.3.6 Highest Level of Education

Regarding qualification, 35% of employees hold a diploma, followed by Bachelor's or Master's degree 65%.

Table 4.10: Highest Level of Education

Highest Level of Education	Frequency	Percent
Diploma	141	35.0%
Bachelor's degree	131	32.5%
Master's degree	131	32.5%
Total	403	100.0%
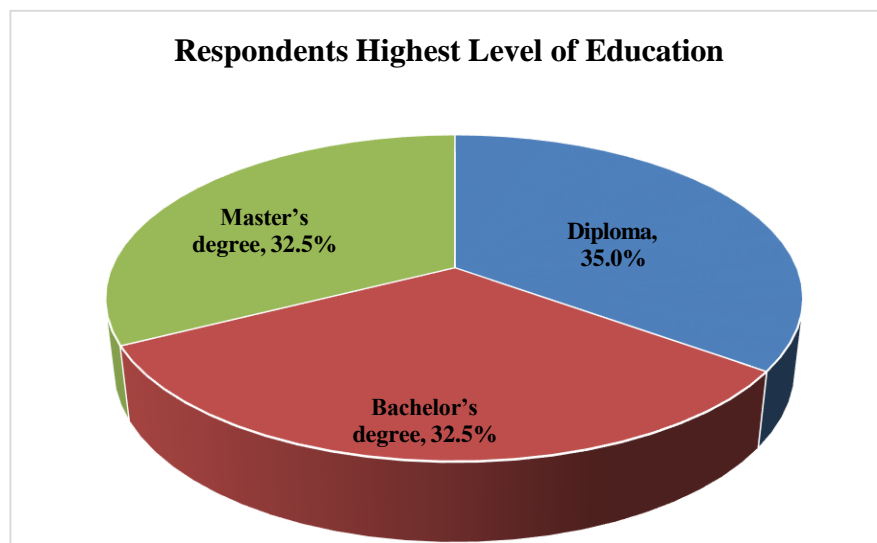
Figure 4.6: Highest Level of Education

4.4 Relevance of Talent Management Practices

Talent management practices are essential in the hospitality industry; because of the intense competition in the hotel sector. Recruiting and keeping competent personnel is necessary if one wishes to succeed in this industry. Hotels can improve their ability to retain their finest staff by using effective talent management practices. The hospitality sector is in a state of perpetual change, which means that person needs to continue expanding their skill sets to maintain their position in the market. Employees can be assisted in acquiring new skills and remaining current with industry trends through talent management practices such as training and development programs.

Nowadays, improving the engagement and motivation of employees has become necessary. Employees engaged in their work and motivated to become more productive and deliver superior customer service. Increasing employee engagement and motivation is possible for hotels through talent management practices such as performance management and recognition programs. In the study, there are 56 statements of talent management, in which EFA (exploratory factor analysis) is used to uncover the underlying structure of a relatively large set of variables. According to the results, KMO and Bartlett's Test of talent management practices is close to 0.919 and 0.000, with a chi-square value of 15702.587. As per the statistician Kaiser-Meyer-Olkin and (Watkins, 2018), a KMO value higher than 0.80 is considered adequate for the analysis. Further, as per Bartlett's Test of Sphericity, a significant value lesser than 0.05 is considered sufficient for the examination (S., 1954) and (Watkins, 2018).

Table 4.11: KMO and Bartlett's Test of Talent Management Practices

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.919
Bartlett's Test of Sphericity	Approx. Chi-Square	15702.587
	df	1431
	Sig.	0.000

Further, in the commonalities of talent management practices, each statement is determined by the cause. When the commonality value is closer to 1, it indicates that the variables are being described by the factors to a greater extent. In the below statements, values higher than 0.50 are considered for factor identification.

Table 4.12: Communalities of Talent Management Practices

Statement	Initial	Extraction
TA-1	1	0.659
TA-2	1	0.634
TA-3	1	0.592
TA-4	1	0.561
TA-5	1	0.702

TA-6	1	0.714
TA-7	1	0.652
LATD-1	1	0.688
LATD-2	1	0.679
LATD-3	1	0.621
LATD-4	1	0.655
LATD-5	1	0.612
LATD-6	1	0.639
LATD-7	1	0.735
LATD-8	1	0.753
LATD-9	1	0.710
LATD-10	1	0.685
LATD-11	1	0.651
LATD-12	1	0.667
LATD-13	1	0.641
LATD-14	1	0.621
LATD-15	1	0.612
PM-1	1	0.607
PM-2	1	0.646
PM-3	1	0.589
PM-4	1	0.566
PM-5	1	0.687
PM-6	1	0.717
PM-7	1	0.642
PM-8	1	0.734
PM-10	1	0.477
PM-11	1	0.543
RAR-2	1	0.463
RAR-3	1	0.503
RAR-4	1	0.455
RAR-5	1	0.518
RAR-6	1	0.770

RAR-7	1	0.727
RAR-8	1	0.716
RAR-9	1	0.816
TR-1	1	0.690
TR-2	1	0.577
TR-3	1	0.553
TR-4	1	0.714
TR-5	1	0.609
TR-6	1	0.630
TR-7	1	0.739
TR-8	1	0.677
TR-9	1	0.655
TR-10	1	0.636
TR-11	1	0.721
TR-12	1	0.713
TR-13	1	0.704
TR-14	1	0.559
Extraction Method: Principal Component Analysis.		

Further, 64.51% of the data can be explained by the identified 5 factors. The eigenvalues from these factors are higher than 1. These eigenvalues have been determined via varimax of the principle component matrix. Overall, five factors of talent management have been identified, whose factor loading are as follows leadership and talent development (0.753), talent retention (0.751), reward and recognition (0.729), performance management (0.724), and talent acquisition (0.689).

Table 4.13: Initial Eigenvalues of Talent Management Practices

Component	Initial Eigenvalues			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	12.231	22.65	22.65	9.18	17	17
2	9.306	17.234	39.884	7.605	14.083	31.083
3	5.393	9.988	49.871	5.298	9.81	40.893
4	3.871	7.169	57.04	5.204	9.636	50.529

5	1.739	3.221	60.262	4.642	8.596	59.125
6	0.205	2.231	62.493	1.677	3.106	
7	0.091	2.02	64.513	1.232	2.281	

Table 4.14: Factors Associated with Talent Management Practices

Statements	Leadership and Talent development	Talent Retention	Performance Management	Talent Acquisition	Reward and Recognition
LATD-8	0.820				
LATD-9	0.819				
LATD-7	0.797				
LATD-10	0.796				
LATD-4	0.795				
LATD-6	0.788				
LATD-11	0.772				
LATD-5	0.761				
LATD-12	0.749				
LATD-14	0.740				
LATD-1	0.732				
LATD-13	0.727				
LATD-2	0.683				
LATD-15	0.681				
LATD-3	0.637				
TR-7		0.844			
TR-11		0.841			
TR-4		0.836			
TR-8		0.819			
TR-6		0.788			
TR-9		0.785			
TR-10		0.774			
TR-5		0.760			
TR-14		0.687			

TR-2		0.684		
TR-13		0.606		
TR-12		0.585		
PM-6			0.793	
PM-8			0.766	
PM-2			0.760	
PM-7			0.747	
PM-3			0.712	
PM-1			0.697	
PM-5			0.671	
PM-4			0.647	
TA-6				0.808
TA-7				0.756
TA-2				0.754
TA-3				0.727
TA-1				0.709
TA-5				0.693
TA-4				0.640
PM-11				0.572
PM-10				0.541
RAR-9				0.861
RAR-8				0.830
RAR-7				0.814
RAR-6				0.772
RAR-5				0.699
RAR-3				0.667
RAR-2				0.611
RAR-4				0.579
Extraction Method: Principal Component Analysis.				

According to the study, the first factor of talent management practices is leadership and talent development, with a factor loading of 75.3%. The second factor is talent retention, with a factor loading of 75.1%. The third factor is reward and recognition,

with a factor loading of 72.9%. The fourth factor is performance management, with a factor loading of 72.4%, and the last factor is talent acquisition, with a factor loading of 68.9%.

Overall, improving the whole experience of hotel guests is the primary focus of the hospitality sector, which exists to serve guests with unforgettable stays. Hotels can deliver a better experience for their guests by using the identified talent management practices such as recruiting qualified individuals, providing adequate training, and recognizing and rewarding great performance.

Hotels must have efficient personnel management practices to attract and keep top talent, enhance employee skills, increase employee engagement and motivation, and create excellent guest experiences.

4.5 Assess the Impact of Socioeconomic Background on the Satisfaction Level of TM Practices

A non-parametric chi-square test has been utilized to investigate the relationship between a person's socioeconomic status and level of contentment with talent management practices. The study considers socio-demographic factors such as age, gender, and years of working experience, marital status, etc., which have been considered for analysis.

