

A Study on the Role of HRD Practices with respect to Talent Management in deriving the Employee Satisfaction through OCTAPACE Culture among the Indian Hotel Sector Employees

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Abstract:

This research paper emphasized over the HRD practices of Talent Management practices in the Indian hotel sector. The researcher collected the required the samples from three different segments such as five star, three star and two star hotels in the state of Andhra Pradesh. The study considered the talent acquisition, talent engagement, talent development and talent retention. Further the study assumed that OCTAPACE culture is the mediating variables of the study to determine the employee satisfaction in the Indian hotel sector. The data is analyzed by using mediation analysis and the implications of the study are presented in this paper.

Key Words: HRD Practices; Talent Acquisition; Talent Engagement; Talent Development; Talent Retention; OCTAPACE Culture; Employee satisfaction

INTRODUCTION

Economic mobility of high-skilled is the key to understand the 21st Century World of Brain Circulation. Brain Circulation refers to the individuals with high skills or high potential migrates from one Country to another Country to study or to seize the employment and entrepreneurship opportunities, traditionally referred as Brain Drain for one country and Brain Gain for the other. There is a paradigm shift from 'Brain Drain' to 'Brain Circulation' through 'Brain Gain' of the 21st Century. This can be viewed by replacing low-skilled workers by robots while knowledge workers are displaced by algorithms. In the present era of frugal innovation, mobility develops talent. The global mindset, the networks, the innovative capabilities characterize creative talent, international mobility and brain circulation. The corporate is competing globally to grow better talents, attract the talents they need, and to retain those that bring them competitiveness, innovation, and growth in all spheres of economic, social, political and technological fronts. Hiring, managing, and retaining highly skilled talents include identifying 'Talent Pools' and effectively staffing leadership positions(BCG Report; 2011). It is the moot point of all organizations around the world to attract,

develop, and retain a needed supply of critical talent. Finding, taking and retaining the right talent at the right place, at the right time, and at the right price is an important global issue for every enterprise (Briscoe et al., 2004).

Review of Literature on HRD Practices in Talent Management:

According to Fernando (2008), in simple terms, HRD Practices is the identification and development of potential and it attracts, develops, nurtures and retains people with the skill and abilities to drive current and future growth (Chris Watkin; 2007). The components of TM comprise (i) Identification of Talent; (ii) Development of Talent; and (iii) Engagement of Talent (Fernando et al., 2008).

The first and foremost component *i.e.*, Talent Identification is the process of identifying key positions and roles that are required to support the design and deployment of strategic and operational plans and initiatives. The second component *i.e.*, Talent Development deals with the internal as well as external talent development. Internal talent development integrates the processes of training, performance management, coaching, special projects, career development etc., while the external talent development is essential for recruitment and selection.

The third component, 'Talent EMR' is an acronym for Engagement, Motivation, and Retention which refers to build, align and support the strategic talent pool of the organization. Managing talent is the systematic attraction, identification, development, engagement, retention, and deployment of individuals with high potentials who are of particular value to an organization (CIPD Report; 2017). HRD Practices is a set of processes aimed at the creation of databases of talents (Talent Pools) (Lewis et al., 2006) for the (i) identification and absorption of talent; (ii) maintenance of talent and (iii) development of talent (Allan Schweyer; 2004). It is an Integrated HRM strategy aimed at improving the efficiency of an organization through the process of Recruitment, Selection, Development and Performance Appraisal (Fegley S. 2006). The HRD Practices life cycle can take place in several successive steps starting from (i) Workforce Planning (ii) Talent Acquisition (iii) Talent Engagement (iv) Talent Development (v) Deploy Talent (vi) Lead Talent and (vii) Retaining Talent (Das; 2007). In a broad perspective, HRD Practices is defined as the strategic management of the flow of talent through an organization and could help an organization to align the right people with the right jobs at the right time based on business priorities (Paquest et al., 2008).

Talent Acquisition: The acquiring, accessing and assimilating 'Talent' is vital for organizations in attaining effectiveness and performance³⁹. In order to compete in the hypercompetitive environment, people with diverse backgrounds and talents are immense need to anticipate competitors' moves. However, to attract the best people and to analyze the competencies, credentials it is required to evaluate the Employee Value Proposition (EVP) Andres Hatum (2010).

