

## A Study to Reconnoitering the dynamics of Talent Management Procedure at Hotels in Jharkhand

**Viveka Nand Sharma**

*Research Scholar, Usha Martin University, Ranchi (Jharkhand) India  
viveksharmabhm@gmail.com*

**Dr. Arvind Hans**

*Associate Professor (Management), Usha Martin University (Jharkhand) India*

<b>Article History</b>	<b>Abstract</b>
<p><b>Article Submission</b> 24 December 2021</p> <p><b>Revised Submission</b> 14 February 2022</p> <p><b>Article Accepted</b> 28 February 2022</p> <p><b>Article Published</b> 16 March 2022</p>	<p><i>Talent is the product of capability (skills, education, training, and knowledge), attached with motivation (assignment, gratification, challenge, and well-being) and opportunity (H.G. van Dijk, October 2008). An integrated strategic approach to managing careers involves attracting, retaining, developing, and transitioning people within the organization (Valamis, 2021). The world of knowledge-intensive business considers human resources to be rare and unique. According to most experts, the sector of talent management does not have a clear sense of dimensions, terminology, and a theoretical framework. The goal of this study paper is to investigate and conclude how select hotels in Jharkhand handle and differentiate their staff management operations in terms of talent recruitment and retention. Hotels in Jharkhand use a range of approaches to evaluate the effectiveness of their actions and initiatives, including an overview of how they treat an employee and how they plan to continue to innovate to measure the success of their actions and projects? Additionally, their approach needs to be more inclusive. The findings would be significant for managers who recruit and manage employees, hoteliers, and higher education institutions dealing with the industry's skills gap.</i></p> <p><b>Keywords:</b> Talent Management, Retention, Hotels, Jharkhand</p>

### I. Introduction

The hotel business is quickly growing around the world, and it is predicted to continue to be a major contributor to the global economy by generating needed foreign exchange reserves while also providing jobs. (Labour, 2010). The most important component for the success of the hotel sector in Jharkhand, regardless of the country, is the development of talent management practices. Employees typically oppose change and prefer to stick to conventional attitudes and traditions, making it difficult to implement HR policies that are intended to improve business.

The hotel sector in Jharkhand has great potential for attracting a skilled and dedicated workforce, but there is a significant supply-demand mismatch that is creating major concerns about the industry's long-term viability, with attrition and a negative image of the industry being the primary causes. Jharkhand's hotel business is reaping the benefits of the current development. Attrition has reached an all-time high, with a slew of new properties on the horizon and attractive chances in other service areas. Due to a dearth of certain skills and qualified labor in the hotel business, candidates are choosier about potential work prospects (Sharma, 2021). These are some of the biggest issues for businesses is keeping up with the current changes by adapting to changing requirements in a competitive market where revenue is no longer only judged in terms of learning techniques before beginning a job. In the current economy, lifelong learning, employability, and talent management are more important than long-term employment and job security. (Ellström, P.-E. (2012)).

COVID-19 has culminated in the layoff or detention of 70% of hotel workers, perhaps more than ever for hoteliers to retain their talented individuals. When the market recovers, hoteliers will find it incredibly difficult and expensive to employ the trained candidates they seek. As a result, now is the best possible time for owners/managers to execute a comprehensive talent management framework that will pave the way for the future. The hotel business is currently in a bad position. COVID-19 has wreaked havoc on the Hotel industry, having a

devastating impact on hotels from coast to coast (bakertilly, 2020). The capacity to manage employees successfully has become vital in the present business environment since talent is considered one of the most important drivers of any hotel's success. However, in several industry situations, there is an absence of lucidity around the idea of ability. Besides, because the inn business is client-centered and dependent on low-wage work, having the option to appropriately characterize and oversee ability would help the organization's intensity (Kaewsaeng-On, 2016).

The article aims to reconnoitre prevailing hypothetical standpoints on talent management toward pitching light on TM practices at select hotels in Jharkhand, by way of well to propose guidelines towards forthcoming TM research. The current study was led and supported by the goal of clarifying talent management and the endeavour to connect talent management practices with academic literature. We developed and suggested a talent management approach that included identifying potential and star performer individuals, building a team of talented employees, offering advancement systems, and evolving retention strategies by merging all of the views.