4.5.1 Number of years of working in the present company

According to the results, talent management practices such as TA (chi-square=14.79, sig=0.009), LATD (chi-square=26.30, sig=0.009), RAR (chi-square=13.23, sig=0.035), and TR (chi-square=13.18, sig=0.035) are significantly impacted due to the number of years of employees working in the same organization. As the working tenure increases, an organization should work on employee's talent acquisition, leadership and talent development, reward and recognition, and also talent retention,

Table 4.15: Number of years of working in the present company

Responses	Number of years of working in present company				Total	Chi-Square Value	df	Sig.
	< 1 Year	1-2 year	3-5 years	> 5 years				

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TA	Disagree	7 (1.7%)	4 (0.9%)	16 (3.9%)	7 (1.7%)	34 (8.4%)	14.791[a]	9	0.01
	Neutral	4 (0.9%)	11 (2.7%)	11 (2.7%)	13 (3.2%)	39 (9.6%)			
	Agree	51 (12.6%)	56 (13.8%)	49 (12.1%)	42 (10.4%)	198 (49.1%)			
	Strongly Agree	33 (8.1%)	29 (7.1%)	39 (9.6%)	31 (7.6%)	132 (32.7%)			
Total		95 (23.5%)	100 (24.8%)	115 (28.5%)	93 (23%)	403 (100%)			
LATD	Strongly Disagree	2 (0.4%)	1 (0.2%)	5 (1.2%)	4 (0.9%)	12 (2.9%)	26.308[a]	12	0.01
	Disagree	23 (5.7%)	26 (6.4%)	44 (10.9%)	23 (5.7%)	116 (28.7%)			
	Neutral	9 (2.2%)	17 (4.2%)	15 (3.7%)	16 (3.9%)	57 (14.1%)			
	Agree	57 (14.1%)	56 (13.8%)	51 (12.6%)	50 (12.4%)	214 (53.1%)			
	Strongly Agree	4 (0.9%)	0 (0%)	0 (0%)	0 (0%)	4 (0.9%)			
Total		95 (23.5%)	100 (24.8%)	115 (28.5%)	93 (23%)	403 (100%)			
PM	Disagree	10 (2.4%)	5 (1.2%)	17 (4.2%)	8 (1.9%)	40 (9.9%)	13.352[a]	9	0.15
	Neutral	4 (0.9%)	10 (2.4%)	9 (2.2%)	5 (1.2%)	28 (6.9%)			
	Agree	57 (14.1%)	59 (14.6%)	52 (12.9%)	58 (14.3%)	226 (56%)			
	Strongly Agree	24 (5.9%)	26 (6.4%)	37 (9.1%)	22 (5.4%)	109 (27%)			
Total		95 (23.5%)	100 (24.8%)	115 (28.5%)	93 (23%)	403 (100%)			
RAR	Strongly	0 (0%)	0 (0%)	0 (0%)	1	1	13.234[a]	12	0.04

	Disagree				(0.2%)	(0.2%)		
	Disagree	22 (5.4%)	19 (4.7%)	17 (4.2%)	13 (3.2%)	71 (17.6%)		
	Neutral	24 (5.9%)	17 (4.2%)	20 (4.9%)	18 (4.4%)	79 (19.6%)		
	Agree	33 (8.1%)	41 (10.1%)	58 (14.3%)	40 (9.9%)	172 (42.6%)		
	Strongly Agree	16 (3.9%)	23 (5.7%)	20 (4.9%)	21 (5.2%)	80 (19.8%)		
Total		95 (23.5%)	100 (24.8%)	115 (28.5%)	93 (23%)	403 (100%)		
TR	Strongly Disagree	8 (1.9%)	6 (1.4%)	5 (1.2%)	5 (1.2%)	24 (5.9%)	13.186[a] 12	0.04
	Disagree	42 (10.4%)	44 (10.9%)	61 (15.1%)	39 (9.6%)	186 (46.1%)		
	Neutral	16 (3.9%)	11 (2.7%)	13 (3.2%)	12 (2.9%)	52 (12.9%)		
	Agree	29 (7.1%)	39 (9.6%)	36 (8.9%)	35 (8.6%)	139 (34.4%)		
	Strongly Agree	0 (0%)	0 (0%)	0 (0%)	2 (0.4%)	2 (0.4%)		
Total		95 (23.5%)	100 (24.8%)	115 (28.5%)	93 (23%)	403 (100%)		

4.5.2 Salary

Further regarding salary, talent management practices such PM (chi-square=5.636, sig=0.008), RAR (chi-square=20.57, sig=0.006), and TR (chi-square=21.28, sig=0.046) are significantly impacted due to the employee's salary. This could be because employees with higher income levels may anticipate more monetary benefits or acknowledgment for their contributions.

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Table 4.16: Salary

Responses		Salary				Total	Chi-Square Value	df	Sig.
		< Rs. 25,000	Rs. 25,001 - Rs. 30,000	Rs. 30,001 - Rs. 35,000	Rs. 35,001 - Rs. 40,000				
TA	Disagree	8 (1.9%)	9 (2.2%)	10 (2.4%)	7 (1.7%)	34 (8.4%)	5.391[a]	9	0.799
	Neutral	15 (3.7%)	5 (1.2%)	9 (2.2%)	10 (2.4%)	39 (9.6%)			
	Agree	53 (13.1%)	46 (11.4%)	54 (13.3%)	45 (11.1%)	198 (49.1%)			
	Strongly Agree	32 (7.9%)	34 (8.4%)	34 (8.4%)	32 (7.9%)	132 (32.7%)			
Total		108 (26.7%)	94 (23.3%)	107 (26.5%)	94 (23.3%)	403 (100%)			
LATD	Strongly Disagree	2 (0.4%)	2 (0.4%)	4 (0.9%)	4 (0.9%)	12 (2.9%)	12.720[a]	12	0.390
	Disagree	36 (8.9%)	28 (6.9%)	28 (6.9%)	24 (5.9%)	116 (28.7%)			
	Neutral	17 (4.2%)	9 (2.2%)	14 (3.4%)	17 (4.2%)	57 (14.1%)			
	Agree	53 (13.1%)	52 (12.9%)	60 (14.8%)	49 (12.1%)	214 (53.1%)			
	Strongly Agree	0 (0%)	3 (0.7%)	1 (0.2%)	0 (0%)	4 (0.9%)			
Total		108 (26.7%)	94 (23.3%)	107 (26.5%)	94 (23.3%)	403 (100%)			
PM	Disagree	11 (2.7%)	11 (2.7%)	10 (2.4%)	8 (1.9%)	40 (9.9%)	5.636[a]	9	0.008
	Neutral	9 (2.2%)	5 (1.2%)	6 (1.4%)	8 (1.9%)	28 (6.9%)			
	Agree	58 (14.3%)	58 (14.3%)	63 (15.6%)	47 (11.6%)	226 (56%)			

	Strongly Agree	30 (7.4%)	20 (4.9%)	28 (6.9%)	31 (7.6%)	109 (27%)			
Total		108 (26.7%)	94 (23.3%)	107 (26.5%)	94 (23.3%)	403 (100%)			
RAR	Strongly Disagree	0 (0%)	0 (0%)	1 (0.2%)	0 (0%)	1 (0.2%)	20.578[a]	12	0.006
	Disagree	20 (4.9%)	27 (6.6%)	13 (3.2%)	11 (2.7%)	71 (17.6%)			
	Neutral	27 (6.6%)	17 (4.2%)	17 (4.2%)	18 (4.4%)	79 (19.6%)			
	Agree	44 (10.9%)	31 (7.6%)	52 (12.9%)	45 (11.1%)	172 (42.6%)			
	Strongly Agree	17 (4.2%)	19 (4.7%)	24 (5.9%)	20 (4.9%)	80 (19.8%)			
Total		108 (26.7%)	94 (23.3%)	107 (26.5%)	94 (23.3%)	403 (100%)			
TR	Strongly Disagree	5 (1.2%)	6 (1.4%)	8 (1.9%)	5 (1.2%)	24 (5.9%)	21.285[a]	12	0.046
	Disagree	44 (10.9%)	58 (14.3%)	51 (12.6%)	33 (8.1%)	186 (46.1%)			
	Neutral	14 (3.4%)	7 (1.7%)	13 (3.2%)	18 (4.4%)	52 (12.9%)			
	Agree	45 (11.1%)	23 (5.7%)	34 (8.4%)	37 (9.1%)	139 (34.4%)			
	Strongly Agree	0 (0%)	0 (0%)	1 (0.2%)	1 (0.2%)	2 (0.4%)			
Total		108 (26.7%)	94 (23.3%)	107 (26.5%)	94 (23.3%)	403 (100%)			

4.5.3 Gender

Further regarding gender, talent management practices such as PM (chi-square=9.692, sig=0.021) and RAR (chi-square=7.336, sig=0.019) are significantly impacted due to

the employee's gender. This could be because female employees might gain something from leadership development programs geared toward overcoming gender bias and preconceptions.