Talent Engagement

Talent Engagement refers to an individual's purpose and focused energy, evident to others in the display of personal initiative, adaptability, effort, and persistence directed towards organizational goals (Macey et al., 2009). It is a positive fulfilling work related to the state of mind that is characterized by vigor, dedication, and absorption (Christina et al., 2001). Talent Engagement is defined as the extent to which individuals are committed to their organization and its bottom-line, have pride and job ownership, and put for the more discretionary effort in terms of time and energy. It is one of the key drivers for ensuring enhanced, effective productivity and efficient performance and a critical and pivotal factor for the success of either an individual or an organization. The Engaged Talent bounds intellectually and emotionally with the organization, feels passionate about goals and committed to values. It represents an alignment of maximum job satisfaction with minimum job contribution.

Talent Development:

Talent Development is prima facie for organizations to compete in new markets with minimal resources. The survival and longevity of organizations depend on the products, innovative processes, and organizational management (Neal; 2012). The Talent Development pipeline architecture consists of a clear statement of talent development needs and developmental pathways and a blend of developmental strategies (Gandz.J; 2006). The Talent pipeline architecture deals with the issues of stakeholder engagement, communication activities, and decisions concerning the target groups for talent development activities and the extent of standardization of talent development processes and systems across the organizations (Kim;2003).

Talent Retention:

The irreversible shift from the Industry-2.0 to Industry-4.0, the intensifying demand for HR analytics and the growing propensity of start-ups being a defining feature of the HRD Practices especially Talent Retention'. Globally, the waves of 'Turnover of Talents' are taking a toll in the form of Fire, Cuts, Lay-offs, Outsourcing and Downsizing (Fank et al., 2004) and that paves the way for 'Attraction and Retention of Talents' (Kaliprasad M.; 2006). Retaining Talent has become a strategic need for many organizations around the world to maintain a competitive workforce (De Long et al., 2003). The prime issue of HR leaders in the struggle for 'Retaining Talents' in order to meet business objectives. The efforts made by an employer to keep skilled workers are defined as 'Talent Retention' (Frank et al., 2004). Talents are unique and scarce, hence retaining talent requires long-term thinking and creative planning.

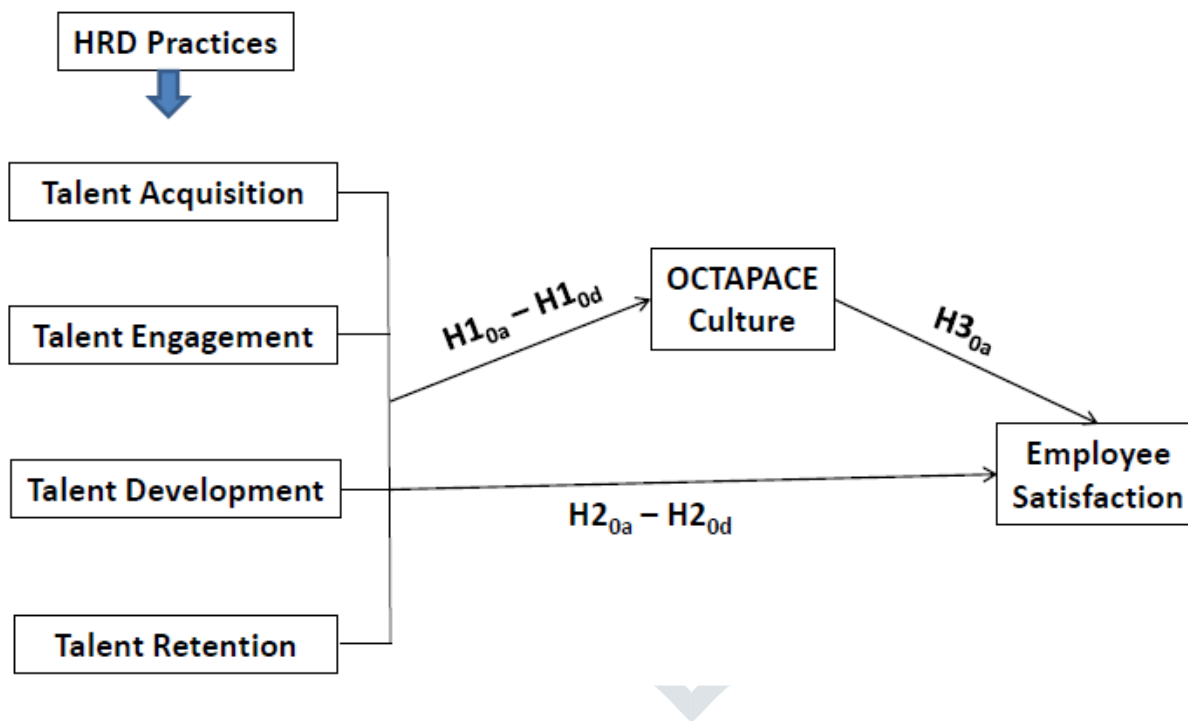
Research Gap:

