

Relationship between Talent Acquisition Practices and Employee Retention: A Literature Review

^[1] Afna.A.S, ^[2] Dr. K. A. Janardhanan

^[1] Ph.D Research Scholar, Noorul Islam Centre for Higher Education, Kumaracoil.

^[2] Director & Dean, Noorul Islam Centre for Higher Education, Kumaracoil.

Corresponding Author Email: ^[1] afnaas06@gmail.com, ^[2] kajanardhanan@yahoo.com

Abstract— *Employees have always been valuable assets for any corporate. They might be considered the life-blood of a business due to their vital nature. Investigating HR retention techniques and strategies is essential and pertinent since quality HRs and talents are essential to an organization's ability to operate effectively and experience continuous growth. This study intends to investigate current practices and tactics for hiring new employees and keeping existing ones at five-star hotels. The growing number of hotels creates a tremendous opportunity for the hospitality industry to develop and improve. Such individuals are harder to keep because a new opportunity constantly seems to appeal to the skilled and experienced worker who is looking to advance their career. The study primarily focuses at employee turnover intentions in Kerala with a focus on star-rated hotels and talent acquisition's effect on those intentions. It has always been of broad interest and has several dimensions to research talent management and talent acquisition. The evaluation of the study conducted in Kerala will be crucial because this state is distinctive in terms of human development and the tourism industry.*

Keywords- Talent Acquisition, star hotel, employee retention, luxury hotels, employee turnover.

I. INTRODUCTION

India has emerged as one of the top innovation hotspots in the last ten years. The rising employment rate across a range of industries—including technology, banking, education, and the hospitality sector—raises implications for businesses and HRM generally, requiring them to ensure employee recruitment and retention in order to create a motivated and creative workforce. Human resources are being seen as assets rather than just workers in the current situation. Since these skills or resources must be gained, the process is known as talent acquisition. The pervasive talent or skill shortage is one of the key obstacles to the expansion of the Indian economy. Talent acquisition is crucial in identifying the best potential capabilities.

Employee engagement, productivity, and retention difficulties are becoming the most important workforce management challenges in the global company environment [1]. Globalization and liberalization have boosted labor market competition and heightened the fight for top talent. Organizations of today place a higher value on their intellectual resources than on their physical and tangible assets. Recruitment and retention of employees have grown to be a top priority for organizations due to the necessity of recognizing the workforce, employee abilities, expertise, and experiences [2]. New talent hiring and retention have been crucial to an organization's ongoing success. Employee retention has been found to be important for the growth and achievement of an organization's goals and objectives, particularly when establishing a competitive edge over rival organizations during a period of greater globalization [3].

India's hotel business has made a name for itself on the international scene thanks to its expanding economy and the growth of the "Incredible India" travel brand. The hotel sector

is a dynamic service industry where effective management of human resources is necessary to guarantee professionalism and effectiveness in service delivery. The hotel sector contributes significantly to the growth of the nation's tourism economy. Once more, the company performance of this sector is linked to employee performance. In order to provide the greatest business or service to the customers, hotels and other supplementary lodgings must maintain their personnel size.

Any industry's success is greatly influenced by the caliber of its human resources, and the tourist sector is no exception. The hospitality industry is much individualized. The need for a seamless and effective operation in this industry is guest attraction and retention, which calls for professionally trained and highly experienced employees. "Today's workers are distinct. The large market gives them significant prospects. They immediately move on to the next job when they become unsatisfied with their current employer or position [4]. Because of this, the company should assume responsibility for keeping its finest workers.

1.1 Talent Acquisition

The process of finding, tracking, and interviewing job prospects, as well as on boarding and training new hires, is known as talent acquisition. Normally, this is under the control of HR. Employing qualified personnel who can promote successful and distinctive branding of their company and services enables firms to grow. Finding and enticing the best personnel to join the organization during on boarding is a strategic strategy. Given how difficult it is to choose and acquire the best talent today, talent hunting is a critically important topic. It is a never-ending process that incorporates strategic components like customer relationship management, employer branding, etc. rather than finishing with the on

boarding of the staff.

Hotels are a crucial part of India's effort to improve its tourism industry. By providing guests with a range of amenities and services that meet diverse criteria, hotels contribute to the whole travel experience. The level of customer service and satisfaction is crucial in a field that demands a lot of human involvement. Any hotel in the star category will employ a variety of people at different levels and types to perform a variety of jobs, including those in the front desk, food and beverage services, food and beverage production, housekeeping, maintenance, security, accounts, administration and human resources, reservations, storekeeping, event management, sales, and marketing. To fulfil the guests' level of pleasure, each of these departments needs employees with a particular skill set and degree of performance. In the hotel industry, talent acquisition is now necessary.

The foundation of talent acquisition is the notion that a company's most valuable asset is its workforce. This is especially true for the hotel business, as the level of client service provided determines continuous success. Customers' propensity to use the hotel again or to refer it to others is directly influenced by employees. For executives, a well-managed people management plan offers a tried-and-true method for developing a high-performance culture, continual professional growth, and a company's strong dedication to providing high-quality services.

Figure 1 depicts the stages of the talent acquisition process.