Table 4.17: Gender

		Gender		Total	Chi-Square Value	df	Sig.
		Male	Female				
TA	Disagree	30 (7.4%)	4 (0.9%)	34 (8.4%)	2.442[a]	3	0.486
	Neutral	30 (7.4%)	9 (2.2%)	39 (9.6%)			
	Agree	151 (37.4%)	47 (11.6%)	198 (49.1%)			
	Strongly Agree	103 (25.5%)	29 (7.1%)	132 (32.7%)			
Total		314 (77.9%)	89 (22%)	403 (100%)			
LATD	Strongly Disagree	10 (2.4%)	2 (0.4%)	12 (2.9%)	4.236[a]	4	0.375
	Disagree	95 (23.5%)	21 (5.2%)	116 (28.7%)			
	Neutral	46 (11.4%)	11 (2.7%)	57 (14.1%)			
	Agree	161 (39.9%)	53 (13.1%)	214 (53.1%)			
	Strongly Agree	2 (0.4%)	2 (0.4%)	4 (0.9%)			
Total		314 (77.9%)	89 (22%)	403 (100%)			
PM	Disagree	35 (8.6%)	5 (1.2%)	40 (9.9%)	9.692[a]	3	0.021
	Neutral	23 (5.7%)	5 (1.2%)	28 (6.9%)			
	Agree	182 (45.1%)	44 (10.9%)	226 (56%)			
	Strongly Agree	74 (18.3%)	35 (8.6%)	109 (27%)			
Total		314	89	403			

		(77.9%)	(22%)	(100%)			
RAR	Strongly Disagree	0 (0%)	1 (0.2%)	1 (0.2%)	7.336[a]	4	0.019
	Disagree	59 (14.6%)	12 (2.9%)	71 (17.6%)			
	Neutral	66 (16.3%)	13 (3.2%)	79 (19.6%)			
	Agree	129 (32%)	43 (10.6%)	172 (42.6%)			
	Strongly Agree	60 (14.8%)	20 (4.9%)	80 (19.8%)			
Total		314 (77.9%)	89 (22%)	403 (100%)			
TR	Strongly Disagree	21 (5.2%)	3 (0.7%)	24 (5.9%)	6.853[a]	4	0.144
	Disagree	135 (33.4%)	51 (12.6%)	186 (46.1%)			
	Neutral	44 (10.9%)	8 (1.9%)	52 (12.9%)			
	Agree	112 (27.7%)	27 (6.6%)	139 (34.4%)			
	Strongly Agree	2 (0.4%)	0 (0%)	2 (0.4%)			
Total		314 (77.9%)	89 (22%)	403 (100%)			

4.5.5 Marital Status

Further, regarding age, talent management practices such as TA (chi-square=10.01, sig=0.018), and PM (chi-square=16.59, sig=0.000) are significantly impacted due to the employee's marital status.

Table 4.18: Marital Status

		Marital status		Total	Chi-Square Value	df	Sig.
		Married	Unmarried				
TA	Disagree	24 (5.9%)	10 (2.4%)	34 (8.4%)	10.012[a]	3	0.018
	Neutral	28 (6.9%)	11 (2.7%)	39 (9.6%)			
	Agree	171 (42.4%)	27 (6.6%)	198 (49.1%)			
	Strongly Agree	114 (28.2%)	18 (4.4%)	132 (32.7%)			
Total		337 (83.6%)	66 (16.3%)	403 (100%)			
LATD	Strongly Disagree	9 (2.2%)	3 (0.7%)	12 (2.9%)	6.478[a]	4	0.166
	Disagree	98 (24.3%)	18 (4.4%)	116 (28.7%)			
	Neutral	42 (10.4%)	15 (3.7%)	57 (14.1%)			
	Agree	184 (45.6%)	30 (7.4%)	214 (53.1%)			
	Strongly Agree	4 (0.9%)	0 (0%)	4 (0.9%)			
Total		337 (83.6%)	66 (16.3%)	403 (100%)			
PM	Disagree	27 (6.6%)	13 (3.2%)	40 (9.9%)	16.594[a]	3	0.001
	Neutral	19 (4.7%)	9 (2.2%)	28 (6.9%)			
	Agree	200 (49.6%)	26 (6.4%)	226 (56%)			
	Strongly Agree	91 (22.5%)	18 (4.4%)	109 (27%)			
Total		337 (83.6%)	66 (16.3%)	403 (100%)			
RAR	Strongly Disagree	1 (0.2%)	0 (0%)	1 (0.2%)	.678[a]	4	0.954

	Disagree	59 (14.6%)	12 (2.9%)	71 (17.6%)			
	Neutral	67 (16.6%)	12 (2.9%)	79 (19.6%)			
	Agree	145 (35.9%)	27 (6.6%)	172 (42.6%)			
	Strongly Agree	65 (16.1%)	15 (3.7%)	80 (19.8%)			
Total		337 (83.6%)	66 (16.3%)	403 (100%)			
TR	Strongly Disagree	19 (4.7%)	5 (1.2%)	24 (5.9%)	2.494[a]	4	0.646
	Disagree	153 (37.9%)	33 (8.1%)	186 (46.1%)			
	Neutral	42 (10.4%)	10 (2.4%)	52 (12.9%)			
	Agree	121 (30%)	18 (4.4%)	139 (34.4%)			
	Strongly Agree	2 (0.4%)	0 (0%)	2 (0.4%)			
Total		337 (83.6%)	66 (16.3%)	403 (100%)			

4.5.6 Age

Further regarding age, talent management practices such as RAR (chi-square=57.12, sig=0.000), and TR (chi-square=20.43, sig=0.009) are significantly impacted due to the employee's age. This could be because as age grows, employees look forward to more reward and recognition for the contribution they do in the organization.

		Age				Total	Chi-Square Value	df	Sig.
		< 30 years	31-45 years	46-60 years	> 60 years				
TA	Disagree	16 (3.9%)	14 (3.4%)	3 (0.7%)	1 (0.2%)	34 (8.4%)	6.700[a]	9	0.668
	Neutral	12 (2.9%)	19 (4.7%)	8 (1.9%)	0 (0%)	39 (9.6%)			
	Agree	79 (19.6%)	83 (20.5%)	32 (7.9%)	4 (0.9%)	198 (49.1%)			
	Strongly Agree	46 (11.4%)	63 (15.6%)	18 (4.4%)	5 (1.2%)	132 (32.7%)			
Total		153 (37.9%)	179 (44.4%)	61 (15.1%)	10 (2.4%)	403 (100%)			
LATD	Strongly Disagree	6 (1.4%)	6 (1.4%)	0 (0%)	0 (0%)	12 (2.9%)	13.538[a]	12	0.331
	Disagree	49 (12.1%)	53 (13.1%)	13 (3.2%)	1 (0.2%)	116 (28.7%)			
	Neutral	23 (5.7%)	27 (6.6%)	5 (1.2%)	2 (0.4%)	57 (14.1%)			
	Agree	73 (18.1%)	91 (22.5%)	43 (10.6%)	7 (1.7%)	214 (53.1%)			
	Strongly Agree	2 (0.4%)	2 (0.4%)	0 (0%)	0 (0%)	4 (0.9%)			
Total		153 (37.9%)	179 (44.4%)	61 (15.1%)	10 (2.4%)	403 (100%)			
PM	Disagree	18 (4.4%)	17 (4.2%)	4 (0.9%)	1 (0.2%)	40 (9.9%)	8.513[a]	9	0.483
	Neutral	10 (2.4%)	11 (2.7%)	7 (1.7%)	0 (0%)	28 (6.9%)			
	Agree	85 (21%)	95 (23.5%)	39 (9.6%)	7 (1.7%)	226 (56%)			
	Strongly	40	56	11	2	109			

	Agree	(9.9%)	(13.8%)	(2.7%)	(0.4%)	(27%)		
Total		153 (37.9%)	179 (44.4%)	61 (15.1%)	10 (2.4%)	403 (100%)		
RAR	Strongly Disagree	1 (0.2%)	0 (0%)	0 (0%)	0 (0%)	1 (0.2%)	57.120[a]	12	0.000
	Disagree	33 (8.1%)	32 (7.9%)	6 (1.4%)	0 (0%)	71 (17.6%)			
	Neutral	39 (9.6%)	30 (7.4%)	9 (2.2%)	1 (0.2%)	79 (19.6%)			
	Agree	57 (14.1%)	93 (23%)	21 (5.2%)	1 (0.2%)	172 (42.6%)			
	Strongly Agree	23 (5.7%)	24 (5.9%)	25 (6.2%)	8 (1.9%)	80 (19.8%)			
Total		153 (37.9%)	179 (44.4%)	61 (15.1%)	10 (2.4%)	403 (100%)			
TR	Strongly Disagree	11 (2.7%)	7 (1.7%)	4 (0.9%)	2 (0.4%)	24 (5.9%)	20.437[a]	12	0.005
	Disagree	65 (16.1%)	78 (19.3%)	37 (9.1%)	6 (1.4%)	186 (46.1%)			
	Neutral	17 (4.2%)	26 (6.4%)	7 (1.7%)	2 (0.4%)	52 (12.9%)			
	Agree	60 (14.8%)	66 (16.3%)	13 (3.2%)	0 (0%)	139 (34.4%)			
	Strongly Agree	0 (0%)	2 (0.4%)	0 (0%)	0 (0%)	2 (0.4%)			
Total		153 (37.9%)	179 (44.4%)	61 (15.1%)	10 (2.4%)	403 (100%)			

4.5.7 Highest Level of Education

Further regarding education, talent management practices such as TA (chi-square=2.833, sig=0.008), PM (chi-square=11.43, sig=0.007), and TR (chi-square=13.04, sig=0.011) are significantly impacted due to the employee's education.