There is an adequate literature on the HRD Practices and their impact on the different variables in the various sectors. Very few research evidence are available in the context of Hotel sector. Even in the available literature also, the role of HRD Practices such as talent acquisition, talent development, talent engagement and talent retention on employee satisfaction is not clear and the studies of the results on these variables were

contradicting with each other. Furthermore, the research was carried on individual factors and no efforts were found to check their collective impact on employee satisfaction. The mediating role of organisational culture is also tested on various aspects in the past research, but no attempt was done to check on HRD Practices over employee satisfaction. In this context, it is required to understand the mediating role organization culture and value over HRD Practices such as talent acquisition, talent development, talent engagement and talent retention on employee satisfaction. Hence this study identified as a research gap to test the mediating role of organisational culture and values over HRD Practices over employee satisfaction in the Hotel sector.

With these conclusions, this study derived a conceptualized model to assess the mediating impact of organization culture on HRD Practices on employee satisfaction in the Hotel sector. The model has been presented in the following figure-1.

Fig – 1 Hypothesized Conceptual Frame Work:



Research Questions:

The current study derived the following research questions based on the exploratory research which was carried out by the researcher. The research questions are as follows:

1. Does the OCTAPACE Culture mediate the impact of talent acquisition on employee satisfaction?
2. Does the OCTAPACE Culture mediate the influence of talent engagement on employee satisfaction?
3. Does the OCTAPACE Culture mediate the effect of talent development on employee satisfaction?
4. Does the OCTAPACE Culture mediate the effect of talent retention on employee satisfaction?

Research Objectives:

To explore the factors influencing HRD Practices such as talent acquisition, talent engagement, talent development and talent retention and the factors affecting the employee satisfaction.

1. To examine the impact of talent acquisition on employee satisfaction through the mediating role of OCTAPACE Culture.
2. To analyze the effect of talent engagement on employee satisfaction through the mediating role of OCTAPACE Culture.
3. To analyze the effect of talent development on employee satisfaction through the mediating role of OCTAPACE Culture.
4. To analyze the effect of talent retention on employee satisfaction through the mediating role of OCTAPACE Culture.

Hypotheses Formulation:

As the present study's model has been derived from the exploratory study, the null hypothesis is formulated. The proposed hypotheses accordingly are as follows:

Hypothesis - 1:

H1₀: OCTAPACE Culture will not have a mediating effect on employee satisfaction in relation to

H1_{0a}: Talent Acquisition; **H1_{0b}:** Talent Engagement; **H1_{0c}:** Talent Development;
H1_{0d}: Talent Retention

Hypothesis – 2:

H2₀: HRD Practices will not have an effect on employee satisfaction in relation to

H2_{0a}: Talent Acquisition; **H2_{0b}:** Talent Engagement; **H2_{0c}:** Talent Development;
H2_{0d}: Talent Retention

Hypothesis – 3:

H3₀: OCTAPACE Culture will not have a significant effect on employee satisfaction.

Research Design:

The past research information which is available on HRD Practices, OCTAPACE Culture and employee satisfaction is very limited, especially the information in the Indian context is very fragmentary. In this scenario, we adopted both the qualitative and quantitative research approaches to explore and examine the determinant factors of HRD Practices towards OCTAPACE Culture which in turn affects the employee satisfaction in higher education. The personal interviews and extensive discussions with academicians, researchers and the senior employees helped to recognize and classify the factors such as institutional brand, recruitment, and selection, infrastructure, work environment and compensation which influence talent acquisition. The variables namely role clarity, goal clarity and work-life balance influencing talent engagement. The variables such as learning and professional development and performance appraisal prompting talent development. Some other variables such as employee wellness and safety, career

management, rewards, and benefits had an impact on talent retention practices in Indian management education. By and large, the relevant literature with respect to the above-mentioned variables and the research findings helped to frame the theoretical framework.

