Business 2020 : Issues & Challenges

International Conference, 16th April 2016

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National Centre for Rural Development

NCRD's Sterling Institute of Management Studies

Approved by A.I.C.T.E., New Delhi, Government of Maharashtra & Affiliated to University of Mumbai

National Centre for Rural Development (NCRD)

NCRD's Sterling Institute of Management Studies

Business 2020: Issues & Challenges

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ISBN : 978-93-5254-816-3

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Published by

NCRD's Sterling Institute of Management Studies

Plot No.93/93A, Sector 19, Near Seawoods Railway Station

Nerul (East), Navi Mumbai, Maharashtra 400706

Phone No.: 022-2770 2282, 2771 5308, 2771 2335

Web: www.ncrdsims.edu.in, Email: ncrdconference@gmail.com

Typeset & Printed by

Shreeji Stationery & Print

Shop No.I-1,Neighbornood Shopping

Complex, Plot No.10/11, Nerul [W]

Navi Mumbai - 400706

Phone No.: 022 -27719751

Email: shreeji.print2013@gmail.com

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ISBN : 978-93-5254-816-3

THE CHALLENGES IN TALENT ACQUISITION FOR HR IN HOSPITALITY INDUSTRY – A STUDY OF HOTELS IN PUNE, INDIA

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RACT

the field of Human Resource management (HR) in ality sector is experiencing frequent pressures for change increase in competition. The role of HR head has become il in building a talent company. The trend has been ved in shift toward millennial employees. Therefore today, management, talent planning and talent acquisition has e more significant. There is a considerable competition e best people with human resource management ntrating on talent management and recruitment

acquisition has been there for a long time, but is a ntly developing practice. Hotels are reconsidering their g recruitment strategies and are looking to align talent ition with business outcomes. This research sought to on the challenges in talent acquisition for HR in ality industry

search is focused on four star and five star hotels in Pune, Many of these hotels are operating finest brands of ational hotel chains. The study is based on data collection erviewing HR managers of hotels and secondary data les literature review, interviews of HR managers of s hotels published in hotel magazines and websites.

ndings indicated that, the HR in hospitality industry is substantial challenges in talent acquisition in the rio of existence of several international brands, erable competition for the best people at the same time aff turnover.

rds: *Hospitality Industry, Talent Management, Talent ition, Millennial Employees.*

ODUCTION

he years there has been a phenomenal growth in the ality industry in India. The field of human resource ement in hospitality sector is experiencing frequent re for change due to increase in competition. The role of d has become crucial in building a talent company[1].

s a huge demand for hospitality graduates who are ed for working in hotel industry. But due to the facts such s, long working hours, shift patterns of duties, lack er career structure in hospitality industry,

employees as well as employable graduates are opting to work in other areas such as call centers, facility management etc. In this situation, recruitment has become a challenging task for the hotel.To change this scenario, HR has taken the leapfrog from being 'administrative supporters' to 'business partners' working closely towards the development and evolution of human capital[2]

Organizations needed to strive more than ever for directing their employees to the common vision of the company to establish long term co-operation.{14} Being a part of service based and customer oriented industry, the human capital is the greatest source of competitive advantage for any hospitality industry.[3] In this context,Talent management, talent planning and talent acquisition has become more significant

More than just recruiting the manpower, the trends is hiring the upcoming crop of millennial employees which is more global in their thinking, more invested in relationship building, and more willing to be flexible within the workplace; knowing these values, plus the many other traits held by millennial such as having passion, believing in accountability, and being achievement driven, will help HR professionals as they seek out productive employees to fill new roles.[4]Today's organizations carry success stories based on its talent management strategies {13} In the present study, an attempt has been made to understand the challenges in the talent acquisition for HR in hospitality industry in Pune.

REVIEW OF LITERATURE

It is widely recognized that human resource plays a significant role for enhancing an organizations performance and effectiveness {5}.Having a right talent at right time is of great importance for any organization. In present environment, businesses wants to hire, develop and maintain extraordinary talent to endure competition. Talent management, therefore, is fast gaining top priority for organizations across the world {1}.Having a talented workforce and retaining them is on the priority for the organizations. Hospitality industry is not the exception for that.