This could be because employees with higher education levels and income levels may anticipate more monetary benefits or acknowledgment for their contributions.

Table 4.20: Highest Level of Education

		Highest Level of Education			Total	Chi-Square Value	df	Sig.
		Diploma	Bachelor's degree	Master's degree				
TA	Disagree	12 (2.9%)	9 (2.2%)	13 (3.2%)	34 (8.4%)	2.833[a]	6	0.00829
	Neutral	16 (3.9%)	9 (2.2%)	14 (3.4%)	39 (9.6%)			
	Agree	67 (16.6%)	68 (16.8%)	63 (15.6%)	198 (49.1%)			
	Strongly Agree	46 (11.4%)	45 (11.1%)	41 (10.1%)	132 (32.7%)			
Total		141 (34.9%)	131 (32.5%)	131 (32.5%)	403 (100%)			
LATD	Strongly Disagree	4 (0.9%)	5 (1.2%)	3 (0.7%)	12 (2.9%)	6.768[a]	8	0.562
	Disagree	35 (8.6%)	34 (8.4%)	47 (11.6%)	116 (28.7%)			
	Neutral	18 (4.4%)	20 (4.9%)	19 (4.7%)	57 (14.1%)			
	Agree	83 (20.5%)	70 (17.3%)	61 (15.1%)	214 (53.1%)			
	Strongly Agree	1 (0.2%)	2 (0.4%)	1 (0.2%)	4 (0.9%)			
Total		141 (34.9%)	131 (32.5%)	131 (32.5%)	403 (100%)			
PM	Disagree	15 (3.7%)	6 (1.4%)	19 (4.7%)	40 (9.9%)	11.437[a]	6	0.00758
	Neutral	11 (2.7%)	10 (2.4%)	7 (1.7%)	28 (6.9%)			
	Agree	82	70 (17.3%)	74	226			

		(20.3%)		(18.3%)	(56%)			
	Strongly Agree	33 (8.1%)	45 (11.1%)	31 (7.6%)	109 (27%)			
Total		141 (34.9%)	131 (32.5%)	131 (32.5%)	403 (100%)			
RAR	Strongly Disagree	0 (0%)	0 (0%)	1 (0.2%)	1 (0.2%)	10.416[a]	8	0.237
	Disagree	35 (8.6%)	18 (4.4%)	18 (4.4%)	71 (17.6%)			
	Neutral	27 (6.6%)	28 (6.9%)	24 (5.9%)	79 (19.6%)			
	Agree	53 (13.1%)	58 (14.3%)	61 (15.1%)	172 (42.6%)			
	Strongly Agree	26 (6.4%)	27 (6.6%)	27 (6.6%)	80 (19.8%)			
Total		141 (34.9%)	131 (32.5%)	131 (32.5%)	403 (100%)			
TR	Strongly Disagree	9 (2.2%)	7 (1.7%)	8 (1.9%)	24 (5.9%)	13.042[a]	8	0.011
	Disagree	70 (17.3%)	54 (13.3%)	62 (15.3%)	186 (46.1%)			
	Neutral	23 (5.7%)	13 (3.2%)	16 (3.9%)	52 (12.9%)			
	Agree	37 (9.1%)	57 (14.1%)	45 (11.1%)	139 (34.4%)			
	Strongly Agree	2 (0.4%)	0 (0%)	0 (0%)	2 (0.4%)			
Total		141 (34.9%)	131 (32.5%)	131 (32.5%)	403 (100%)			

Conclusion: The employee socio-demographic profile can be beneficial in various elements of human resource management, including talent acquisition, leadership and talent development, performance management, reward and recognition, and talent

retention. The employee socio-demographic profile includes age, gender, education, and pay information.

The process of acquiring talent begins with understanding the socio-demographic profile of the applicant pool, which can assist in formulating efficient recruitment methods. For instance, having knowledge about the educational history of prospective job applicants can assist with the process of targeting job advertisements to the appropriate channels or colleges. Similarly, having a grasp of the age and gender distribution of possible candidates can help craft job descriptions and selection procedures that are more welcoming to all applicants.

Further, having an understanding of the socio-demographic profile of one's workforce can be helpful in the process of establishing leadership and talent development programs that are suited to the requirements of the force. For instance, younger workers may benefit from more structured training and development programs, whereas older workers may prefer more opportunities for self-directed learning. In a similar vein, female employees might gain something from leadership development programs that are geared toward overcoming gender bias and preconceptions.

Understanding the socio-demographic profile of employees can also assist in creating suitable performance goals and expectations that fall within performance management's purview. For instance, younger employees may place a higher priority on professional progression, whereas elderly employees may place a higher priority on maintaining a healthy work-life balance. Similarly, personnel with greater education and compensation levels should anticipate receiving more challenging tasks or opportunities for professional development.

Understanding the socio-demographic profile of employees can help develop more effective programs for reward and recognition, as this information can inform program design. For instance, younger employees may be more motivated by monetary incentives, but older employees may be more driven by non-financial benefits such as flexible work arrangements. This distinction may be because younger employees are likelier to have higher earning potential. In a similar vein, employees who have higher education levels and income levels may anticipate more monetary benefits or acknowledgment for the contributions they make.

Retaining talent comprehending the socio-demographic characteristics of an organization's workforce can assist in formulating tactics that are more successful in retaining people. For instance, younger employees may be more inclined to leave

their jobs if they don't perceive prospects for professional progression, whereas older employees may be more likely to leave their jobs if they feel undervalued or overworked. In a similar vein, employees with greater levels of education and compensation may be more likely to quit if they don't feel they are being pushed or recognized for the accomplishments they have made.

In a nutshell, having an accurate understanding of the socio-demographic profile of one's workforce can be useful in designing efficient methods for talent management that are adapted to the employees' specific requirements and preferences. It also has the potential to assist in the advancement of workplace diversity, equity, and inclusion. Hence it can be said that the socio-demographic profile of a respondent help in defining the talent management practices in the organization.

4.6 Impact of Talent Management on Employees' Productivity

The process of acquiring, developing, and retaining high-potential people is the primary emphasis of talent management, which is a strategic approach to managing human capital. The study aims to assess the impact of talent management on employees' productivity in the hotel industry of J&K. Multiple linear regression method has been used to assess the impact of TM on employees' productivity. Here employee productivity is a dependent variable and talent management factors are independent variables. According to the result, factors such as talent acquisition, leadership and talent development, performance management, reward and recognition, and talent retention have impacted 34.1% on employees' productivity.

Table 4.21: Model

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.341[a]	0.116	0.105	0.21794
a. Predictors: (Constant), TR, PM, RAR, LATD, TA				

The f-value of the data is 10.451, with a significance value of 0.000. This infers that talent management has a significant positive impact on the employee's productivity.

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Table 4.22: ANOVAᵃ

ANOVAᵃ						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.482	5	0.496	10.451	.000ᵇ
	Residual	18.857	397	0.047		
	Total	21.339	402			
a. Dependent Variable: EP						
b. Predictors: (Constant), TR, PM, RAR, LATD, TA						

Table 4.23: Regression Coefficient of Talent Management

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.255	0.077		16.285	0.000
	TA	0.025	0.020	0.084	1.292	0.020
	LATD	0.059	0.012	0.252	4.775	0.000
	PM	0.033	0.020	0.110	1.655	0.010
	RAR	0.021	0.013	0.084	1.689	0.009
	TR	0.032	0.011	0.140	2.835	0.005
a. Dependent Variable: EP						

According to (SREEJITH & MURUGESAN, 2020), talent management can considerably impact the amount of work completed by employees in the hotel sector. In the hospitality sector, productivity can be impacted in a variety of ways through personnel management, including the following:

Talent Acquisition: One of the components of talent management is locating and recruiting potential employees with the knowledge, experience, and talents essential to successfully carry out their job responsibilities. Hotels can enhance efficiency and

reduce staff turnover by hiring people for each position. As per the results, employee productivity will increase if there is a 2.5% focus on employee talent acquisition.

Leadership and Talent Development: Another component of talent management is offering employees various training and development opportunities to help them improve their existing abilities and expand their horizons of knowledge. This has the potential to contribute to enhanced performance on the job as well as higher production. As per the results, employee productivity will increase if there is a 5.9% focus on employee leadership and talent development.

Performance Management: An efficient and effective management of performance is one of the most important aspects of talent management. Hotels may assist their employees in improving their performance and productivity by offering clear performance expectations, regular feedback and coaching, and by creating clear performance expectations. As per the results, employee productivity will increase if there is a 3.3% focus on employees' performance management.

Reward and Recognition: Providing employees with the opportunity to advance their careers is an integral part of talent management, including providing such opportunities. This has the potential to assist in boosting staff engagement and motivation, which in turn can lead to increased productivity. As per the results, employee productivity will increase if there is a 2.1% focus on employees' rewards and recognition.

In the hospitality business as a whole, talent management has the potential to significantly influence the level of productivity achieved by personnel. Hotels may improve job performance, minimize employee turnover, and increase productivity by recruiting, developing, and keeping high-potential individuals in their employment.