Methods of Analysis:

A combination of descriptive and inferential statistical technique is used to analyze the data gathered on respondent's demographic characteristics, determinant attributes of HRD Practices, mediating factor of OCTAPACE Culture, and the dependent variable employee satisfaction. Using the final dataset, factor analysis is used to condense a large amount of data collected. For identifying the determinant attributes of HRD Practices, principal component analysis, and VARIMAX rotation is performed to determine the factors to be used in the final analysis. Descriptive statistical techniques like mean and standard deviation are applied to both respondents' characteristics, variables associated with HRD Practices. For testing H_{10} , H_{20} and H_{30} inferential statistical technique like Hayes (2016) PROCESS mediation analysis is used.

Data Analysis and Results:

The descriptive analysis, mediation analysis and inferential statistics were applied to the collected data through the structured questionnaire. The respondent's demographics were analyzed through the cross tabulation, the impact of concerned independent, mediating and dependent variables were analyzed through the mediating analysis and inferential statistics are used for testing the proposed conceptualized model mentioned in the study.

Demographic Profile of the Respondents:

The primary data was collected from different categories of employees such as operational level employees, tactical level employees, and strategic level employees. Totally data was collected from 315 respondents and analyzed. The demographic and socio-economic characteristics of the respondents are given below.

Socio-economic, Demographic and Geographic characteristics of respondents:

The primary data depicted that, there are 221 male (70.2 percent) and 94 female (29.8 percent) respondents. There are 96 (30.5 percent) respondents in the age group of 25-35 years, 135 (42.9 percent) members in the age group of 35 – 45 years, 61 (19.4 percent) respondents in the age group of 45-55 years and 23 (7.3 percent) respondents with the age 55 and above. Among the total employees, 18 (5.7 percent) are from the Five Star Hotels, 162 (51.4 percent) are from Three Star Hotels and 135 (42.9 percent). The data has been collected from 210 (66.7 percent) operational level cadre, 70 (22.2 percent) tactical level cadre and 35 (11.1 percent) from the strategic level cadre. There are 189 (60 percent) of the employees with Hotel Management, 110 (34.9 percent) employees with Degree as their highest qualification and 16 (5.1 percent) of the employees with other qualifications. The major chunk of the respondents, 127 (40.3 percent) are in the salary range of Rs 20,000 to 30,000 per month, 105 (33.3 percent) are in the salary range of Rs 30,000 to 40,000 per month, 60 (19 percent) are in the salary range of Rs 40,000 to 50,000 per month and 23 (7.3 percent) are with more than Rs 50,000 per month. Majority of the respondents 129 (41 percent) have 2 to 5 years of experience, 120 (38.1

percent) have 0 to 2 years of experience. 31 (9.8 percent) have 5 to 10 years of experience and 35 (11.1 percent) of the employees have more than 10 years of experience. The employees member demographic details are summarized in Table - 1.

Table – 1: Demographic Profile of the Respondents

Demographic Description		Frequency	Percentage
Gender	Male	221	70.2
	Female	94	29.8
Age	25 - 35 Yrs	96	30.5
	35 - 45 Yrs	135	42.9
	45 - 55 Yrs	61	19.4
	above 55 yrs	23	7.3
Type of Organization	Five Star Hotel	18	5.7
	Three Star Hotel	162	51.4
	Two Star Hotel	135	42.9
Cadre of Job	Operational Level	210	66.7
	Tactical Level	70	22.2
	Strategic Level	35	11.1
Education	Hotel Management	189	60
	Degree	110	34.9
	Others	16	5.1
Monthly Salary	Rs 20000 - 30000	127	40.3
	Rs 30000 - 40000	105	33.3
	Rs 40000 - 50000	60	19
	above Rs 50000	23	7.3
Span of Experience	0to2 years	120	38.1
	2to5 years	129	41
	5to10 years	31	9.8
	above 10 years	35	11.1

Source: Primary data

Mediation Analysis results:

Assessing indirect effect of Talent Acquisition on Employee satisfaction through OCTAPACE Culture:

