



Chapter 8

Effective Talent Management Practices Implemented in the Hospitality Sector

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ABSTRACT

The hospitality industry is one of the significant contributors to financial development and survivability. As the biggest segment in the lodging business, the neighborliness business satisfies a substantial capacity to provide food for the necessities and needs of travelers. Hotels are transforming their business operations to stay ahead of this disruption. The hospitality industry is looking for skilled and talented people to fulfill the expectations of the industry. The management's prime duty is to allocate the right task to the right person to achieve the desired results and goals. This study proves the importance of talent management practices and the time to work together with academia and industry to fulfill the industry's expectations. The findings prove that T.M. is measured by talent attraction, talent development, and talent retention.

1. INTRODUCTION

The study's overarching goal is to learn how Talent Management (T.M.) practices in the hospitality industry affect employees' professional growth. This study focuses on the overlap between T.M. and professional development. Because of this, T.M. in the hospitality industry must consider the professional growth of its staff as a whole ((Panda & Sahoo, 2015) 2015) This study is grounded in theory drawn from the fields of management and careers research. In Chapters 2 and 3, we will look at the

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ideas of ((Payambarpour & Hooi, 2015), Social Cognitive Career Theory (SCCT) (Lindley, 2005), and (Higgins, 1998) 1998. This thesis, however, would argue that a better understanding of how employees' careers are evolving could provide a way to improve T.M. practices for everyone's benefit, as opposed to the current situation where management and career theories operate independently of one another. The literature on T.M. and careers has not given sporadic thought to combining the two fields. Common wisdom holds that T.M. can help businesses achieve recruitment, development, and retention objectives by fostering a more engaged and committed workforce (Stahl & Unkelbach, 2009). However, employees join an organization to help it achieve its goals and satisfy their desires for professional growth (Panda & Sahoo, 2015). As a management tool, T.M. puts the Company's needs ahead of its employees. "(Bratton & Watson, 2018), the emphasis of empirical research has shifted in recent years from talent management practices to aspirations, needs, and career preferences. (Thunnissen et al., 2013). These authors have paved the way for the researcher to adopt and advance this inquiry. The researcher contends that the focus should shift from H.R. practices to something that considers each individual's unique wants, needs, and aspirations in the hospitality industry. To find and cultivate employees with high potential to make a positive impact, companies engage in talent management (T.M.), as defined by (King, 2015). The development of T.M. strategies tailored to the needs and organizational structure of a company and its industry has made this practice an integral part of HRM. Five reoccurring themes are particularly relevant to hospitality organizations when considering a strategic talent management approach. These include economic and day-to-day operational pressures that impede the development of a strategic approach and the importance of the management; a new innovative approach requires and changes the style of working to achieve the desired goal in a limited time with different strategies. The hospitality industry must put the customer first when attracting new customers and keeping existing ones. (Reilly, 2018) examines the potential of T.M. as a tool for fostering a customer-focused mindset in the hospitality industry. Talent management policy and practice are discussed in this paper as a means by which organizations can adapt to the changes brought on by the "experience economy," specifically by attracting and cultivating the right kind of employees. Francis (Baum, 2007) discusses developments in the hospitality industry's H.R. department, highlighting the tensions and conflicts inherent in the field's transition from "operational" to "strategic" talent management. For example, case studies related to T.M. issues (Bratton & Watson, 2018) describe the talent development process at a Scottish National Health Service conference center. As these results show, organizations' long-term environmental sustainability can benefit significantly from an inclusive approach to talent development, which is crucial in fostering a pro-environmental culture. Also, in Scotland, Bratton (Bratton & Watson, 2018) examines the part played by line managers in the country's hospitality sector, arguing that talent management must be tied to the organization's overall goals to be effective. In today's society, talent management is recognized as a vital process. Attracting and retaining top talent and remaining competitive globally require businesses to be flexible enough to respond to shifting demographics and evolving workplace expectations. Human resource management (HRM) is responsible for attracting, selecting, developing, and retaining employees (Singh & Kumar, 2021) who are essential to an organization's success through a variety of leadership styles (Collings & Isichei, 2017)

1.1 The Rationale for the Research

According to studies, the hospitality industry has always struggled to find and keep highly motivated, talented, and qualified workers. (Baum, 2007) The hospitality industry may have a negative reputation

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