## **II. Theoretical Background of Talent Management**

The growth of management theory has affected the development and direction of human resource management. Talent management is characterized as a foundation (Sparrow, Scullion, & Tarique, 2014) since the situation takes organized viewpoints besides observes from several domains like human resource management. The widely held revisions in the Talent Management field reinforced a viewpoint based on facts. Many such study discoveries, which are important from a resource-based standpoint (Barney, 1991; Barney & Wright, 1998), remained advantageous in assessing the reputation of talent management in achieving a modest gain. Because of its worth, scarcity, and inimitability, talent management can continue to be a significant source of competitive advantage. The physical and organizational resources of the company may be divided into three categories: imitable, replicable, and changeable. Human resources are a source of sustained competitive advantage, according to this viewpoint, since they are valued, creative, quasi, and distinctive (Barney, 1991; Barney & Wright, 1998). Aside from that, to give a long-term competitive edge, resources must be durable and non-replicable. The ability to execute the executive's strategies, for example, drawing in, creating, persuading, making due, fulfilling, and holding ability can give a drawn-out upper hand. Well-known sunlit of this reason, and light of the asset-based view, an interaction (RBV) was created to distinguish an association's unprecedented and incomparable HR.

## **III. Talent Management**

It is necessary to define talent before considering talent management. 'There is no perfect consensus on the definitions of skill, and the world of work has various definitions' In the academic literature, our study summarized and disclosed the composite form of talent definitions. The Object approach (talent as qualities of persons) and the Subject approach (talent as characteristics of objects) are two ways to think about talent (talent as people).

### **a. Talent Management Practices**

We divided all of the practices into three basic processes in this study. These are the processes of defining, developing, and retaining. Those will be identified in the next section.

- **Essential Defining Procedure**

The method of an essential requirement to define the talent can be implemented by three approaches. The ramifications of this process include attracting, recruiting, and recognizing talent, as well as establishing a talent pool.

- **Enticing Talent**

Human assets are pretty more imperative in an additional sophisticated business milieu and knowledge-based commerce, and founding a longstanding modest benefit through the progress of human capital is a delinquent for commerce (Prahalad, 1993).

As per the outcome, attaining talent to acquire viable advantage is an exertion for industries. (Trank 2002).

- **Acquiring and Identifying Talent**

Employing is just one component towards hiring the right employee who can be an asset to the organization. It isn't a direct reference to the hiring process. Talent recruitment, forecasting and reward management, training and development, and talent nurturing are the foundations of the recruitment procedure. The sourcing strategies used in the talent acquisition process are frequently divided into two categories: offshoring and nearshoring (Rothwell,2003). Outsourcing talent is done with the help of consulting firms such as head-hunters. The process of identifying, locating, and selecting high-potential and high-performing executives is known as headhunting (Smith, 2004).

- **Developing Talent Process**

Identification of individuals based on their potential and performance is the first step in the progression plan approach (Ross, 2013). Following the interest and recognition of the most significant employees, the question of how to nurture them to improve their ability and execution has arisen. Even though many firms promise incredible growth opportunities, it is difficult to keep up with this obligation over time (Younger, 2007).

- **Training**

Preparing through training programs is the single most significant part of ability the board cycle, alongside enrolling and recruiting, onboarding, execution of the executives, progression arranging, and authority (Downs, 2012). Representatives gain work-related capabilities, information, abilities, and ways of behaving through preparing, which is characterized as "a coordinated exertion by a firm to help the learning of occupation-related capabilities, data, abilities, and ways of behaving by representatives" (Noe et al., 2012: 271).

- **Retaining Talents**

The fundamental worries of worker commitment inside firms, as indicated by Deloitte's exploration (2005), are obtaining and holding top-notch representatives. Until the mid-1990s, firms accepted that enlisting top-notch workers from contenders was the most ideal choice. Nonetheless, they understood that they were attracting and losing the ability to contenders simultaneously (Cappelli, 2008). Organizations that work under the guideline of accomplishing an upper hand by drawing in and holding all those representatives can fill as far as enrolling, connecting with, and holding representatives.

- **Performance Management**

Since execution the board upholds individuals in working on their exhibition, it is viewed as an essential course of hierarchical viability (Gruman and Saks, 2011). Execution of the executives likewise helps firms in characterizing a worker's work and guaranteeing representative skill improvement in regions that influence hierarchical adequacy. Besides, adjusting grant results to individual accomplishment could prompt superior execution of the board (Khatri et al., 2010).