The mediating relationship between the variables of talent acquisition, OCTAPACE Culture and employee satisfaction is tested through the Hayes (2016) mediation analysis. The analysis is presented in fig – 2. The results revealed that the path is evidenced with beta coefficient 0.591; standard error is 0.054 and the path is found to be significant with p-value 0.000. The path b analysis revealed that the beta coefficient is 0.259; standard error is 0.058 and p-value is found to be 0.000. The direct effect of the model revealed that the beta coefficient is found to be 0.644; standard error of the path is 0.056 and p-value is 0.000. The total effect of the model revealed that the beta coefficient is found to be 0.798; standard error is 0.056 and p-value is 0.000. The

analysis disclosed that path-a; path-b and path c' is found to be significant and direct effect (0.644) is found to be less than total effect (0.798). With these results we conclude that the model processed a partial mediation. Further, the size and significance of indirect effect is revealed as the regression coefficient is 0.153 and its standard error was 0.044. The Boot strapping results are found to be the lower control limits is 0.0744 and the upper control limit to be 0.2492. As there is no zero between these points, we can conclude that the indirect effect is not zero and conceptually rejecting the null hypothesis.

Assessing indirect effect of talent engagement on employee satisfaction through OCTAPACE Culture:

The mediating relationship between the variables of talent acquisition, OCTAPACE Culture and employee satisfaction is tested through the Hayes (2016) mediation analysis. The analysis is presented in fig – 3. The results revealed that the path is evidenced with beta coefficient 0.485; standard error is 0.061 and the path is found to be significant with p-value 0.000. The path b analysis revealed that the beta coefficient is 0.390; standard error is 0.057 and p-value is found to be 0.000. The direct effect of the model revealed that the beta coefficient is found to be 0.504; standard error of the path is 0.066 and p-value is 0.000. The total effect of the model revealed that the beta coefficient is found to be 0.693; standard error is 0.065 and p-value is 0.000. The analysis disclosed that path-a; path-b and path c' is found to be significant and direct effect (0.504) is found to be less than total effect (0.693). With these results we conclude that the model processed a partial mediation. Further, the size and significance of indirect effect was revealed as the regression coefficient is 0.189 and its standard error was 0.042. The Boot strapping results are found to be the lower control limit is 0.1147 and the upper control limit to be 0.2832. As there is no zero between these points, we can conclude that the indirect effect is not zero and conceptually rejecting the null hypothesis.

Assessing indirect effect of talent development on employee satisfaction through OCTAPACE Culture:

The mediating relationship between the variables of talent acquisition, OCTAPACE Culture and employee satisfaction is tested through the Hayes (2016) mediation analysis. The analysis is presented in fig – 4. The results revealed that the path is evidenced with beta coefficient 0.555; standard error is 0.064 and the path is found to be significant with p-value 0.000. The path b analysis revealed that the beta coefficient is 0.462; standard error is 0.062 and p-value is found to be 0.000. The direct effect of the model revealed that the beta coefficient is found to be 0.305; standard error of the path is 0.562 and p-value is 0.000. The total effect of the model revealed that the beta coefficient is found to be 0.562; standard error is 0.075 and p-value is 0.000. The analysis disclosed that path-a; path-b and path c' is found to be significant and direct effect (0.305) is found to be less than total effect (0.562). With these results we conclude that the model processed a partial mediation. Further, the size and significance of indirect effect was revealed as the regression coefficient is 0.256 and its standard error was 0.052. The Boot strapping results are found to be the lower control limits is 0.1644 and the upper control limit to be 0.3661. As there is no zero between these points, we can conclude that the indirect effect is not zero and conceptually rejecting the null hypothesis.

Assessing indirect effect of talent retention on employee satisfaction through OCTAPACE Culture:

The mediating relationship between the variables of talent acquisition, OCTAPACE Culture and employee satisfaction is tested through the Hayes (2016) mediation analysis. The results revealed that the path is evidenced with beta coefficient 0.606; standard error is 0.063 and the path is found to be significant with p-value 0.000. The path b analysis revealed that the beta coefficient is 0.473; standard error is 0.064 and p-value is found to be 0.000. The direct effect of the model revealed that the beta coefficient is found to be 0.474 standard error of the path is 0.065 and p-value is 0.000. The total effect of the model revealed that the beta coefficient is found to be 0.543; standard error is 0.076 and p-value is 0.000. The analysis disclosed that path-a; path-b and path c' is found to be significant and direct effect (0.474) is found to be less than total effect (0.543). With these results we conclude that the model processed a partial mediation. Further, the size and significance of indirect effect was revealed as the regression coefficient is 0.287 and its standard error was 0.059. The Boot strapping results are found to be the lower control limits is 0.1851 and the upper control limit to be 0.4235. As there is no zero between these points, we can conclude that the indirect effect is not zero and conceptually rejecting the null hypothesis.