Fig.1: Talent Acquisition Phases

i. Lead Generation

The procedure begins with a strong job posting and the identification of all the locations where experts in a certain industry congregate. Therefore, employees of the talent acquisition team should focus on relevant social networks, business conferences, events, communities, and forums.

ii. Attraction and recruiting

The key elements of attraction and retention include creating a strong organizational brand and culture and marketing it. They must therefore make sure that candidates have a positive experience and stay in touch with individuals

who might not be a good fit right now but might be ideal in the future.

iii. Interview and assessment

It's crucial to identify the prerequisite abilities and attributes as well as the key signs of a successful performance. Pre-employment testing enables you to weed out applications from unsuitable applicants right away. The next stage is to create interview questions based on these revelations or to employ alternate methods of candidate evaluation, such as a skills test or a public presentation of a pitch.

iv. References checks

- i. It is a procedure whereby the candidate's background is confirmed by getting in touch with former employers and coworkers.

v. Final selection

- ii. The crucial stage is to assess the applicants and pick the ideal option. To reduce the amount of time-consuming tasks required during this period, many businesses adopt monitoring or talent acquisition tools.

vi. Hiring and on boarding

These two procedures represent the pinnacle of finding the top candidates, albeit they are frequently carried out by others. It's essential to offer new hires a smooth on boarding experience because doing so can directly impact retention rates.

Even if talent has always been significant, it must now be integrated into company strategy on a par with technologies and finances [5]. There is a business interest in place for the top 10 hotel groups. High performance and profits are produced by talent, and talent draws new talent to an organization [6]. Additionally, it is asserted that in the hotel industry, talent fosters increases in efficiency, quality, and innovation. In order to attract and keep key people, hotels must act swiftly in response to these changes with innovative ways of working, recruiting, measuring performance, rewarding, and managing. As a result, both large and small hotel brands are fully committed to luring, nurturing, and keeping great talent.

"A systematic method to find, recruit, and onboard elite talent to efficiently and effectively satisfy evolving company needs," according to the definition of talent acquisition. TA and recruiting are frequently used interchangeably. But they are two quite distinct things. TA involves recruiting, but it also contains other strategic elements. Recruiting is a subset of TA and encompasses the tasks of sourcing, screening, interviewing, assessing, selecting, and hiring.

1.2 Employee Retention

Employee retention is phenomena where workers decide to continue working for their current employer and don't aggressively look for other employment opportunities. It refers to the methods a company does to keep hold of its

valuable talent as well as the tactics it develops to reduce the risk of employee turnover. It is currently a major burden for businesses and HR departments.

When a person works for an organization, both the employer and the employee are required to uphold relationships that imply mutual interdependence, respect, and responsibility for the benefit of both parties. As a result, after receiving training, an employee has a propensity to leave the company in search of better opportunities. The factors may include a high pay, a favorable work environment, practical work hours, a pleasant setting, improved growth opportunities, etc. Many related terms, such as employee turnover and employee attrition, must also be taken into account in the context of staff retention in any commercial organization. In order to prevent employees from quitting their employment, firms must use effective employee retention strategies.

A company's ability to keep its staff has two ramifications. Businesses that keep their top performers will succeed in terms of performance and cut costs associated with posting job openings, recruiting, hiring, selecting, on boarding, and training new hires, as well as employee turnover [7]. According to studies, depending on the type and degree of the work the person has, the cost of employee turnover frequently ranges from 50% to 200% of the employee's annual income [8]. Low employee retention rates have been found to interfere with and disturb the internalization of standards by the workforce in the hotel sector, which lowers service quality, lowers customer happiness, and reduces an establishment's ability to compete.

As a consequence of increased investment from both local and foreign investors, the hotel industry in Kenya has gradually achieved good growth over the past ten years with the creation of new facilities. Hotel capacity as measured by the number of bed nights available in a particular year has been continuously rising, going from 7.767 million bed nights available in 2003 to 17.417 million bed nights available in 2011, according to the Economic Survey of 2007 and the Tourism Performance Review of 2010. This increase in capacity was made possible by building new hotel facilities and reopening those that had been shut down in the 1990s and the early 2000s. Since new players in the hotel sector are continually "poaching" staff from other, more established hotel facilities, managements of the majority of facilities are increasingly challenged by higher staff turnover. In Nairobi, three- and five-star hotels, respectively, had labor turnover rates of 68% and 13%, according to a study by [9]. Despite beginning and putting into practice numerous methods, including providing career advancement possibilities, particularly for critical talent, among other activities to help retain their personnel, hotel facility management continues to face the problem of high turnover.

1.2.1 Human Resource Practices Influencing Retention

HRM is a strategic tool that entails finding qualified candidates for human resources, developing those candidates'

competencies, effectively motivating them, rewarding them, and inspiring in them a desire to join the management team that aims to provide dedicated and committed service for the success and growth of the organization. Using a unique collection of integrated employment policies, programmes, and practices, human resource management is a strategic approach to managing employment relationships that emphasizes exploiting people's skills to generate sustained competitive advantage [10]. As a result, employees are primarily accountable for the development and continuation of hotels. According to Figure 2, career growth possibilities and opportunities for self-directed, dynamic learning are crucial for employee retention since they increase employee satisfaction.

