Guest Experience and Personalisation: Hyper Personalisation in Hospitality Industry: The Future of Tailored Guest Service

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Abstract

The study explores impact of the various practices of talent management on the job satisfaction level on employees within organizations. Talent management, surrounding events such as training, recruitment, career growth, is increasingly recognized as a crucial factor in retaining good talent and ensuring success of the organization. The research examines the liaison between different talent management practices and job satisfaction of the employees, drawing on both qualitative and quantitative data from a diverse sample of employees across different hotels in West Bengal. The findings reveal a substantial positive correlation between talent management practices and higher levels of job satisfaction. Specifically, practices that offer clear career advancement opportunities, continuous learning, and effective performance feedback are found to contribute most significantly to employee satisfaction. The study highlights the importance of talent management practices with employee expectations to enhance job satisfaction, reduce turnover, and foster a more engaged and productive workforce. These insights offer valuable guidance to HR professionals and organizational leaders in refining talent management strategies to achieve better employee outcomes.

Keywords: Talent Management, Employee Job Satisfaction, Career Development, Performance Management, Human Resources

Introduction

Background

Human resources are critical for a hotel's growth, as they are responsible for the standard of service delivery, which is pivotal in the hotel industry. (Biswakarma, 2015) opined that, work-life balance of employees and their job satisfaction have a significant impact on their performance at the workplace and this additionally impacts the customer satisfaction levels. (Mukherjee, 2015) further mentioned that a shortage of skilled manpower, low remuneration, poor work-life balance, and inadequate employee benefits have been linked to high attrition rates and difficulty in retaining top talent within organizations. Talent management has emerged as a vital component in the competitive landscape of the hospitality industry, especially within the hotel sector. This field encompasses a range of human resource practices intended to develop and retain employees to meet organizational goals. In the hotel industry, where customer service excellence directly correlates with business success, maintaining a satisfied and motivated workforce is crucial. Employee job satisfaction, influenced by talent management, impacts not only employee morale but also retention rates and organizational reputation. (Sandilyan, 2013) further emphasised the importance of HR practices for talent management and pointed out the need for education of the employees and outsourcing and the outcome of the same.

Problem Statement

The hotel industry is considered a segment or industry with high employee turnover due to certain factors like highly demanding work conditions, irregular working hours, and limited advancement opportunities. This turnover imposes financial and operational challenges, necessitating a focus on talent management practices that foster long-term employee satisfaction and engagement. However, the efficiency of specific talent management practices

on job satisfaction in the hospitality context remains underexplored. (Sandilyan, 2015)

Purpose of Study

This research aims to examine the impact of talent management practices on employee job satisfaction in the hotel industry, focusing on hotels in West Bengal. The study seeks to determine which specific talent management approaches–such as recruitment, training, performance management, and career development–play the most significant roles in enhancing employee job satisfaction.

Research Questions

• How do various talent management approaches impact employee job satisfaction in the hotel industry?

• Which talent management practices have the most significant influence on job satisfaction?

• What practical recommendations can be derived to enhance job satisfaction through talent management?

Significance of the Study

The results from this study hold value for HR professionals, hotel managers, and policymakers within the hospitality sector. By understanding how talent management influences job satisfaction, industry leaders can adopt effective strategies to reduce turnover, enhance employee engagement, and improve organizational outcomes. This research also adds to the limited literature on talent management in the Indian hotel industry, providing region-specific insights that can guide future policy and management practices.

Objectives

1. To examine the impact of talent management practices on employee job satisfaction

2. To identify the key talent management practices that most significantly affect job satisfaction

3. To provide practical recommendations for HR professionals to enhance job satisfaction through effective talent management

Literature Review

Talent Management in the Hospitality Industry

Talent management has been widely acknowledged as a critical element in modern human In order to achieve the objectives of the company, talent management has been characterized by scholars as the procedure of attracting, nurturing, and keeping talent (Bagheri Moslem, 2020) (Kaleem, 2019) (Mugambawa, 2018); (Edeh, 2016)Talent management, according to certain scholars (Abdulazeez, 2020) (Baridula Vito, 2018) (Isa, 2014); (Nzonzo, 2013),

is a human resource process that focuses on choosing the best applicant for a vacant post.