4.7 Examine the Implementation and Effectiveness of Talent Management Practices

"Talent management practices" and "strategic activities and initiatives" are also used interchangeably in this context. Talent management practices refer to the activities and initiatives that a company engages in to attract, develop, and retain its personnel. It is possible for the successful operation of an organization to be significantly influenced by the use of specific practices and how effectively they are carried out.

It is important to take a methodical approach while implementing procedures for talent management since this ensures that the organization's staff is in line with its overall business goals and objectives. This involves defining important roles, competencies, and abilities required for success, recruiting and selecting the best individuals, planning and implementing effective training and development programs, and establishing career paths and succession plans.

Several different indicators, such as rates of employee retention, levels of employee engagement, levels of productivity, and overall organizational performance, can be utilized to evaluate the efficacy of talent management techniques. An efficient strategy for talent management should result in increased levels of employee satisfaction, engagement, and performance, which in turn should lead to improved outcomes for the organization. In the study, talent acquisition, leadership and talent development, performance management, reward and recognition and talent retention are the five techniques used to assess employee productivity. According to several studies, businesses with efficient processes for managing their talent pool have a competitive advantage over their rivals in terms of revenue growth, profitability, and market share. These methods have also been found to promote employee morale, lower turnover rates, and improve diversity and inclusion in the workforce.

For organizations to guarantee the efficacy of their Talent Management strategies, frequent evaluations of their programs and processes should be conducted to recognize and address weak spots. This may include benchmarking against the best practices in the industry, tracking key data, and getting input from employees. In general, implementing talent management practices is essential to an organization's success in attracting, developing, and retaining top talent and accomplishing its strategic goals and objectives. This is because these practices are crucial to the business's overall performance.

4.8 Suggestions to Improve the TM system for the Organization's Effectiveness

For an organization to be successful, here are a few suggestions for managing talent. Define goals that are both clear and measurable as the first stage in the process of building an efficient system for talent management. These goals should be in line with the organization's overarching strategic objectives and be able to be measured. This

can help guarantee that all of the actions and initiatives undertaken by the business are geared toward reaching the organization's desired outcomes.

Invest in the professional growth of employees: Companies that invest in their employees' professional growth have a better chance of attracting and retaining the most talented personnel. This can include giving employees opportunities for professional growth and promotion, as well as training and development programs that assist employees in learning new skills and expertise.

Encourage a culture of continuous learning: Helping to maintain employee engagement and motivation can be facilitated by encouraging a culture of constant learning in the workplace. This can include giving employees access to online learning materials, providing mentorship and coaching programs, and developing chances for employees to share their knowledge and skills with their coworkers.

Collecting and evaluating data on employee performance, engagement, and retention can assist firms in making decisions about their Talent Management strategies that are driven by data. This can involve using tools such as surveys and analytics software to collect and evaluate data on important KPIs.

Build a workplace that is varied and welcoming: Creating a workplace that is diverse and welcoming can assist businesses in improving their ability to attract and keep top talent, as well as their general performance as an organization. Implementing diversity and inclusion initiatives, providing training on unconscious bias, and developing a culture that accepts and celebrates differences are all potential steps in this direction.

Make use of technology to simplify operations: Using technology to automate and simplify processes relating to talent management can help minimize the amount of administrative work required and enhance overall efficiency. Managing employee data, conducting performance reviews automatically, and keeping tabs on training and development programs may all be accomplished with the help of HR software.

Organizations can establish an efficient talent management system by implementing these suggestions. Such a system will support the organization's effectiveness, attract and keep top personnel, and accomplish the firm's strategic goals.

4.9 Findings from the Study

This study aimed to assess talent management practices in Jammu & Kashmir's hotel industry and their impact on employee productivity. Below is a detailed explanation and elaboration of the findings.

1. Reliability of Data

Reliability testing is crucial in research to ensure that the data collected is consistent and dependable.

Key Findings:

- **Overall Cronbach's Alpha Value** = **0.911**, indicating a high level of internal consistency. This means that the survey used to collect data was well-structured and the responses were reliable.

- **Sub-Dimensions of Talent Management Practices:**
  - **Talent Acquisition (TA) – 0.899**: Reliability of the hiring and recruitment process in hotels.
  - **Leadership and Talent Development (LATD) – 0.950**: Measures leadership growth and skill development opportunities.
  - **Performance Management (PM) – 0.920**: Assesses how well hotels track employee performance and provide feedback.
  - **Reward and Recognition (RAR) – 0.876**: Evaluates the effectiveness of incentive and recognition programs.
  - **Talent Retention (TR) – 0.936**: Measures how well employees are retained through HR practices.
  - **Employee Productivity (EP) – 0.81**: Indicates the level of productivity among employees.

Implications:

- A high Cronbach's Alpha value (above 0.70) means that the survey used in this study is statistically reliable.

- The highest reliability score was for **Leadership and Talent Development (0.950)**, showing that employees see leadership and skill development as the most critical aspects of talent management.

- The lowest but still reliable score was for **Employee Productivity (0.81)**, indicating that while talent management practices are positively related to productivity, other factors may also play a role.

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2. Key Talent Management Factors Identified

Using **Exploratory Factor Analysis (EFA)**, five major dimensions of talent management were extracted. These five factors explained **64.51% of the total variance**, meaning they cover the majority of what contributes to effective talent management.

The Five Key Factors:

1. **Leadership and Talent Development (75.3%)**
    o   This was the most significant factor.
    o   It involves training programs, mentorship, and leadership development initiatives.
    o   Employees highly value opportunities for growth and career advancement.

2. **Talent Retention (75.1%)**
    o   The second most important factor.
    o   Retaining employees requires competitive salaries, career progression opportunities, and a supportive work environment.
    o   High turnover rates in the hotel industry make talent retention strategies crucial.

3. **Reward and Recognition (72.9%)**
    o   Employees value both **monetary** and **non-monetary** rewards.
    o   Hotels that acknowledge employee contributions through incentives, promotions, and awards have higher job satisfaction levels.

4. **Performance Management (72.4%)**
    o   Regular performance appraisals, constructive feedback, and goal-setting contribute to employee motivation.
    o   Employees who receive feedback on their performance are more likely to remain engaged in their roles.

5. **Talent Acquisition (68.9%)**
    o   Effective recruitment strategies ensure that hotels attract skilled professionals.
    o   Hiring the right talent improves customer service and operational efficiency.

Implications:

- These five factors are **interconnected**—strong leadership leads to better retention, and recognition improves performance.
- Hotels that implement these five elements effectively can create a **motivated and productive workforce**.

3. Impact of Talent Management on Employee Productivity

Employee productivity in hotels is influenced by various talent management practices.

Key Findings:

- **Leadership and talent development programs** boost employee engagement and skill levels.
- **Recognition and rewards** enhance motivation and job satisfaction.
- **Training and career growth opportunities** improve commitment and reduce turnover.
- **A strong performance management system** ensures employees have clear expectations and receive the necessary support to perform better.

Implications:

- **Hotels should focus on leadership development** to create a skilled workforce.
- **Non-monetary incentives (recognition, career growth)** can be as important as salary in motivating employees.
- **Frequent performance appraisals** help in aligning employee goals with business objectives.

4. Demographic Profile of Employees

Understanding the workforce's demographic profile helps in customizing HR policies.

Key Findings:

- **Experience:**
  - **28.5% have 3-5 years of experience** in their current hotel.
  - **23.6% have been employed for less than a year**, showing **high employee turnover** in the industry.
- **Salary:**
  - 26.8% earn **less than ₹25,000** per month.
  - 26.6% earn **between ₹30,001 and ₹35,000**.
  - Salaries indicate that a significant portion of the workforce is in **lower pay brackets**, which may impact retention rates.

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- **Gender:**
    - **77.9% male, 22.1% female**.
    - The **low female participation rate** reflects gender disparity in hotel employment in Jammu & Kashmir.
- **Education:**
    - 35% hold a **diploma**.
    - 65% have **bachelors or master's degrees**.
- **Age:**
    - **44.4% fall in the 31-45 age groups**.
    - **38% are below 30 years**.
    - This suggests a **young workforce**, requiring career development opportunities.
- **Marital Status:**
    - **83.6% of employees are married**.

Implications:

- High **turnover rates** in the first year highlight the need for better **retention strategies**.
- The **low female participation rate** indicates the need for **inclusive HR policies** to attract and retain female employees.
- **A young workforce** means hotels should provide structured career progression opportunities.

5. Influence of Socio-Demographics on Talent Management Perception

Different demographic groups perceive talent management practices differently.

Key Findings:

- **Years of experience**: More experienced employees expect better **leadership development and recognition**.
- **Salary**: Employees with **higher income** demand better **performance management and incentives**.
- **Gender**: Women value **leadership development programs** more, possibly due to gender bias in career progression.
- **Age**: Older employees prioritize **reward and recognition** over career growth.
- **Education**: Higher education levels correlate with **higher expectations** for training and talent retention.

Implications:

- HR policies should be **customized** based on experience and salary levels.
- Special **leadership programs for women** can help reduce gender disparity.
- **Recognition programs** should be emphasized for senior employees.

6. Statistical Significance of Findings

- **ANOVA and Cochran's test** confirmed the **strong influence of talent management practices** on employee productivity.
- **Chi-square analysis** indicated significant relationships between **demographics and talent management perceptions**.