## **V. Conclusion and Future Research Agenda**

While organizations and counselling associations are embracing TM techniques, there is as yet a deficiency of hypothetical structures in the scholarly community (Lewis, 2006; Al Ariss, 2014). The exploration (Heckman, 2006; Melah, 2009; Schiemann, 2014) made a huge commitment to the TM field by giving an intensive assessment of the procedures around here. Also, this exploration reveals insight into certain components and perspectives of TM. The asset-based viewpoint (RBV) clarified the inspirations of TM for associations, however, Tatou (2015) gave a basic evaluation, asking the TM field by shedding consideration on friendly capital,' which was neglected by RBV. We guaranteed a portion of the TM rehearses for the field by consolidating them into three methodologies by thinking about those perspectives. Since this study grounded a portion of the practices with scholastic writing, these introduced instruments might associate professional and scholarly interest inability the board.

Future examination of the results and outcomes of those TM strategies should be founded on these subjects. This has While organizations and counselling associations are embracing TM techniques, there is as yet a deficiency

of hypothetical structures in scholarly community (Lewis, 2006; Al Ariss, 2014). The exploration (Heckman, 2006; Melah, 2009; Schiemann, 2014) made a huge commitment to the TM field by giving an intensive assessment of the procedures around here. Also, this exploration reveals insight into certain components and perspectives of TM. The asset-based viewpoint (RBV) basically clarified the inspirations of TM for associations, however Tatou (2015) gave a basic evaluate, asking the TM field by shedding consideration on friendly capital,' which was neglected by RBV. We guaranteed a portion of the TM rehearses for the field by consolidating them into three methodologies by thinking about those perspectives. Since this study grounded a portion of the practices with scholastic writing, these introduced instruments might associate professional and scholarly interest in ability the board.

Future examination on the results and outcomes of those TM strategies should be founded on these subjects. This has assessed the effect of TM methods on individual and authoritative execution simpler. Leading an exact review that incorporates the execution of practices might be useful in characterizing aspects of TM. It might likewise give helpful bits of knowledge into the field of TM's'social capital.' While organizations and counselling associations are embracing TM techniques, there is as yet a deficiency of hypothetical structures in scholarly community (Lewis, 2006; Al Ariss, 2014). The exploration (Heckman, 2006; Melah, 2009; Schiemann, 2014) made a huge commitment to the TM field by giving an intensive assessment of the procedures around here. Also, this exploration reveals insight into certain components and perspectives of TM. The asset-based viewpoint (RBV) basically clarified the inspirations of TM for associations, however Tatou (2015) gave a basic evaluate, asking the TM field by shedding consideration on friendly capital,' which was neglected by RBV. We guaranteed a portion of the TM rehearses for the field by consolidating them into three methodologies by thinking about those perspectives. Since this study grounded a portion of the practices with scholastic writing, these introduced instruments might associate professional and scholarly interest in ability the board.

Future examination on the results and outcomes of those TM strategies should be founded on these subjects. This has assessed the effect of TM methods on individual and authoritative execution simpler. Leading an exact review that incorporates the execution of practices might be useful in characterizing aspects of TM. It might likewise give helpful bits of knowledge into the field of TM's'social capital.' While organizations and counselling associations are embracing TM techniques, there is as yet a deficiency of hypothetical structures in scholarly community (Lewis, 2006; Al Ariss, 2014). The exploration (Heckman, 2006; Melah, 2009; Schiemann, 2014) made a huge commitment to the TM field by giving an intensive assessment of the procedures around here. Also, this exploration reveals insight into certain components and perspectives of TM. The asset-based viewpoint (RBV) basically clarified the inspirations of TM for associations, however Tatou (2015) gave a basic evaluate, asking the TM field by shedding consideration on friendly capital,' which was neglected by RBV. We guaranteed a portion of the TM rehearses for the field by consolidating them into three methodologies by thinking about those perspectives. Since this study grounded a portion of the practices with scholastic writing, these introduced instruments might associate professional and scholarly interest in ability the board.