It was reported in a study in West Bengal that there was a significant effect of rewards on employee motivation and performance. (Sandilyan, 2012)There were other studies conducted in the same study location which verified the fact that service quality was directly affected by employee satisfaction. (A Dey, 2012)

Resources strategy, particularly in sectors with high turnover, such as hospitality. According to (Collings, 2009), talent management involves attracting, identifying, developing, and retaining high-performing employees whose competencies align with organizational goals. In the hotel industry, these practices are essential due to the customer-centric nature of the business, where service quality directly depends on the skills and motivation of employees (Baum, 2019)

There are numerous research articles which have mentioned the major changes brought into the industry in different areas, including Talent Management. One work mentions how technology plays a crucial role in the restaurant business (SR Pagaldiviti, 2023)

Likewise, other studies have reported that there are many new trends and technologies that are changing the way people work and think. AI and VR have made a lot of impact on the hospitality industry, and among the major areas impacted are Talent Management and Human Resource Management. (Birendra Kishore Roy, 2023)

Studies in the hospitality sector indicate that effective talent management practices can address labor shortages and improve service standards (Davidson, 2011). For example, (Iverson, 1997) emphasize that talent management practices, including recruitment and training programs, allow hotels to cultivate a skilled workforce capable of adapting to guest needs. With advancements in human resources strategies, talent management is increasingly focused not just on meeting immediate staffing needs but also on fostering long-term employee engagement and growth (Hassanein, 2022)

Employee Job Satisfaction

Employee job satisfaction, a core component of organizational success, is defined by (Locke, 1976) as a positive emotional state resulting from one's job experiences. In the hospitality industry, factors affecting job satisfaction include work conditions, career development opportunities, and management support (Yang, 2012). Research shows that job satisfaction directly influences employee performance, customer satisfaction, and turnover intentions (Chiang, 2010)

Various studies suggest that employees are satisfied when they perceive prospects for career growth and fair recognition within the organization (Kim, 2008). In hospitality, specifically, job satisfaction is influenced by factors such as job autonomy, task significance, and fair treatment, given the industry's demanding nature (Lashley,

2000) These studies highlight the need for hotels to prioritize practices that enhance employee satisfaction, as job dissatisfaction can result in high turnover, which in turn disrupts service continuity and quality.

The Link Between Talent Management and Job Satisfaction

The intersection of talent management and job satisfaction has attracted considerable attention in recent literature. Talent management practices, such as career development, training, and effective performance feedback, have been identified as key drivers of job satisfaction (Gelens, 2013). According to a study by (Chikwe ,2009), well-structured talent management systems positively influence employee morale, job satisfaction, and loyalty in the hospitality sector. These practices create an environment where employees feel valued and recognized, leading to higher levels of engagement and satisfaction.

The strategic method used by corporations to recruit, train, retain, and deploy people who can make a considerable impact towards the success of company which is known as talent management. Talent management, according to (al Dalahmeh, 2020) encompasses strategic efforts that match employee growth with organizational objectives in addition to more conventional HR tasks like hiring and training. Maintaining a competitive edge, increasing employee engagement, and developing a high-performance workforce all depend on a well-executed talent management strategy (S. Kolachina, 2024) (Kyrylenko, 2023) Because of the technical nature of the work and the need for specialized skills, efficient talent management is particularly important in the manufacturing sector. Because workers must adjust to new technology, the rise of automation and digitalization emphasizes the necessity of ongoing education and skill development (G. V Lakshmi, 2024)

Furthermore, research conducted by (Al-Jabari, 2019) emphasizes that career advancement opportunities within talent management frameworks significantly enhance employee satisfaction in the hotel industry. Employees who perceive clear paths for professional growth are more likely to stay committed to the organization, decreasing turnover rates (Kraimer, 2011). Empirical evidence also indicates that performance management, when implemented as part of a broader talent strategy, leads to higher job satisfaction by aligning employee efforts with organizational objectives and providing constructive feedback (Sanchez, 2009)

Talent Management Practices Impacting Job Satisfaction in Hospitality

Studies have identified specific talent management practices that are particularly impactful on job satisfaction within the hospitality sector. For instance, research by (Tracey, 2008) found that continuous learning and skill development initiatives positively influence employee satisfaction and retention. Additionally, (McGinley, 2017)

demonstrate that effective on boarding and training programs not only increase job satisfaction but also improve service quality, as employees feel better prepared to meet guest expectations.

Career development and progression are also critical, as outlined by (Deery, 2015) who argue that employees in the hospitality sector are more satisfied when they have access to clear advancement opportunities. The study highlights the importance of supporting career development with organizational goals to create a mutually beneficial environment where both employees and the organization can thrive.