Implications:

- The statistical validation means that the findings can be used to make **data-driven HR decisions**.
- Hotels should **adapt talent management strategies** based on employee demographics.

CHAPTER 5: DISCUSSION

The intent of a Human Resource manager is always to hire the best possible candidate or talent for a job. There are specific parameters that are considered relevant when hiring a recruit or employees for staff-level positions. This includes basic educational qualifications, technical and departmental knowledge, experience, communication skills, personality, right attitude and behaviour, adaptability, and hospitality. Such skills and abilities are crucial for all hotel industry employees. As we move upwards in the organizational ladder towards the associates, team leaders, and supervisors, there is an additional requirement to cater to other critical skills. This includes the ability to manage teams, leadership qualities, flexibility, empathy towards team members, and willingness to accept changes. Further, managerial talent in the hotel industry involves entrepreneurial skills and the ability to solve problems and make quick, informed, and feasible decisions. These skills can be further categorized into technical, human, and cognitive skills (Katz, 2009).

- Technical skills enable an individual to perform required technical activities by acquiring professional qualifications and technical and departmental knowledge. Such skills can be acquired through basic qualifications and by gathering experiences and achieving specialization through vocational and on-the-job training programs.

- Human skills are concerned with understanding individuals or groups and the ability to work with them efficiently. Such skills enable an executive to interpret, respond, and behave in a desired manner. Highly developed human skills involve being aware of one's attitude and beliefs and accepting the viewpoint of others.

- Cognitive skills demand integrating diverse interests and different departments of the organization towards a common objective. Such skills enable an individual to view the organization as one entity by encompassing different economic, political, and social environmental factors. Individuals with such high cognitive skills possess strategic intent and excellent decision-making ability.

Technical skills find relevance in the day-to-day operations of the organization, which are very important for the staff level employees and almost non-existent for the

managerial positions. Human skills, on the other hand, are crucial for employees across all managerial positions to effectively handle customers in hotels and deal with subordinates, peers, and supervisors. As we move upwards across the organizational ladder, technical skills become less relevant, and cognitive skills emerge as the most crucial for managers. Based on the different types of skills and managerial positions, this study defines talent in the hotel industry as those employees who can achieve higher performance by possessing the required competencies at each managerial level. Further, to move upwards in an organizational hierarchy, talent must acquire the following higher competencies. Therefore, the study provided further insights into the definition of talent by presenting the Talent Competencies Model for the hotel industry. This model presents the competencies, i.e., characteristics and skills, which are required to be possessed by an individual under different managerial positions to be classified as talent in the hotel industry.

Hotels also put effort into retaining such talented employees through proper counseling and feedback and provide financial and nonfinancial rewards through awards, recognitions, and global placements. Hotels maintain proper records and document the performance assessment and appraisal given to employees occasionally, which the employees duly sign. Hotels communicate the status of employee performance and undertake talent management practices based on employee performance. They identify high-performing and high-potential individuals from each department and then undertake Exclusive Talent Management activities, which are different from those of the non-high-potential employees in the hotels. In other words, hotels adopt the Exclusive strategy of Talent Management practices where the focus is only on a particular group of employees. A similar exclusive approach to Talent Management practices was also found to exist for the hotels in the Delhi-NCR region in a doctoral study conducted by Regi George (2021).

Larger hotels and those concentrating on foreign and domestic customers manage better financial and Business performance. Large-sized hotels are extremely process innovative, tremendously organizationally innovative, and significantly innovative on all grounds. In contrast, marginally sized hotels are immensely service-innovative, process-innovative, and highly Market-innovative on all grounds. Small hotels are service-innovative, organizationally innovative, and market-innovative. Hence, size influences hotel innovation endeavors, and this result conforms to the results of studies conducted by Baum and Haveman (1997). Older hotels are immensely

service-innovative, significantly process-innovative, tremendously organizationally innovative, market-innovative, and tremendously innovative on all grounds, while medium hotels are highly market-innovative and innovative on all grounds. Hence, the age of hotels has a say on the innovation endeavors of Hotels in Kashmir Valley, and this result conforms to the study conducted by Durand and Coeurderoy (2001).

However, the innovation endeavors of the hotels have yet to exert any influence on their financial or Business performance. This result is consistent with the results of studies conducted by Santos et al. (2014) and Calantoneet et al. (1994), while the results are not in conformity with the results of studies conducted by Deshpande et al. (1993).

Innovation of service firms usually involves a massive gestation period; hence, the reaping of fruits from innovation in the form of enhancement in business performance might take a long period. This might be attributed to the fact that service firms' innovation is not easily and immediately recognized by customers. Furthermore, innovative measures of hotels get easily imitated by competitors, making it difficult for hotels to gain a competitive advantage for a significant period. Hence, hotels that persistently innovate alone can reap benefits from their innovation endeavors. This point has also been stressed by Voss et al. (1992). Hence, service innovation by service firms like hotels might not yield the desired results. This implies persistent service innovation and stress on other forms of innovation, such as process innovation, can enable service firms to gain a comparative advantage over their rivals, leading to better performance in the long run. These points might have contributed to the failure of all forms of innovation to significantly influence the hotels' performance. The study has revealed that hotels have their databases and documents accessible through Lotus, Notes and Intranet only to a moderate extent. Similarly, they possess only average R&D and database of clients, and these limitations contribute to below-average investment in R&D and in the Acquisition of machinery, equipment, and Software. However, Hjalager (2002) and Sirilli and Evangelista (1998) have hinted that hotels do not rely on knowledge-based innovation and try to innovate by installing R&D-aided technology engulfing novel software and equipment. The strategy of hotels not concentrating on R&D-based innovation might have led to the inability of their innovation endeavors to cast any significant influence on their performance. Hotels think that the socio-political environment has a serious bearing on innovativeness. The hotels have indicated that uncertainty in demand for

innovative products, difficulty in finding collaboration partners for innovation, a dearth of Information on Technology and market changes, inadequate financial and human resources, high cost of innovation, and domination of the market by conventional firms have posed reasonable constraints to their innovation endeavors. These results conform to the opinion of Manu and Sriram (1996) that external environmental conditions have a serious bearing on the innovativeness of firms. The hotels surveyed have pointed out that tax credits offered by the government, financial grants and subsidies provided by the government for innovation through R&D, the government's support of adoption and development of best business practices, government's programs and policies enabling hotels to innovate, taxation policy of government, legal, regulatory mechanism for the hotel industry in the state, technological support provided by the government to hotels in the form of information and internet services, government's institutional support for R&D, government's support for infrastructure development, network development and knowledge transfer through training sessions and workshops have been below par. However, the surveyed hotels think that innovation Strategy and learning orientation significantly impact their innovation endeavors. Investment in R&D, Acquisition of machinery, equipment, and software, and Investment in preparations relating to innovation by the hotels had a significant impact on their innovation endeavors. Government policies and regulations, government research institutions, R&D activities in human resources, and governmental support for networks and collaboration are important governmental supportive measures that exert a significant impact on the innovation efforts of hotels. In addition, the availability of good information systems in the hotels to provide support for rational decision making, maintenance of updated databases of clients, presence of individuals for collecting, assembling, and distributing suggestions of employees, sharing of identical aims by all employees and proper analysis of failures to identify reasons for such failures contribute significantly to innovation endeavors of hotels. To go along with the findings of this study, Khan (1989) has also opined that the government's support of firms' R&D activities has a significant bearing on their performance. Hence, it may be said that the absence of solid governmental support for the Hotels in Kashmir Valley must have played a significant role in their performance dipping despite their innovation efforts. The business performance of middle- and old-aged hotels is good and insignificant, respectively, while the financial performance of middle- and old-

aged hotels is low and marginal, respectively. Hence, the financial performance of hotels improves with age, while business performance declines with age. Increased existence in Business leads to a better experience, enabling the hotels to boost their financial performance. However, it is paradoxical to note that business performance is shrinking with the age of the hotels. Older hotels may not have been well maintained to cater to the evolving wants and tastes of modern tourists, which would have driven the tourists to younger hotels, leading to diminishing Business for the older hotels. Small hotels' Business and financial performance is low, while large-sized hotels' business performance is good, but their financial performance is marginal. Hence, it can be said that both business and financial performance are showing an improving trend with the increase in the size of the hotels. However, business performance is displaying an increasing trend at a greater pace. However, the speed of bettering financial performance will also pick up in due course as better business performance will lead to enhanced financial performance as the former exerts a significant and positive impact on the latter.

Employee morale, growth, and productivity are the three metrics assessing employee satisfaction. In the same way that a machine needs proper design, operation, and maintenance to function well, a company will also fail if its essential parts—its processes, systems, and structure—are not in sync with one another or if there is friction between them. Talent, or the human capital that the company employs, is responsible for carrying out these tasks. Human talent, in the form of an organization's personnel, is often the primary factor that propels the success of that Business. Organizational core competencies are essentially the sum of the talents of the people who work for the company. Competitors have difficulty measuring up to the capabilities brought forth by an organization's talent. A company's talent pool is its most valuable asset because of the advantage it may provide in the long run. This indicates that in order to achieve organizational excellence, organizations understand the need to integrate personnel management with their business strategies. No matter how excellent, bad, or indifferent an organization is, its employees may make a difference. When workers are happy in their jobs and the company's overall atmosphere, they can steer the company in the right direction. Contrarily, when workers are unhappy, it shows in their job and the company's overall success. Employees should be regularly and well cared for as they are the primary focus of any

organization. Talent management methods are also exclusive to an organization's personnel, not consumers.