Talent management is one of the primary management tool for 21st century human asset management{12}because the significant resource for firms competing in this century is no longer land, capital and other tangible assets but the human

ISBN : 978-93-5254-816-3

and maximize the benefits associated with the current technological boom {3}Being able to hire the best employees as efficiently as possible becomes more and more critical within the Hospitality industry[5]

According to DK Ribfia Jain, attracting qualified talent is the crucial first step in talent management cycle. Jobs are plenty, finding the right candidate is the challenge{9} A correct approach of talent acquisition can benefit the organizations to overcome the problems of employee turnover.Thus in the scenario of dynamic technological transformation, global mergers and acquisition, effective talent acquisition has great prominence

Talent acquisition as defined by Deloitte is 'a strategic approach in identifying attracting and onboarding top talent to efficiently and effectively meet dynamic business needs' In order to gain a competitive advantage organizations must adopt a new approach that focus less on filling positions quickly and more on aligning talent acquisition with the business[6]

The practice of merely filling up open positions has been replaced with talent acquisition which is more concerned with search for talented individuals that will provide in the whole business success. The approach of talent acquisition is acquiring/getting high performance group from the competitors has greater prominence. With better talent acquisition and development, employee engagement improves and so does the productivity {7}

To get right talent at the right time has become more challenging. Recruiters have extra pressure to have most effective and zero error while shortlisting applicants in candidate selection. It is crucial for all companies to develop a talent strategy that goes deep into the organization and is able to supply the talent to meet a changing business climate {11}

As companies increasingly compete on the basis of talent, their success will largely hinge on their ability to recruit, develop, deploy and retain skilled people at every level- from production employees and technicians to scientists and engineers to middle managers and executive leaders.{4} Multiple strategies are used today in order to accomplish many of the goals that we deem important for Talent Acquisition {10} Most hotels are forced to find new ways in which they are settling themselves apart from the vast competition.

Maximizing team engagement, motivation, and retention through due diligence in talent acquisition is vital in today's highly competitive environment{8} Employer branding has become a key strategy.{2}

Excellence in talent acquisition results from a combination of strategies, capabilities and enabling technologies[6]

METHODOLOGY

For the purpose of research, the focus was on four star and five star hotels so as to facilitate comparisons in the hospitality sector. This approach was taken to ensure that the findings would be more relevant. After identifying the hotels, the study was carried out about the policies and strategies of hotel in talent acquisition through interviews. The result presented below includes details regarding importance of talent acquisition and challenges faced by hotels in talent acquisition.

This study was based on descriptive survey research design. A questionnaire was formulated for data collection. Primary data was collected from the answers given by the respondents. For the study the participants were selected through purposive sampling included human resource practitioners at each hotel as they deal with recruitment and selection and possessed appropriate information in the area of study.

DATA ANALYSIS AND INTERPRETATIONS

With the entry of international hotel brands in the Indian industry across different categories, there is a need for all hotels to become more manpower efficient and reconsider their staffing requirement. This has reflected in the HR policies of most of the hotels.

Pune has seen a sudden burst in hotel development over the past few years, and there is more to come.Pune today is a true satellite city of Mumbai. The makeover of the city has received considerable impetus for the hospitality sector. Almost all the major domestic chains are present there and so are most of the international big brands such as Westin, Four Points by Sheraton, J.W. Marriot, Courtyard by Marriot, Hyatt Regency,Novatel,Orchid,Sun – n – Sand has made the presence in the city. The employment opportunities has increased. Acquiring the right talent at the right time is always a key focus in the hospitality industry[7].

Being in customer service business, hospitality industry relies heavily upon its human resources to achieve its competitive advantage. All the hotels in the sample strongly agrees that to attract suitable labour is a key challenge for the hospitality industry.The challenge they face is working out how to identify the highest quality talent, how to reach out to it and how to snap it up in the most effective way, without increasing overhead, before competitors beat them to it {6} With the newer hotels and brands entering the market, the human resource departments are adopting advanced strategies to attract the best talent. According to a recent survey by SHRM, 'Majority of HR managers had said that the talent management and improving leadership will be the most critical HR challenges for the future". The HR managers in our sample believe that talent acquisition is a specialist job and has a strategic importance to the business. Carefully formulated long term strategies need to be worked out to hire best of the talent.The goal of talent management is to create a high-performance, sustainable organizations that meets its strategic

ISBN : 978-93-5254-816-3

a priority and a long-term ply and not a transaction at the time of need. For them the quality of the people they hire directly determines the success of the organization. The hotels are looking at talent as a strategic objective.