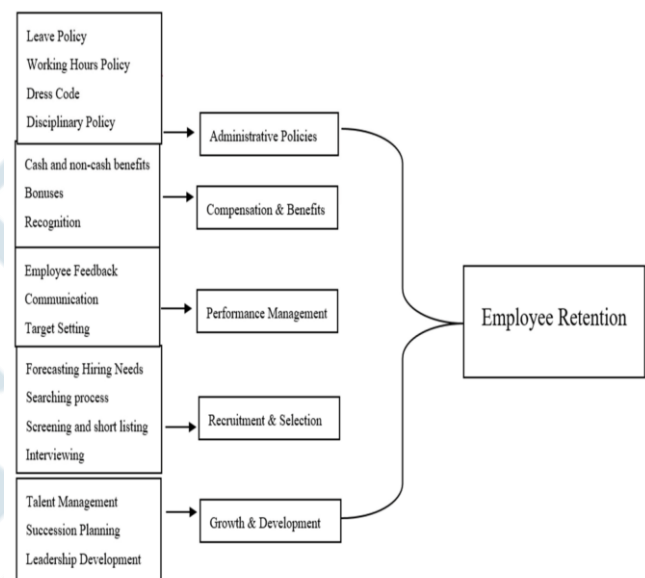


Fig.2: HR practices' effects on employee retention

Employees may decide to leave their jobs for a variety of reasons, including being passed over for promotion, finding a more appealing or lucrative position elsewhere, or for financial considerations. However, the majority of staff members leave owing to a variety of reasons, including attractive promotion chances in other companies, low or no job satisfaction, and a stressed out or unfavorable workplace culture. One of these variables may be substantially to blame. It takes meticulous investigation to pinpoint these problems. Employee turnover is an indication of serious problems, which may include a lack of retention methods. Organizations need to be aware of the elements that influence employees in order to keep them and inspire them to be productive and devoted to the company. Managers should design positions, organizations, and teams that help rather than hinder their staff [11].

The idea of "person-job fit" puts an emphasis on the unique values, convictions, and personal objectives of employees. Employees are more likely to feel at home and stay with a company if their own values and beliefs align well with those of the company. Similar to this, person-job fit also emphasizes matching individuals with jobs based on their

aptitudes, expertise, and skills. When workers possess all the knowledge, skills, and talents necessary for a job, they are more likely to fit in and stay with the company. Extra credentials, experience, knowledge, skills, and abilities may also contribute to employee turnover; as a result, the employee will probably leave the company in search of better chances elsewhere in the market. Therefore, employers must choose workers whose values and beliefs are most compatible with their own, and employee KSAs must be properly aligned with those of the position. To keep a person around for a long time, it is important to choose someone whose standards, values, and beliefs align with those of the firm [12].

Individuals who are a good fit for a position are more likely to stay with the company. It might be argued that this characteristic is a good indicator of employee retention because person organization fit also significantly influences turnover intention. Compared to other industries, the hotel business has much more frequent access to human resources. The attitude and conduct of employees is crucial in determining the longevity and caliber of services and goods provided by hotels. Employees are primarily in charge of giving the hotels a long-lasting competitive advantage. Employer dedication and the adoption of best practices increase organizational efficiency, production, and profitability [13].

Since the hotel sector is very customer-focused, there is a huge need to draw in new employees and keep the ones you already have. Increased customer satisfaction, positive workplace relationships, succession planning, and organizational reputation are all benefits of staff retention. Because it produces goods and provides services to clients and staff, the hotel industry is a part of the service and production sector. One of the key elements influencing this industry's success is "human resource," which is dependent on the caliber of personnel and how well they are managed to achieve organizational goals. Therefore, it is crucial to create and maintain effective HRM procedures and policies that allow them to choose and retain qualified candidates. Recruitment, job analysis, pay, training, performance reviews, communication, employee empowerment, job security, work design, employee security, employee relations, and motivations are all examples of HR activities [14].

1.2.2 Factors Influencing employee Retention

i. Environment of Work

The physical surroundings of an employee's workstation and all other aspects that are related to that employee's participation in the task itself are referred to as the workplace environment. According to Horwitz et al. [15], retaining important employees requires a workplace that is "fun" to work in. According to [16], an atmosphere that encourages employee retention is one in which working is enjoyable, the resources are sufficient, and there is some degree of flexibility. Therefore, organization fosters a good sense of

belongingness that leads to employee retention by creating a suitable work environment.

ii. Relationship with Co-worker

According to researchers [17] and [18], workplace pressures resulting from the relationships among coworkers were one of the most common reasons offered by employees for quitting their jobs. According to Work [19], businesses with better employee-management/supervision relations were found to have higher talent retention rates than businesses with tense connections.

iii. Remuneration

One of the most frequently mentioned retention criteria is the availability of a competitive compensation package since it allows employees to satisfy their material and financial needs and get social acceptance. The most crucial element for luring and keeping talent is regarded as compensation [20]. The impact of financial incentives on employee retention is diminished as a result of the tendency toward benchmarking, which makes it harder for firms to differentiate themselves from their rivals through compensation [21].