All the concerned mediation analysis results are summarized in the following table – 3. The results disclosed that all the proposed models exhibited the partial mediation.

Table - 3: Summary of Mediating Analysis

Independent Variable (X)	Mediator (M)	Dependent Variable (Y)	Step 1 X->M a=Coeff of X ;SE(a)); p; Rsquare	Step 2 M-> Y b=Coeff of M ; SE(b); p; Rsquare	Step 3 Total Effect X->Y c=Coeff of X ;SE(c); p; Rsquare	Step 4 Direct Effect X,M -> Y Coeff of X c', SE(c'); p	Indirect Effect p
Talent Acquisition	OCTAPACE Culture	Employee satisfaction	0.591, 0.054,0 .000,28 .9	0.259, 0.058, 0.000, 25.4	0.798, 0.056, 0.000, 40.5	0.644, 0.065,0.000 , 44.2	0.153, 0.044, 0.000
Talent Engagement	OCTAPACE Culture	Employee satisfaction	0.485,0 .061,0. 000,17. 7	0.390, 0.057, 0.000, 25.4	0.693, 0.065, 0.000, 27.9	0.504, 0.066, 0.000, 37.6	0.189, 0.042, 0.000
Talent Development	OCTAPACE Culture	Employee satisfaction	0.555,0 .064,0. 000,20. 4	0.462, 0.062, 0.000, 25.4	0.562, 0.075, 0.000, 16.1	0.305, 0.077, 0.000, 29.2	0.256,0.0 52,0.000
Talent Retention	OCTAPACE Culture	Employee satisfaction	0.606,0 .063,0. 000,24. 0	0.473, 0.064, 0.000, 25.4	0.543, 0.076, 0.000, 14.8	0.256, 0.080, 0.000, 27.9	0.287,0.0 59,0.000

Implications of the Study:

Research findings of this study revealed the factors affecting the HRD Practices of the management education in the Indian context. The study identified the variables such as institutional brand, recruitment and selection, infrastructure, work environment and compensation as the important factors that affect the talent acquisition. The variables namely role clarity, goal and process clarity and work life balance of the employees influence talent engagement. Learning and professional development and performance appraisal system of the institution will significantly influence the talent development. Employee welfare and safety, career management and rewards and benefits are identified as the vital factors affecting the talent retention in the institutions offering management education. Further, this study disclosed that the OCTAPACE Culture playing a crucial mediating role in enhancing the employee satisfaction through the effective implementation of HRD Practices. This empirical study helps to understand the mediating role of OCTAPACE Culture over HRD Practices to determine the employee satisfaction. This study has resulted the number of implications which are useful for both the academia and industry in the Indian management education in specific and higher education sector in general.

Conclusion:

It is observed that the talent acquisition and talent engagement practices have significant impact over employee satisfaction in the deemed universities. It is also disclosed that the talent development and talent retention practices are found to be insignificant. It clearly indicates that the deemed universities are keen in talent acquisition and talent engagement, but they are failed in implementing the talent development as well as the talent retention strategies. Further this analysis unveiled that the talent acquisition and talent development practices have significant impact over employee satisfaction in the business schools. It is also disclosed that the talent engagement and talent retention practices are found to be insignificant. It clearly indicates that the business schools are keen in talent acquisition and talent development, but they are failed in implementing the talent engagement as well as the talent retention strategies.

The results of the study observed that the talent acquisition, talent engagement and talent development practices have significant impact over employee satisfaction in the Three Star Hotels. It is also disclosed that talent retention practices are found to be insignificant. It clearly indicates that the Three Star Hotels are keen in talent acquisition, talent engagement and talent development, but they are failed in implementing the talent retention strategies. Another important observation which we can understand from the results of this research paper is, irrespective of the organization the employees did not show the confidence on the talent retention practices. Hence, it is suggested to develop the retention strategies to enhance the employee satisfaction among the hotel employees.

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