



# Chapter 20

## Talent Acquisition and Retention in Hospitality Industry: Current Skill Gaps and Challenges

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### **ABSTRACT**

*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. Retaining talent comprehending the socio-demographic characteristics of an organization's workforce can assist in formulating tactics that are more successful in retaining people. The hospitality sector relies heavily on its employees, making talent management procedures vital to its success. As a service industry, the hospitality sector delivers 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 service level to greater success. The objective of the study is to explore the factors associated with talent management and evaluate the impact of the identified factors on employee productivity in the hospitality industry.*

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## **BACKGROUND OF THE STUDY**

Given the constant twists of development and opportunity, the value and accomplishment of every company's premises are considered key objectives for hospitality institutions (Ghani et al., 2022). 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 (Al-Dalhme, 2020). In related situations, Claus (2019) 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. When competition now increases by one day, HR speculation has become a major part of strategic ideology. 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). According to Thunnissen (2016), TM's scope is restricted to the results of organisations' minimal human resources practises. While HR operations have received much coverage, the recognition of the experiences, objectives, wishes and ambitions of individual staff and the development of their own profession has received little attention (Supina, 2020; Singh and Bathla, 2023; Sharma and Singh, 2024; Singh and Singh, 2024; Singh and Hassan, 2024a; Singh, 2024a; Singh, 2024b; Singh and Kumar, 2022; Singh and Hassan, 2024b, Singh and Kumar, 2021; Sharma and Singh, 2024; Ansari and Singh, 2023; Ansari et al., 2023; Ambardar and Singh, 2017; Ambardar et al., 2022). Most research investigated the factors of employee expectations, discovering that personal interests, activities and history, schooling and gender all play a role (Tabassum & Nayak, 2021). Some research in the major TM literature, however, recognises the value of recognising the work aspirations of particular workers, their perspectives and the results of TM's activities (Sudarji et al., 2022; Singh and Bathla, 2023; Sharma and Singh, 2024; Singh and Singh, 2024; Singh and Hassan, 2024a; Singh, 2024a; Singh, 2024b; Singh and Kumar, 2022; Singh and Hassan, 2024b, Singh and Kumar, 2021; Sharma and Singh, 2024; Ansari and Singh, 2023; Ansari et al., 2023; Ambardar and Singh, 2017; Ambardar et al., 2022). 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 practises 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 organisations and to success, management needs to recruit, cultivate and maintain capable, exciting and accountable staff to keep them committed and empowered.

As a result, the researcher advocates for expanding the scope of the study, moving away from a narrow focus on HR activities to a broader perspective that considers the unique needs, aspirations, and goals of hotel employees. Individuals with unique personal histories, interests, viewpoints, and ambitions for career progression within the hotel sector comprise the workforce (Singh, 2024a; Singh, 2024b; Singh and Kumar, 2022; Singh and Hassan, 2024b, Singh and Kumar, 2021; Sharma and Singh, 2024; Ansari and Singh, 2023; Ansari et al., 2023; Ambardar and Singh, 2017; Ambardar et al., 2022).. Gaining insight

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