iv. Satisfaction of Job

The mindset toward one's work and its components is referred to as satisfaction of job. Therefore, it may be claimed that employees are more likely to be content with their jobs when they have the chance to push their abilities and feel like they have a sense of personal choice and flexibility when engaging in work-related activities. Job satisfaction not only increases employee retention but also lowers the cost of recruiting new hires [22].

v. Organizational Commitment

An emotive attachment to an organization, a positive decision to work there and the intention to do so in the future are all referred to as organizational commitment. Organizational commitment was characterized by Mowday, Porter, and Steers [23] as a strong embrace of the organization's values and aims, a willingness to put in a significant amount of effort on its behalf, and a strong desire to continue being a member of the organization. Strongly committed employees stay on as staff members because they genuinely want to.

vi. Leadership

A good manager can have an impact on an organization's ability to retain personnel, according to Kaye and Jordan-Evans [24]. In their study, Budhiraja and Malhotra [25] investigated how leadership style affects success or failure. When discussing leadership style and employee turnover, Alkhawaja and Arwa [26] stated that unbalanced treatment of employees is a contributing factor. As a result, when dealing with people, leaders should examine their own personal judgments, biases, and assumptions. This will ultimately lead to high motivation and organisational effectiveness.

vii. Work-life balance

One of the things that affect employee retention is the harmony between work and personal life. Work-life balance is becoming more crucial for engagement and has an impact on retention. In this study, correlational analysis and mediation analysis were conducted by Khairunnezam Mohd Noor [27]. Perceived work-life satisfaction was found to negatively correlate with the desire to quit in a correlational analysis. Work-life balance and academics' intention to leave were linked in a straightforward mediation analysis, with job satisfaction and organisational commitment serving as partial mediators.

1.3 Relationship between talent acquisition practices and retention

Talent acquisition and employee retention have indeed been major problems for many businesses throughout the world, as well as a difficult scenario for HR managers. An estimate states that the expense of losing an employee can be anywhere from one to two times the individual's salary. Businesses that have a high staff turnover rate run the risk of poorer productivity, lower employee engagement, higher training costs, and a bad reputation for employee attrition. Hotels are aware of the importance of employee retention for the long-term development and profitability of their businesses, particularly in the cutthroat luxury hospitality sector. Changes in employment patterns are mostly caused by technological advancements and increased worldwide competitiveness, which has resulted in fierce competition between businesses to find and keep competent individuals. Finding and keeping brilliant personnel is a top priority for firms due to competition and a shortage of highly outstanding and competent workers. Long-term employees are more productive as they become more accustomed to the workplace environment. They also serve as role models for other employees, encouraging them to be more devoted, involved, and committed to the hotel. As a result, a lot of businesses now invest heavily in talent acquisition strategies that inspire employees to take pride in their work.

Small organizations might not have TA due of their lack of resources, according to Schuler et al. [28]. He continues by pointing out that TA is a complicated subject that is better researched at larger firms where there are more resources available for implementing such techniques. With predictions of even further growth, the luxury hotel sector has emerged as a substantial contributor to the larger hospitality sector. Due to the ambiguity of the word "luxury," four and five-star hotels are difficult to describe. When the economy is struggling, they struggle to operate their top-notch services and facilities, which increase their level of risk [29]. According to Bernstein [30], luxury is not just about the furnishings or extras. Because people's perceptions of luxury vary depending on their ethnicity, culture of origin, educational background, and personal experiences, it is a highly subjective concept. The luxury hotel industry has

developed into a place where tourists can daydream and fantasise about other lifestyles, where customer-focused employees are valuable in providing the right service and experience.

According to various researches, the major methods for retaining talent in the Western luxury hotel industry include a welcoming, family-oriented, and open-access culture, teamwork, mentoring, leadership, compensation, succession planning, and training and development. By fostering an atmosphere where individuals feel like family and are more devoted, hospitality managers can ensure that skilled staff members stay loyal and experience enhanced job satisfaction. To recruit talent, hospitality businesses should build brand recognition and raise awareness of their HR procedures. Talented individuals should feel empowered by organisational policies, which should grant them some autonomy and the impression that their ideas and opinions are being acknowledged. Similar to this, it has been discovered that maintaining a healthy work-life balance helps retain talent, particularly for millennials.

II. LITERATURE SURVEY

The study was done to show how talent management works with general HR methods to keep talent and lower employee turnover. By applying succession planning, branding, motivation, and the establishment of efficient employee-centric policies, the study had also attained perceived HR outcomes of a corporation. The study also looked at how human resources procedures like employee skill development, recruitment, and selection play a crucial impact in the success of a firm. The study's findings demonstrated that talent management strategies are an essential component of general HR plans [31].

The basic abilities necessary to pursue a career in the hotel sector were discussed by Vinnie Jauhari[32] in his research of the Indian hospitality industry. The goal of the study was to investigate the relationship between the most recent provisions provided by Indian educational institutions for students interested in hotel management and the industry's current competency needs. To determine the major challenges involved, information was gathered from academics and industry professionals in the hotel sector. The study's conclusions demonstrated that there is unquestionably a gap between the demands of the hotel sector and the level of skill development of the labour force already in place. Due to this mismatch, the hotel business must make additional efforts to train the hired staff in accordance with the needs of their organisations. It also has ramifications for locating and closing the skill shortage between what the hotel industry needs and what is available.