Challenges Faced by Hotels

There are many challenges faced by the hotels in West Bengal concerning the availability of manpower. A study reported that there existed a gap between the expectations of recruiters in terms of skills and knowledge and what was being churned out by the educational institutions. The study also confirmed that the present offerings for fresh graduates by the majority of the hotels were not up to the expectations of the student community that was aspiring for a career in the hospitality domain. It was also mentioned that there existed a lot of corruption, and hence, many laws and legal guidelines were flouted, and hence, there was a lot of exploitation of the employees by employers who were concerned only about profits. (Sandilyan, 2015)

Gaps in Existing Research

While existing literature underscores the positive correlation between job satisfaction and talent management practices, there is limited research specific to the Indian hotel industry context. Furthermore, much of the literature lacks empirical data from hotels operating in tier-2 and tier-3 cities, such as those in West Bengal. This study seeks to address this gap by offering context-specific insights into how talent management practices influence employee job satisfaction in West Bengal's hotel industry. By examining this relationship through both qualitative and quantitative lenses, the study will offer comprehensive recommendations for HR practices tailored to this regional market.

Methodology

Research Design

This study adopts a mixed method, integrating quantitative and qualitative approaches to thoroughly examine the impact of talent management practices on employee job satisfaction in the hotel industry. The quantitative aspect involves a survey to evaluate employee satisfaction levels and perceptions of talent management practices and also consists of interviews with Human Resource Managers to gain deeper insights into the implementation and effectiveness of these practices. The participant

observation method is also adhered to for various requirements in the research. For the qualitative method, numerous studies pertaining to the region as well as other locations have been examined, and their findings and conclusions have been used as a reference to study the results of this research.

Population and Sample

The target population for this study consists of hotel employees and HR managers in various hotels across West Bengal, India. The sample includes employees from a diverse set of hotels, ranging from budget to luxury establishments, to capture a wide range of perspectives on talent management practices and job satisfaction. A purposive sampling technique was used to select participants based on their experience and roles within the hotel industry. This was done to get feedback from senior leadership in the hotels surveyed. The employees selected were chosen randomly. The final sample includes approximately 150 employees and 10 HR managers, ensuring a representative distribution across different job levels and types of hotels. This research was carried out between January 2024 to August 2024.

Data Collection Methods

Data collection was conducted using two methods:

- **Survey:** A structured survey was distributed to hotel employees to quantitatively measure their job satisfaction levels and perceptions of various talent management practices. The survey included Likert-scale questions addressing key areas such as recruitment processes, training, career development opportunities, and performance management. Survey questions were designed to align with the study's objectives and ensure relevance to the hotel industry context.

- **Interviews:** Semi-structured interviews were conducted with HR managers to gain qualitative insights into talent management practices within their respective hotels. These interviews provided context and depth to the quantitative data by exploring managers' views on the challenges and outcomes of implementing talent management strategies in the hotel industry. Interview questions focused on the specific talent management practices used, their perceived impact on employee satisfaction, and any challenges faced in aligning these practices with organizational goals.

Data Analysis

The data analysis involved two main processes to interpret the quantitative and qualitative data effectively:

- **Quantitative Analysis:** The survey data were analysed using statistical software. Descriptive statistics, such as mean and standard deviation, were calculated to summarize responses related to employee satisfaction and talent management practices. Furthermore, a correlation analysis was conducted to examine the relationships between talent management variables (e.g., recruitment, training, career development, and performance management) and employee job satisfaction. This analysis identified which specific practices had the most significant positive influence on employee satisfaction.

- **Qualitative Analysis:** The interview data was analyzed using qualitative research method to identify common themes and insights regarding talent management practices. Interview responses were coded to reveal patterns related to HR Managers perceptions of the effectiveness of these practices, challenges faced, and suggestions for improvement. This analysis allowed for a richer understanding of the qualitative data, complementing the statistical findings and providing a well-rounded view of talent management's impact on job satisfaction in the hotel industry.

Validity and Reliability

To ensure the validity and reliability of the study, various steps were taken. The survey was pilot-tested with a small group of employees to refine questions for clarity and relevance.

Additionally, inter-coder reliability was established in the qualitative analysis by having two researchers independently code the interview transcripts and then discussing any discrepancies. Finally, triangulation was achieved by comparing the quantitative and qualitative data to confirm consistency and reinforce the study's findings.