The hospitality sector has been continuously seeing a high labour turnover. To overcome this loss, the hotels are formulating long term strategies for talent acquisition. Hotels want to hire the employees who believe in long term commitment and have desire to grow. The hotel in the sample particularly international brands emphasizes on hiring the talent who have potential to learn, evolve and grow with the company.

The hotel believe in hiring for attitudes. Right attitude and aptitude are very important factors considered for talent acquisition. In the present scenario, hospitality professional have multiple career options like BPOs, retail chains, multinational companies, facility management and so on. Having increased employment opportunities in hospitality industry, employees have become more confident in exploring new jobs. This has increased employee turnover and the work for the recruitment department. There is always a huge potential for highly talented resource and acquiring such talenthas always been a challenge for hotel industry.

It is found that some international brands from the sample focus on talent acquisition with well-planned policies and strategies. It involved the practices like writing a job description, focus on internal and external recruitment, and carrying out background check. Hotels are emphasizing various issues such as reputation of the organization in the industry, employee value preposition, promotion opportunities to attract the employees. An employer brand represents the corporate identity to its current and prospective employees. It helps hotels to attract employees with high commitment, who are highly qualified, talented and trustworthy that becomes a critical aspect for the success of the business. International hotel brand are getting benefit of these factors during talent acquisition. An international hotel brand from our sample has been found using time tested strategy to recruit employees which is super headed by its own staff who know the hotel best. The management believes that everyone at the hotel should be involved in attracting talent to the company.

Hotels in our sample are facing volatility as another challenge in talent acquisition. Today's talent is more demanding than ever. Their focus is on projects versus jobs. Today's candidates have more access to employer information than ever before. Organizations are now open book, and candidates can easily get a clear picture of the culture of the organization. Maintaining a brand image has become very crucial for hotels to attract talented candidates. Candidates want the job search experience to be easy and immediate. The hotels are facing talent sourcing challenges. If managers are focusing on rocuring employees rather than finding the right talent, they are limiting their scope. In a newly competitive and faster moving world. delays in hiring may cause the hotels to loose pliterally every top candidate. Reducing time to hire is one of the most difficult tasks within recruiting. The recruiters need to maintain its speed capacity. Use of networking and social and media interaction has brought the transformation in employee recruiting and hotel are getting benefitted due to this.

The strategies used byfewhotels in our sample varied. These hotels believe in acquiring talent that are sincere and hard working as well as knowledgeable and they believe in grooming them for a work culture after joining them. According to them, these employees tend to staywith the hotel for a longer duration.

FINDINGS

The shift is observed from merely recruitment to the talent acquisition in hospitality industry. The hotels are looking for upcoming crop of millennial employees. From the findings it can be revealed that hotels are now employing "talent Acquisition' specialist and training them to recruit high performing groups from competitors. Hotel are using mixed talent acquisition strategies to appeal and employ top candidates. The emphasis is on employer branding which has been found to be beneficial to attract top talent.

Though compensation is one of the key factor in attracting talent, an organizations culture plays a very important role in attracting talent towards the organization. Thus developing the right culture is an important concern for the hotels to attract talent.Recruitment for the hotels now is not just to fill the numbers, but to match the right competencies to the right kind ofjobs

CONCLUSIONS

The aim of the current study was to highlight the challenges faced by HR in hospitality industry in talent acquisition. The hospitality industry is facing substantial challenges in talent acquisition in the scenario of existence of several international brands and considerable competition for the best people. Hotels are using multiple strategies and techniques to make talent acquisition effective. Attracting, developing and keeping employees is their top priority. Many hotels are enforced to find new ways in.which they are setting themselves apart from immense competition. The trend in talent acquisition has been observed in shift towards use of new-age procedures, tools, use of technology and attracting and hiring millennial employees. Hotels are looking at talent as strategic objective and lot of organizations are now becoming purpose driven, to attract talent.

END NOTES

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23-2016020

ISBN: 978-93-5254-816-3

978-93-5254-816-3

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