(Hanzaee & Mirvaisi[33], Ogbonna and Lloyd[34] acknowledge that maintaining employee morale is crucial for the hospitality industry, which employs more people than any other sector of the private sector both domestically and internationally. Oster [35] argues that the retention process

benefits the organisation because turnover costs drive up a company's expenses and lower its revenues. Organizations should recognise, support, and enable their human capital with personal growth to ensure they obtain a high rate of employee retention. Self-actualization [36] says that increasing employee retention leads to a decrease in hiring, which saves the organisation time and money on hiring and training staff.

According to Cascio [37], retention refers to measures made by management to prevent workers from leaving the company, such as rewarding workers for doing their duties well, fostering positive working relationships between staff members and managers, and keeping a secure, healthy workplace. Retention is a relative phrase that should be analysed alongside the leaving process, according to Maertz and Campion [38]. A company's voluntary effort to foster an atmosphere where employees are engaged over the long term is known as retention. Retention is the "effort by an employer to keep desirable workers in order to accomplish commercial objectives," according to Frank et al. [39]. Retention, according to Walker and Miller [40], is the phrase used to keep personnel and prevent them from leaving the company. In order to determine what causes employee turnover in the housekeeping department of Delhi hotels, Kumar and Singh [41] performed a study. Poor communication channels, inefficient leadership, a lack of promotions, a lack of a social life and work chances in other properties, low growth, etc. were among the problems identified by the study.

With a focus on five-star hotels in Bangalore, Kumar and Thomas [42] conducted research on the costing of staff turnover dependent on employee performance level. The replacement hiring cost is the highest for both high performing employees and medium performing employees, according to the examination of the average turnover costs by category of the different hotels. The data also reveals that training new hire costs are the second-highest category-wise average cost of staff turnover faced by hotels. In the case of low performing employees in hotels, it has been found that the training new hire cost is the highest relative to the category-wise average cost of employee turnover, followed by the replacement hiring cost. The research also indicates that there is a strong correlation between employee performance levels and some costs associated with staff turnover at Bangalore's five-star hotels.

The success of the restaurant and talent management programmes depend on personnel being promoted fairly and openly, according to a study [43] on the impact of talent management in developing stars at Chipotle restaurants. In line with these findings, a recent study by [44] found that the most crucial component of the talent management system—the lack of motivation and the equality of talented individuals' salary and bonuses with those of other employees—causes job discontent. Both internal and exterior incentives should be included in the reward system; internal incentives consist of numerous benefits that meet the

physiological demands of outstanding personnel.

A properly implemented talent acquisition strategy can lead to improved worker recruiting and retention, among other things. A company's ability to retain knowledgeable employees may give it a competitive advantage [45]. The effect on attracting and keeping valuable employees is one of the most important benefits of talent acquisition. Employee retention is the biggest issue facing human resource professionals in the global economy, claims [46]. The author suggested some methods and approaches for effective engagement, such as corporate branding, altering the hiring process, talent acquisition, and termination interviews. In their study "A strategy for optimizing employee recruitment, retention, and engagement within hospitality organizations," they looked at the effects of talent management on hiring, keeping, and engaging employees. The report lists better staff recruitment and retention rates as well as enhanced employee participation as benefits of a successful talent acquisition method.

One study on employee retention in Pakistan [47, [48]] revealed that practically all HRM policies have either a direct or indirect impact on an employee's decision to leave the company or remain with it. Employees' intentions to leave their jobs may be influenced by one factor, by others, or by a combination of factors. This indicates that a combination of two or more causes might cause employees to depart a firm. However, depending on objectives and the individual, an employee could occasionally be more focused on one factor than another. Poor hiring practises put the success of the tourist and hospitality industries in jeopardy and give many people low-quality jobs. In this study, the relationship between employee productivity and hiring procedures used in the hotel sector for star categories was examined. According to the results of his study, the employment methods used by the hotel business have a favorable effect on the output of their personnel. In a study of hotels in Kisumu, Boxall and Purcell [49] noted that finding strategies for employee retention besides compensation is a key issue for the firm.

Study conducted by [50] undertook a research to look at how staff retention affected employee performance at five-star hotels along the Kenyan coast. 158 of the 168 respondents in the study's sample from the chosen hotels were valid. The precise goals were employee empowerment, work environment, rewards systems, and employee training and development on employee performance at the five-star hotels on the Kenyan coast. The study's conclusions help the hotel management understand how important it is to give personnel rewards. Conclusion: Training and development, rewards, and work environment have a large, beneficial impact on hotel performance along the coast of Kenya. Only one factor, staff empowerment, was shown to have no effect on the performance of the hotel. Another finding showed that the five-star hotels at the Kenyan coast used reward programmes as a crucial retention tool.

The researcher has attempted to evaluate the growth of talent acquisition as a component of human resource management through the study [51]. The study made an effort to highlight the significance of hiring top personnel and its impact on competitive advantage. The effectiveness of Larsen & Toubro's talent acquisition strategies was the subject of research [52]. The study concentrated on identifying the correct distinction between hiring and acquisition while also attempting to draw attention to how these methods affect employees. Joseph Mutuna Mwila concentrated on a number of variables affecting turnover in Kenya. In this study, the researcher tried to classify the factors that affect employee turnover, particularly in the hotel business, as organisational factors, personal factors, and job-related factors.