Future examination on the results and outcomes of those TM strategies should be founded on these subjects. This has assessed the effect of TM methods on individual and authoritative execution simpler. Leading an exact review that incorporates the execution of practices might be useful in characterizing aspects of TM. It might likewise give helpful bits of knowledge into the field of TM's'social capital.' While organizations and counselling associations are embracing TM techniques, there is as yet a deficiency of hypothetical structures in scholarly community (Lewis, 2006; Al Ariss, 2014). The exploration (Heckman, 2006; Melah, 2009; Schiemann, 2014) made a huge commitment to the TM field by giving an intensive assessment of the procedures around here. Also, this exploration reveals insight into certain components and perspectives of TM. The asset-based viewpoint (RBV) basically clarified the inspirations of TM for associations, however Tatou (2015) gave a basic evaluate, asking the TM field by shedding consideration on friendly capital,' which was neglected by RBV. We guaranteed a portion of the TM rehearses for the field by consolidating them into three methodologies by thinking about those perspectives. Since this study grounded a portion of the practices with scholastic writing, these introduced instruments might associate professional and scholarly interest in ability the board.

Future examination on the results and outcomes of those TM strategies should be founded on these subjects. This has assessed the effect of TM methods on individual and authoritative execution simpler. Leading an exact review that incorporates the execution of practices might be useful in characterizing aspects of TM. It might likewise give helpful bits of knowledge into the field of TM's'social capital.' While organizations and counselling associations are embracing TM techniques, there is as yet a deficiency of hypothetical structures in scholarly community (Lewis, 2006; Al Ariss, 2014). The exploration (Heckman, 2006; Melah, 2009; Schiemann, 2014) made a huge commitment to the TM field by giving an intensive assessment of the procedures around here. Also, this exploration reveals insight into certain components and perspectives of TM. The asset-based viewpoint (RBV)

basically clarified the inspirations of TM for associations, however Tatou (2015) gave a basic evaluate, asking the TM field by shedding consideration on friendly capital,' which was neglected by RBV. We guaranteed a portion of the TM rehearses for the field by consolidating them into three methodologies by thinking about those perspectives. Since this study grounded a portion of the practices with scholastic writing, these introduced instruments might associate professional and scholarly interest in ability the board.

Future examination on the results and outcomes of those TM strategies should be founded on these subjects. This has assessed the effect of TM methods on individual and authoritative execution simpler. Leading an exact review that incorporates the execution of practices might be useful in characterizing aspects of TM. It might likewise give helpful bits of knowledge into the field of TM's'social capital.' While organizations and counselling associations are embracing TM techniques, there is as yet a deficiency of hypothetical structures in scholarly community (Lewis, 2006; Al Ariss, 2014). The exploration (Heckman, 2006; Melah, 2009; Schiemann, 2014) made a huge commitment to the TM field by giving an intensive assessment of the procedures around here. Also, this exploration reveals insight into certain components and perspectives of TM. The asset-based viewpoint (RBV) basically clarified the inspirations of TM for associations, however Tatou (2015) gave a basic evaluate, asking the TM field by shedding consideration on friendly capital,' which was neglected by RBV. We guaranteed a portion of the TM rehearses for the field by consolidating them into three methodologies by thinking about those perspectives. Since this study grounded a portion of the practices with scholastic writing, these introduced instruments might associate professional and scholarly interest in ability the board.

Future examination on the results and outcomes of those TM strategies should be founded on these subjects. This has assessed the effect of TM methods on individual and authoritative execution simpler. Leading an exact review that incorporates the execution of practices might be useful in characterizing aspects of TM. It might likewise give helpful bits of knowledge into the field of TM's'social capital.' While organizations and counselling associations are embracing TM techniques, there is as yet a deficiency of hypothetical structures in scholarly community (Lewis, 2006; Al Ariss, 2014). The exploration (Heckman, 2006; Melah, 2009; Schiemann, 2014) made a huge commitment to the TM field by giving an intensive assessment of the procedures around here. Also, this exploration reveals insight into certain components and perspectives of TM. The asset-based viewpoint (RBV) basically clarified the inspirations of TM for associations, however Tatou (2015) gave a basic evaluate, asking the TM field by shedding consideration on friendly capital,' which was neglected by RBV. We guaranteed a portion of the TM rehearses for the field by consolidating them into three methodologies by thinking about those perspectives. Since this study grounded a portion of the practices with scholastic writing, these introduced instruments might associate professional and scholarly interest in ability the board.