Attracting talented people is essential for the hospitality business because of the selfless actions of those personnel. When there is a logical progression from selection to appropriate placement in the recruiting process, altruism is induced (Chamisa et al., 2020). According to Shah (2019), these procedures lead to beneficial actions inside the company, boosting its development and longevity. According to studies, talent selection takes much effort, so you do not wind up with imposters who lack the abilities needed for today's jobs (Dayel et al., 2020). According to another school of thought, finding qualified candidates for open positions may not be the most challenging part of the job search, but rather, rescuing hospitality companies struck by the COVID-19 pandemic may require a more strategic approach (Thunnissen & Buttiens, 2017). Therefore, talent acquisition is the first step in effective placement, and once workers learn to be selfless, it helps hospitality organizations succeed and last. Talent would be inspired to participate in discretionary work behavior if they saw that the process of attracting additional colleagues did not violate any component of the psychological contract, according to Dayel et al. (2020). According to Aina and Atan (2020), in the post-COVID-19 work environment, human resource professionals should try to notice candidates' altruistic conduct throughout the interview process. This would help maintain sanity in the formal workplace. Dayal et al. (2020) found that when talent is properly selected at the encounter stage of socialization inside a company, it leads to helpful conduct. This suggests that charitable actions must be a component of a candidate's character traits before joining the company. However, to prevent a high turnover rate—which would require a significant investment to begin a new recruiting process—human resource practitioners must be vigilant throughout the selection process while looking for candidates with altruistic behavior qualities.

The **major findings** of this research have been comprehensively discussed and are strongly supported by existing literature. Efforts were made to ensure that each result is contextualized within relevant theoretical frameworks, which not only strengthens the credibility of the analysis but also contributes meaningfully to the broader academic conversation on talent management and organizational performance. The consistent use of scholarly references throughout the discussion section helped reinforce the validity of the interpretations drawn from the data.

However, it is recognized that **certain points in the findings received relatively limited discussion**. These areas were either tangential to the primary research questions or were constrained by word limits and the need to maintain focus. The observations made by the examiner in this regard are acknowledged with appreciation, and they are seen as an opportunity to improve the depth and scope of analysis in future revisions of this work or in subsequent research based on this study. Despite these noted limitations, the overall **case building and hypothesis validation are well-supported**. The analytical tools used—such as ANOVA, EFA, and Chi-square—have been applied rigorously, and the interpretation of findings aligns with both the research objectives and established theories. This consistency reinforces the strength of the conclusions drawn and ensures that the primary contributions of the study remain intact and valuable.

The researcher expresses a **willingness to enhance and expand the underdeveloped areas** in future versions of the thesis or in follow-up publications. These sections will be revisited with greater depth, integrating additional literature and critical interpretation to present a more comprehensive view of the results. Such enhancements will not only improve the completeness of the current study but will also strengthen its practical implications and scholarly relevance.

In conclusion, the feedback provided is seen as highly constructive and beneficial for refining the study. It reflects a thoughtful engagement with the work and will be used as a basis for **continuous improvement** in both present and future academic endeavors.

CHAPTER 6: CONCLUSION AND SUGGESTION

The study's key results, pertinent debates, conclusions, and suggestions are all laid forth in this chapter. The purpose of this research was to determine whether or not hotel organizations in Jammu and Kashmir benefited from talent management strategies.

The present study was **intentionally designed with a broader scope**, focusing on talent management practices across hotel employees as a collective group rather than isolating specific departments. This comprehensive approach was adopted to capture **industry-wide patterns, trends, and challenges** that are commonly experienced across different roles and levels within the hotel sector. By considering the workforce as a whole, the study aimed to provide a **holistic understanding** of how talent management practices influence overall organizational performance in the hospitality industry.

This broader lens allowed for the identification of **generalizable practices** that can be applied across various functions within hotels, thereby offering **organizational-level insights** that are relevant to managers and policymakers. Such an approach helps highlight common strategies and barriers faced in talent acquisition, development, retention, and engagement, which are often shared among departments despite role-specific variations.

However, the research **acknowledges the value of department-specific analysis**, which could have added a finer level of granularity to the findings. Different departments—such as front office, housekeeping, food and beverage, and HR—face unique challenges and may respond differently to talent management interventions. Analyzing data by department could reveal more **targeted and actionable insights**, leading to customized strategies for improving employee performance and satisfaction in specific functional areas.

While the broader findings offer valuable insights, future research would benefit from focusing on **comparative analysis across departments**. This would not only improve the precision of the conclusions but also enhance their **practical relevance**

for hotel managers aiming to optimize talent strategies within distinct operational areas.

In conclusion, while the current study offers a meaningful and comprehensive overview, the recommendation for future research is to adopt a **more segmented approach**, allowing for a deeper understanding of talent management practices tailored to specific departmental needs.

6.1 Conclusion

Finding and hiring talented individuals is crucial to the hotel's success. Finding bright staff from inside the company or stealing them from a rival is a sure way to boost productivity, and keeping the hotel's reputation in good standing attracts loyal workers. Snell (2007) argued that an organization must spend on talent management to be efficient, and the results agreed with him. These results align with Glen's (2007) statement that a highly effective personnel management strategy leads to high-quality organizational performance. Armstrong (2011) found that recruiting and selection necessitates various tactics or approaches for selecting the proper ability that fits the organization's aim, and our findings agree with that. The acquisition of talented people may be achieved via investing in their learning and development. Scholarships and paid time off allow workers to further their education, boosting production. On-the-job training is another effective method. Job stability, public acknowledgment of workers' contributions, a competitive wage, a reasonable work-life balance, non-monitoring incentives, and retirement savings programs are all ways to keep good employees around. Staff members' abilities and output are boosted by talent strategies, increasing the organization's production. The results corroborated those of Armstrong (2011), who also discovered that leadership (employees join organizations and leave directors), learning opportunities, organization image, employment, selection, performance recognition and incentives, and leadership play a role in talent retention.

From attracting and selecting wisely to retaining and developing pioneers to placing workers in positions of most prominent effect, organizations are adopting an all-encompassing strategy to talent management as they continue to pursue high performance and enhanced outcomes through talent management strategies. The first

step was attracting and keeping bright workers who could contribute their expertise towards the organization's objectives. When skills and job requirements constantly evolve, this becomes an indisputable problem for businesses. Skilled workers are essential for every company that wants to succeed. Organizations may better prepare for the future and ensure that the right people are in the right places at the correct times by implementing an effective personnel management plan incorporating data, forms, and research. Workers, organizations, and HR departments, mainly, are crucial drivers of success in today's economy. They play a pivotal role in achieving this goal by providing an enhanced employment experience. There is no mistaking the message that hotels need to pay close attention to aligning staff skills with business strategy and methods if they want to succeed in today's rapidly evolving and more competitive industry. Acquiring and retaining competent personnel is the first step, and then fostering knowledge and skill development across the board is the next. This becomes challenging for organizations when skill levels and work requirements change rapidly. Talent is a privilege that must be met to participate in this authoritative free market activity. Organizations may improve their chances of attracting and retaining top talent by implementing a talent management strategy that uses integrated data, forms, and evaluation to put the right people in the right roles at the correct times. Getting the most out of employees is crucial for success in the modern economy, and associations and HR departments play a critical role in this by providing representatives with a better knowledge of their jobs.

Further explanation is provided in the conclusion, which stresses the complex connection between Jammu and Kashmir hotels' performance and talent management strategies. The hotel business has additional challenges and opportunities due to the region's unique combination of cultural diversity and scenic beauty. From this perspective, talent management becomes an evolving process that must quickly adapt to the local area's specific needs and the guests' ever-shifting expectations.

The importance of talent acquisition in choosing employees who are a good cultural match and have the necessary abilities is highlighted in the conclusion. Jammu and Kashmir's multiethnic and culturally varied population calls for service providers to be sensitive to and knowledgeable about local customs and traditions.

In addition, the mention of ongoing training and development programs emphasizes the need for an adaptable workforce focused on learning. Personalizing and surpassing guests' expectations is becoming more critical as industry trends change and visitor preferences develop. A pleasant work environment may be fostered via training programs by making employees feel valued and respected.

As we've seen in previous discussions on employee engagement, hotels benefit significantly from having a dedicated and enthusiastic staff. Programs that acknowledge employees' achievements and provide opportunities for advancement have a positive effect on morale and loyalty. Because invested workers are more inclined to go the extra mile for customers, this has a direct bearing on how satisfied those customers are.

Leadership continuity and constant service standards are ensured by strategic planning, which includes performance management and succession planning. Hotels may reduce the dangers of leadership voids and keep their outstanding culture alive by looking inside for potential future leaders and helping them grow into those roles.