Researchers [53] have made an effort to gauge employee retention based on factors such job stress, the workplace atmosphere, pay, and career advancement. When compared to other variables, the study's findings indicate that the working environment and turnover have a moderate correlation. In their case study of Motorola in India, Srivastava and Bhatnagar [54] highlighted the need of due diligence in talent acquisition, the most important issue facing enterprises today. Once practically every company in the industry adopts a practice, it no longer qualifies as innovative when it first starts using it. However, it's crucial for firms to remember their unique objectives and culture while developing their hiring strategy. Every organization does not benefit from the same strategy.

In this study, Frankeiss[55] explored how personnel management, recruitment, and retention strategies can all have a significant impact on attrition rates. In [56], it is mentioned that the best methods for employee retention would be to hire the correct individual from the start. In a study, Beardwell and Wright [57] stressed the importance of an organization's recruitment and selection process being methodical in order to reduce employee turnover. Horwitz et al. [58] investigated in a study that a key element of retention is personal and professional progress, and that it is the prospects for advancement that increase employees' commitment, which in turn leads to employee retention. Illeris [59] stressed the learning organization strategy model as the actual mechanism through which the finest employee learning occurs in the workplace. Development opportunities can increase employee engagement to retain people in firms, according to Kroon [60].

The managerial staff is the main subject of career analysis in the hospitality sector. Success in business for today's hotels depends not only on the front-line staff but also on hotel management at all levels. Hotel managers are in charge of carrying out corporate objectives and plans, paying close attention to meeting consumer wants and needs. In the past, management development in the hospitality industry frequently focused on the career advancement of managers. The research of [61, 62] also shows that hotel managers'

careers grow through a series of migrations within hotel organizations but infrequently across industries or boundaries. However, in the limitless job world of today, hospitality organizations must constantly adapt to rapidly shifting markets. Study of [63] explains how this adaptation process necessitates improving workforce flexibility and aligning job skills with demands of contemporary hospitality. Ladkin [64] developed a framework for life and work history analysis with regard to the hospitality industry in order to assess the career pathways of UK hotel managers. Four primary factors were taken into consideration when doing this career analysis: career length, educational attainment, professional mobility, and career aspirations.

III. CONCLUSION

Effective techniques for retaining talent through various rewards, whether they be personal or family-oriented, are essential. Therefore, the hotel industry's primary necessity to reduce staff attrition and boost retention is an effective talent acquisition approach. Therefore, hotel management should focus on developing and implementing successful retention strategies by investigating the causes of employee turnover and retaining the most qualified workers through the use of effective retention tactics. By fostering an environment of trust that fosters employees who are more likely to share the organization's values, understand their roles, are more satisfied and engaged, and perform at a higher level of quality when serving hotel guests, managers and executives in the hospitality industry can have a significant impact on employee retention.

In the end, businesses that share a strong sense of purpose, have a great regard for their workers and clients, and invest time, money, and resources into creating an atmosphere that is highly engaging are the most successful and long-lasting. By meeting their demands, staff retention methods seek to keep the employees that the organization desires. Therefore, in order to boost staff retention, a firm needs to evaluate its management and organisational structure. The impact of talent acquisition on employee turnover intentions was the study's main focus. The evaluation of the study conducted in Kerala will be crucial because this state is distinctive in terms of human development and the tourism industry.

REFERENCES

- [1] Henry H. Beam. (1997). [Review of Survivors: How to Keep Your Best People on Board after Downsizing, by Gayle Caplan & Mary Teese]. The Academy of Management Executive (1993-2005), 11(2), 92–94.
<http://www.jstor.org/stable/4165401>
- [2] Robertson, Alan. (2013). Robertson, A. and Arachchige, B. (2013), "Employer attractiveness: Comparative perceptions of undergraduate and postgraduate students", Sri Lankan Journal of Human Resource Management, Vol. 4, No. 1, pp. 33-48. Sri Lanka Journal of Human Resource Management.
- [3] Armstrong, M (2001). A handbook of human resources management practices (8th ed.). London: Book Power/ELST.