Future examination on the results and outcomes of those TM strategies should be founded on these subjects. This has assessed the effect of TM methods on individual and authoritative execution simpler. Leading an exact review that incorporates the execution of practices might be useful in characterizing aspects of TM. It might likewise give helpful bits of knowledge into the field of TM's'social capital.' While organizations and counseling associations are embracing TM techniques, there is as yet a deficiency of hypothetical structures in scholarly community (Lewis, 2006; Al Ariss, 2014). The exploration (Heckman, 2006; Melah, 2009; Schiemann, 2014) made a huge commitment to the TM field by giving an intensive assessment of the procedures around here. Also, this exploration reveals insight into certain components and perspectives of TM. The asset-based viewpoint (RBV) basically clarified the inspirations of TM for associations, however Tatou (2015) gave a basic evaluate, asking the TM field by shedding consideration on friendly capital,' which was neglected by RBV. We guaranteed a portion of the TM rehearses for the field by consolidating them into three methodologies by thinking about those perspectives. Since this study grounded a portion of the practices with scholastic writing, these introduced instruments might associate professional and scholarly interest in ability the board.

Future examination on the results and outcomes of those TM strategies should be founded on these subjects. This has assessed the effect of TM methods on individual and authoritative execution simpler. Leading an exact review that incorporates the execution of practices might be useful in characterizing aspects of TM. It might likewise give helpful bits of knowledge into the field of TM's'social capital. 'Assessed the effect of TM methods on individual and authoritative execution simpler. Leading an exact review that incorporates the execution of practices might be useful in characterizing aspects of TM. It might likewise give helpful bits of knowledge into the field of TM's'social capital.

### **Acknowledgement**

I am grateful to Dr. Arvind Hans, Associate Professor, Management, Usha Martin University, Ranchi, Jharkhand for his guidance and support throughout the research process.

## References

- [1] Bakertilly. (2020, October 21). Retain top talent: strategies for hotel owners and management. Retrieved from Baker Tilly International Ltd: <https://www.bakertilly.com/insights/retain-top-talent-strategies-for-hotel-owners>
- [2] Ellström, N. S. (P.-E. (2012)). Employability and talent management: challenges for HRD practices. *European Journal of Training and Development*, 36(1), 26–45.
- [3] Gallagher, C. L. (2018). GBTA Forecasts Seven Percent Growth in Global Business Travel Spend, Potentially Signifying End to Era of Uncertainty. Alexandria, VA: Global Business Travel Association .
- [4] H.G. van Dijk, U. o. (October 2008). THE TALENT MANAGEMENT APPROACH TO HUMAN RESOURCE MANAGEMENT: ATTRACTING AND RETAINING THE RIGHT PEOPLE. *Journal of Public Administration*, 385.
- [5] Kaewsang-On, R. (2016, February). TALENT MANAGEMENT: A CRITICAL INVESTIGATION IN THE THAI HOSPITALITY INDUSTRY. Thesis. Salford, Salford, UK: The University of Salford.
- [6] Labour, O. I. (2010). Developments and challenges in the hospitality and tourism sector. Geneva: INTERNATIONAL LABOUR OFFICE GENEVA.
- [7] Sharma, V. N. (2021). A Study of Select Human Resource Practices in FHRAI Listed Hotels in Jharkhand (India). *International Journal of Research Publication and Reviews*, Vol 2, no 11, pp 280-287.
- [8] Tansley, C., Turner, P., Carley, F., Harris, L., Sempik, A., Stewart, J. and Williams, H. (2007). *Talent: strategy, management, measurement*. London: Chartered Institute of Personnel and Development.
- [9] Tansley, C. (2011). What do we mean by the term —talent || in talent management? *Industrial and Commercial Training*, 43(5), 266-274.
- [10] Tarique, I., & Schuler, R. S. (2010). Global talent management: Literature review, integrative framework, and suggestions for further research. *Journal of World Business*, 45(2), 122-133.
- [11] Valamis. (2021, April 9). Talent Management. Retrieved from VALAMIS LEARNING SOLUTION: <https://www.valamis.com/hub/talent-management>
- [12] Yarnall, J. (2011). Maximising the effectiveness of talent pools: a review of case study literature. *Leadership & Organization Development Journal*, 32(5), 510–526.
- [13] Younger, J., Smallwood, N., Group, T. R. B. L., & Ulrich, D. (2007). Developing Your Organization 's Brand as a Talent Developer. *Human Resource Planning*, 30(2), 21–29.