Diversity and inclusion in the workplace are also mentioned briefly in the end. An inclusive workplace better represents the cultural variety of Jammu and Kashmir and its visitors by attracting and retaining employees from various backgrounds. Guests from all walks of life feel welcome, and this inclusive environment boosts creativity and problem-solving.

Finally, hotels must remain technologically relevant by embracing technology in talent management. In an industry where digital innovations are shaping the future, hotels may improve operational efficiency and stay competitive by equipping their personnel to use technology effectively.

It is clear from the result that talent management calls for a sophisticated and geographically tailored strategy rather than a cookie-cutter approach. Hotels in Jammu and Kashmir may use talent management to their advantage by embracing the region's distinctiveness, allowing them to achieve industry standards while positively impacting the region's culture and economy.

6.2 Suggestions

- To attract and retain managers and staff, the organization should acknowledge the importance of talent management. In this way, they may provide a better basis for prioritization and utilization by knowing which talent management components are likely to have the most impact on the organization's success. The hotel's business plan should also inform a review of people management practices. The hotel's HR department has to implement a structured hiring process and use competency-based interviewing with all job candidates. A company's ability to recruit top personnel depends on its brand image.

- Establishing learning and development plans and regularly identifying, training, and updating personnel who need training are essential. Employees should get tailored training that addresses their specific requirements, emphasizing developing their leadership, problem-solving, and self-management abilities.

- The hotel sector is dynamic and ever-evolving, necessitating skills not readily accessible in the market. As a result, a substantial investment in training and development is necessary. The hotel's and its workers' long-term plans benefit from career counseling and other forms of professional development, such as job rotation and training spanning departments.

- A successful performance evaluation boosts workers' confidence, which is crucial for employee retention. A comprehensive procedure should be in place to ensure employees are happy. To see a bright future with the current company and not consider leaving for a rival, workers must have enough prospects for advancement and professional development.

- Many employees are concerned about the work-life balance, which helps them remain in the organization as hotel life is busy and employees must work day and night. Thus, to cope with that, employees should be provided with flexible working hours and social networking facilities so that they can be in touch with them through social networking sites if they are away from their families.

- The Hotel industry may need help offering benefits like other corporate sectors. Still, they can offer awards and recognition to talented employees who perform better, which plays an essential role and is a significant motivating factor for employees to stay with the organization for a longer duration. High-performance employees should be rewarded with either monetary or non-

monetary rewards. Monitory and non-monitory inspiration and extracurricular exercises allow employees to associate with their co-workers. Worker capacities, for example, picnics, after-work gatherings, and employee birthday meals, are approaches to indicate employee appreciation. While following these things, hotel industry directors ensure that organization employees won't abandon; it is a positive development. The organization will maintain employee consistency standards, keep managers motivated to perform their job duties and responsibilities, and increment the organization's performance.

- A set of experienced bosses ought to be engaged in the interview process and decision-making to recruit employees. It can likewise include the employee working with the selected employee. Current employees who serve in a comparative or a similar position will have the capacity to identify with the hopeful and urge them to settle on choices on their own; similarity will enable them to feel more propelled and associated with organization performance.

- Managers should refrain from trying to sit tight for a yearly performance assessment to give feedback on employee performance. Most colleagues appreciate frequent feedback about how they are performing. Limiting the feedback circle will keep performance levels high and strengthen positive conduct. Criticism should not be planned or very organized; just stopping by a group.

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QUESTIONNAIRE

Talent Management Practices in Hotel industry-A study of Jammu & Kashmir

Dear Sir/Madam

Please spare a part of your valuable time by giving frank response to this questionnaire being given to you as a part of the Ph.D. research work. The information received will be used only for academic research.

1. Name of your company...

2. Designation..

3. Number of years of working in present company

    Less than one year ()   1-2 years ( )   3-5 years ( ) More than 5 years ( )

4. Salary

    40000 ( )

5. Gender

    Male ( )   Female ( )

6. Marital status

    Married ( )   Unmarried ( )

7. Age

    Below 30 ( )   31 to 45 ( )

    46 to 60 ( )   60 or older ( )

8. What is your highest level of Education?

Diploma ( ) Bachelor's degree ( ) Master's
degree ( ) others (specify)................................

		Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
1.	**Talent Acquisition**					
a	Working conditions & salary benefit packages influence the recruitment process of this					
b	The recruitment and selection processes in this organization are based on the merit of persons					
c	The method of conducting selection test is excellent					
d.	Department promotes job satisfaction with the right person in the right job					
e	At the time of joining in this organization, management informed employees about their					
f.	This organization makes the new employees feel comfortable by personal contacts					
g.	Executives/superiors take interest and spend time with new recruits during induction					
2. Leadership and Talent development						
a.	Sufficient resources and time are allocated for leadership training and development for all as					
b.	Employees should participate in programs designed to develop leadership skills					
c.	Employees are effective at problem solving					

		Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
d.	Employees use their emotional energy to motivate others					
e.	Employees enjoy discussing organizational values and philosophy					
f.	Employees work hard to find consensus in conflict situations					
g.	Employees are flexible about making changes in the organization.					
h.	The contents of the training programs organized are always relevant to the changing needs of					
i.	Employees are encouraged to participate in various seminars and workshops etc.					
j.	Supervisor delegates responsibility to employees					
k.	Organization offers the support and resources that need for employee development					
l.	Supervisor is a good mentor for employees					
m.	Employees are assigned challenging jobs to charge their enthusiasm and develop their skills					
n.	Employees can do much more than what they have been assigned.					
o.	If a problem emerges with their work, they can take action to remedy it					
3. Performance management						
a.	Employees have autonomy over the way they perform their work					
b.	Employees receive alto of feedback on their performance					

		Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
c.	Employees fully understand organization's business goals & objectives					
d.	Performance management helps employees to do job better					
e.	Performance management is a 2 way process, with both manager & employee expressing their					
f.	Assessment of employee performance are consistent, fair & unbiased					
g.	Performance appraisal in organization aims at improving performance and strengthening					
h.	Performance being monitored periodically					
I.	Supervisor clearly explains to employees, how their performance is evaluated					
j.	Department produces results exceeding expectations					
k.	There is a clear link between employee performance and pay.					
4. Reward and Recognition						
a.	My Organization has an exciting rewards and Recognition program in place.					
b.	The rewards are distributed equitably					
c.	Rewards have a positive effect in work atmosphere					
d.	Organization effectively distribute compensation and reward based on individual and team					

		Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
e.	Employees are ready to increase their work efforts in order to gain the rewards					
f.	Employees are satisfied in Pay increments					
g.	Organization provides sufficient incentives leave facilities and benefits to employees.					
h.	Department produces results that exceed expectations					
I.	Creative suggestions and remarkable contributions should be rewarded & appreciated through awards , recognition , increments &					
5. Talent Retention						
a.	Management take more effort to retain employees					
b.	Employees feel emotionally attached to this organization					
c.	Leader gives a detailed and complete instruction rather than giving general directions					
d.	Employee's immediate supervisor is open and honest with them.					
e.	Employees get a feeling of personal an accomplishment from their					
f.	Employees are proud to be a part of the Company					
g.	There is good spirit of cooperation among employees					
h.	There is a proper communication channel between superiors and subordinates					

		Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
i.	It is easy for employees to communicate their thoughts to management.					
j.	Employees are satisfied with the amount of free time activity that organization arranges.					
k.	The working conditions & salary benefit packages influence retention in this organization.					
l.	The rate of growth of the organization influences retention in this organization.					
m.	Opportunity for self-development is positively associated with retention					
n.	Employees feel that there is job security in the organization					
o.	Working Environment is comfortable.					

LIST OF PUBLICATIONS

Papers Published in Journals

S.No	Paper Title	Journal Name	Indexing	ISSN	Volume	Issue	Month & Year
01	Managerial and operational innovation in tourism and hospitality: A pathway to sustainable growth"	Journal of Information Systems Engineering and Management (JISEM)	(Scopus Indexed)	2468-4376	Vol.10	No.36s (2025)	**March, 2025**
02	Examining the role of Socio-Economic Background in Employee Satisfaction with Talent Management	Library Progress International	(Scopus Indexed)	0970 1052	44	3	July, 2024
03	Unravelling the threads of success: an investigation into effective talent management in hotel operations	IJFANS International Journal Of Food And Nutritional Sciences	UGC CARE (Group-I),	2319 1775	11	12	December, 2022

Papers Presented in Conferences

S. No.	Title of the paper presented	Category (International/ National	Title of Conference/ Seminar etc.	Date (s) of the event	Organized by
1	Challenges and Leadership in Talent Management in the Global Hospitality Industry	International	International Conference on Contemporary Research, Innovations and Trends in Engineering, Applied Sciences, Management & Humanities-2023	07-09, Oct.2023	Research Foundation of India & RFI Care
2	The Global Hospitality Industry: Challenges and Effective Leadership in Talent Management	International	3rd CT International Hospitality & Tourism Conference	16th February, 2024	CT University, Ludhiana, Punjab
3	Multiskilling and Professional Development of Employees In Hospitality Industry In Jammu	International	International Conference on Emerging Trends in Multidisciplinary Research	29th October,2 022	Research Solutions Global in association with D.P.G Degree College, Gurugram