- [4] Taylor, S., 1998. Employee Resourcing. Institute of Personnel and Development, London, UK., ISBN:9780852926246, Pages: 305
- [5] Cobb, A., (2015). Using Talent Management to drive competitive advantage. Available from: http://hotelexecutive.com/business_review/2735/using-talent-management-to-drive-competitive-advantage [Accessed on 03.04.201
- [6] Cheese, P., (2010). Talent management for a new era: what we have learned from the recession and what we need to focus on next. Human Resource Management International Digest, 18 (3), 3 – 5.
- [7] Okioga C.K. (2012). The Contribution of a Developed Reward System on Employee Retention: A Case of Kisii Bottlers Limited: Kenya. European Journal of Business and Management, 4(16), 9-21
- [8] WorldatWork, (2011). Total Reward Model, A framework for Strategies to attract, motivate and retain employees. Retrieved from WorldatWork website: <http://www.worldatwork.org>.
- [9] Kuria, S., Peter, W., Alice, O (2012) Assessment of causes of Labour Turnover in Three and Five Star –rated Hotels in Kenya. International Journal of Business and Social Sciences, 3(15), 311-317.
- [10] J. Bratton and J. Gold, “Human Resource Management: Theory and Practice,” 4th Edition, Palgrave Macmillan, Basingstoke, 2007.
- [11] Chew, J. (2004). The influence of HRM practices on retention of core employees of Australian organizations: An empirical study
- [12] Netemeyer, R.G., Boles, J.S., McKee, D.O. and McMurrian, R. (1997). An investigation into the antecedents of organizational citizenship behaviours in a personal selling context. In journal of marketing, 61: 85-98.
- [13] Warhurst, Chris & Nickson, Dennis. (2007). Employee Experience of Aesthetic Labour in Retail and Hospitality. Work Employment & Society. 21. 103-120. 10.1177/0950017007073622.
- [14] Murphy, K.S. & Murrmann, S. (2009). The Research Design Used to Develop a High Performance Management System Construct for U.S. Restaurant Managers. International Journal of Hospitality Management. 28(4), 547-555.
- [15] Horwitz, F. M., Heng, C. T., & Quazi, H. A. (2003). Finders, keepers? Attracting, motivating and retaining knowledge workers. Human Resource Management Journal, 13(4), 23-44
- [16] George, C. (2015). Retaining professional workers: What makes them stay? Employee Relations, 37(1), 102-121.
- [17] Jasper, M. (2007). The significance of the working environment to nurses' job satisfaction and retention. Journal of Nursing Management, 15(3), 245-247.
- [18] Pitts, D., Marvel, J., & Fernandez, S. (2011). So hard to say goodbye? Turnover intention among US federal employees. Public Administration Review, 71(5), 751-760.
- [19] Allen, D. G., Bryant, P. C., & Vardaman, J. M. (2010). Retaining talent: Replacing misconceptions with evidence-based strategies. The Academy of Management Perspectives, 24(2), 48-64
- [20] Willis, C. (2000). Go for your goals. Working woman, pp. 6-7
- [21] Cappelli, P. (2001). Making the most of on-line recruiting. Harvard Business Review, 79, 139-146.
- [22] Heneman, H. G., & Judge, T. A. (2003). Staffing organization (4th ed.). Boston McGraw-Hill, Irw
- [23] Mowday, R. T., Porter, L. W., & Steers, R. M. (1982). Employee-organizational linkages: The psychology of commitment, absenteeism, and turnover. Organizational and Occupational Psychology (p. 219-229).
- [24] Kaye, B., & Jordan-Evans, S., (2002) Retention in tough times: Here's what 25 global talent leaders say about keeping good people-especially now. Talent Development, 56, 32-37.
- [25] Budhiraja, S., & Malhotra, M., (2013) Leadership style and organizational effectiveness in Indian IT and Banking industry. Indian Journal of Industrial Relations, 49,2, 270-285.
- [26] Alkhawaja, Arwa, (2017) Leadership style and employee turnover a mythical relationship or reality? M.A., in leadership studies. Capstone project papers.16
- [27] Khairunnezam Mohd Noor (2011) Work-life balance and intention to leave among academics in Malaysian Public Higher Education Institutions. International Journal of Business and Social Science, 2(11), special issue, 240- 248.
- [28] Schuler, R.S., Jackson, S.E. and Tarique, I. (2011), “Global talent management and global talent challenges: strategic opportunities for IHRM”, Journal of World Business, Vol. 46 No. 4, pp. 506-516.
- [29] Sharma, S. (2016), “A study on the trend of luxury hotels”, International Journal of Advanced Research and Development, Vol. 1 No. 5, pp. 118-121.
- [30] Bernstein, M. (2010), “Luxury and the hotel brand”, The Cornell Hotel and Restaurant Administration Quarterly, Vol. 40 No. 1, pp. 47-53.
- [31] Hanif, Muhammad & Shao, Yunfei. (2013). The role of talent management and HR generic strategies for talent retention. African Journal of Business Management. 7. 2827-2835. 10.5897/AJBM2012.1369.
- [32] Jauhari, Vinnie. (2006). Competencies for a career in the hospitality industry: An Indian perspective. International Journal of Contemporary Hospitality Management - INT J CONTEMP HOSP MANAG. 18. 123-134. 10.1108/09596110610646673.
- [33] Hanzae, Kambiz & Mirvaisi, Majid. (2011). Customer Orientation of Service Employees: A Case Study of Iranian Islamic Banking (Based on COSE Model). International Journal of Marketing Studies. 3. 10.5539/ijms.v3n4p130.
- [34] Ogbonna, Emmanuel & Harris, Lloyd. (2002). Managing Organisational Culture: Insights from the Hospitality Industry. Human Resource Management Journal. 12. 33 - 53. 10.1111/j.1748-8583.2002.tb00056.x.
- [35] Oster, S. M. (2004). Strategic Management for Non-Profit Organizations: Theory of Cases. London: Macmillan Publishers Ltd.
- [36] Ontario, R. N. (2005). Human resource management and firm performance. Journal of Management, 21(71), 1-38.
- [37] Cascio, W.F. (2003). Managing human resources: Productivity, quality of work life, profits 6th ed. Boston: McGraw-Hill Irwin.
- [38] Maertz, C.P. and M.A. Campion, 1998. 25 Years of Voluntary Turnover Research: A Review and Critique. In: International Review of Industrial and Organizational Psychology, Cooper, C.L. and I.T. Robertson (Eds.). Wiley, New York, pp: 49- 81.
- [39] Frank, F.D., R.P. Finnegan and C.R. Taylor, 2004. The race for talent: Retaining and engaging workers in the 21st century. Hum. Resour. Plann., 27: 12-25.
- [40] Walker, J.R. and J.E. Miller, 2009. Supervision in the Hospitality Industry: Leading Human Resources. 6th Edn., Jhon Wiley & Sons, Inc., Hoboken, New Jersey, USA., ISBN:9780470284728, Pages: 144.
- [41] Kumar, S. and D. Singh, 2015. Identifying reasons for employee turnover in housekeeping department-A study of selected hotels in Delhi. Intl. J. Manage. Soc. Sci. Res., 4: 29-35