Factors	Cronbach's Alpha (α)	Number of Items
Recruitment	.819	6
Training	.831	5
Career Development	.819	3
Performance Management	.872	6
Job Satisfaction	.783	5

Ethical Considerations

The study adhered to ethical guidelines to ensure the confidentiality and privacy of participants. Informed consent was obtained from all participants, with assurances that their responses would be anonymized and used solely for research purposes.

Additionally, interview recordings and survey responses were securely stored, with access restricted to authorized researchers.

Findings

Descriptive Statistics

The mean scores for each talent management practice and overall job satisfaction are as follows:

Talent Management Practice	Mean Score	Standard Deviation
Recruitment	3.8	0.5
Training	4.1	0.5
Career Development	4.2	0.5
Performance Management	3.9	0.5
Job Satisfaction	4.0	0.4

The scores indicate that Career Development received the highest average rating (4.2), suggesting that employees place a high value on opportunities for advancement. Training also scored relatively high (4.1), while Recruitment and Performance Management were rated slightly lower.

Graph 1: Mean Scores of Talent Management Practices and Job Satisfaction

The bar chart below illustrates the mean satisfaction scores for each talent management practice and job satisfaction overall.
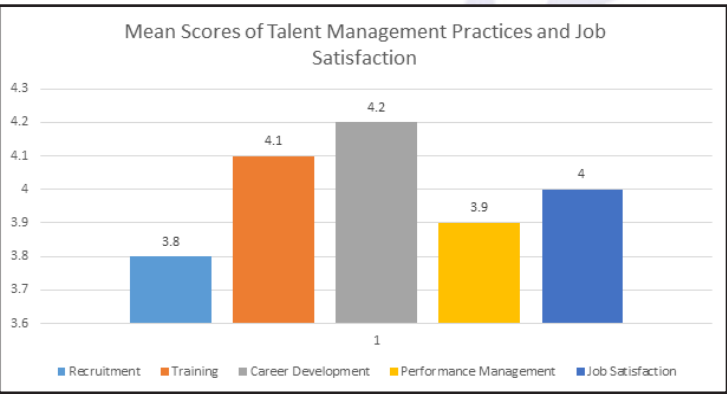
Correlation Analysis

The correlations between each talent management practice and job satisfaction are as follows:

Talent Management Practice	Correlation with Job Satisfaction
Recruitment	0.56
Training	0.64
Career Development	0.72
Performance Management	0.59

The strongest positive correlation with job satisfaction is observed for Career Development (0.72), followed by Training (0.64). This suggests that employees who perceive opportunities for growth and development incline to be more satisfied with their jobs. Recruitment and Performance Management also show moderate positive correlations, indicating that these practices also contribute to job satisfaction, though to a lesser degree.

Conclusion

This study examined the impact of various talent management practices–specifically recruitment, training, career development, and performance management–on employee job satisfaction within the hotel industry in West Bengal. The findings reveal a significant positive correlation between effective talent management practices and higher levels of job satisfaction. Among the practices, Career Development emerged as the most influential factor, with employees valuing opportunities for advancement and professional growth as key contributors to their overall satisfaction. Training also showed a strong positive impact, highlighting the importance of continuous learning and skill development within hotel operations. These results underscore the need for hotel HR managers to prioritize talent management strategies that address employee career goals and provide structured, supportive feedback through performance management systems. By aligning these practices with employee expectations, hotels can enhance job satisfaction, reduce turnover, and foster a more engaged workforce. Additionally, this study fills a gap in hospitality research by providing insights specific to the regional context of West Bengal, India, offering valuable guidance for HR professionals in similar markets.

Recommendations for Stakeholders

Employers need to pay attention to giving career growth and development opportunities to their employees, or else the talent will move on. Training and development are also rated high. It is also emphasized that the work practices should be conducive and provide work-life balance with good earnings or else the present-day market is having opportunities for employees to move frequently. Employees also need to understand that continuous job changes will lead to saturation and will be a black mark on their CVs. They also need to look to remain loyal with organizations for at least a relevant period of time and resolve their conflicts by dialogue with the management.

Recommendations for Future Research

While this study offers valuable insights, further research could expand the scope to include a larger geographical area or explore additional talent management practices. Future studies may also benefit from longitudinal data to assess the long-term impact of talent management on job satisfaction and other employee outcomes.

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