-
- [42] Kumar and Thomas, 2011. Costing employee turnover based on employee performance level-A study on five star hotels in Bangalore. *Intl. J. Res. Commer. Manage.*, 2: 30-40.
- [43] Aguinis, H., & Bradley, K. (2015). The secret sauce for organizational success. *Organizational Dynamics*, 161-168.
- [44] Hafez, E., AbouelNeel, R. & Elsaid, E. (2017). An Exploratory Study on How Talent Management Affects Employee Retention and Job Satisfaction for Personnel Administration in Ain Shams University. *Journal of Management and Strategy*, 8(4), 1-17.
- [45] Sigler, K.J. (1999), "Challenges of employee retention", *Management Research News*, Vol. 22 No. 10, pp. 1-5. <https://doi.org/10.1108/01409179910781823>
- [46] Lalitha, C. (2012). Managing employee attrition-The HR role and challenge. *International Journal of Research in Management, Economics and commerce*, 2(2), 266
- [47] Hassan, M. Kabir & Sanchez, Benito & Yu, Jung-Suk. (2011). Financial development and economic growth: New evidence from panel data. *The Quarterly Review of Economics and Finance*. 51. 88-104. 10.1016/j.qref.2010.09.001.
- [48] An Analysis of Work-Life Balance (WLB) Situation of Employees and its Impact on Employee Productivity with Special Reference to the Indian Hotel Industry ,MA Peshave, R Gujarathi - *Asian Journal of Management*, 2014
- [49] Boxal & Percell (2014). A transformative service research agenda: a study of workers' well-being. *The Service Industries Journal* 37:1, 84-104.
- [50] Kingi, R.N., Uzel, D.J., Damaris, D., & Monari (2019). EFFECT OF EMPLOYEE RETENTION ON EMPLOYEE PERFORMANCE AT THE FIVE STAR HOTELS AT THE KENYAN COAST.
- [51] Rahaman, A., & Roy, N.C. (2017). The Changing Dynamics of Talent Acquisition: An Indian Perspective.
- [52] Agrawal, Neha, January-March (2016), A Research Paper on the Effectiveness of Talent Acquisition Procedure of Larsen & Toubro
- [53] Yamonaa Thevey, D., & Maniam, O. (2014). A Study on Employee's Turnover Intention in Banking Industry (Doctoral dissertation, Universiti Utara Malaysia).
- [54] Srivastava, P., & Bhatnagar, J. (2008). Talent acquisition due diligence leading to high employee engagement: case of Motorola India MDB. *Industrial and Commercial Training*
- [55] Franckeiss, A., (2008) Mining the good from the goodbyes. *Human resource management international digest*.
- [56] Oracle white paper (2012)
- [57] Beardwell J, Wright M (2012). Recruitment and selection. In Beardwell, Human resource management: A contemporary approach. Harlow: Pearson Education Limited. pp. 189-229.
- [58] Horwitz, F. M., Heng, C. T., & Quazi, H. A. (2003). Finders, keepers? Attracting, motivating and retaining knowledge workers. *Human resource management journal*, 13(4), 23-44.
- [59] Illeris, K. (2003). Towards a contemporary and comprehensive theory of learning. *International journal of lifelong education*, 22(4), 396-406.
- [60] Kroon, B. and Freese, C. (2013) Can HR Practices Retain Flexworkers with Their Agency? *International Journal of Manpower*, 34, 899-917.
<http://dx.doi.org/10.1108/IJM-07-2013-0169>
- [61] Guerrier, Y., (1987). Hotel managers' careers and their impact on hotels in Britain. *International Journal of Hospitality Management*, 6(3), 121-130.
- [62] Riley, M., and Turam, K., (1989). The career paths of UK hotel managers: A developmental approach. *Signet Quarterly*, 1(1), 1-13.
- [63] Inkson, K., (2006). Protean and boundaryless careers as metaphors. *Journal of Vocational Behaviour*, 69, 48-63.
- [64] Ladkin, A., (1999a). Hotel general managers: A review of prominent research themes. *International Journal of Tourism Research*, 1(3), 167-193.
-