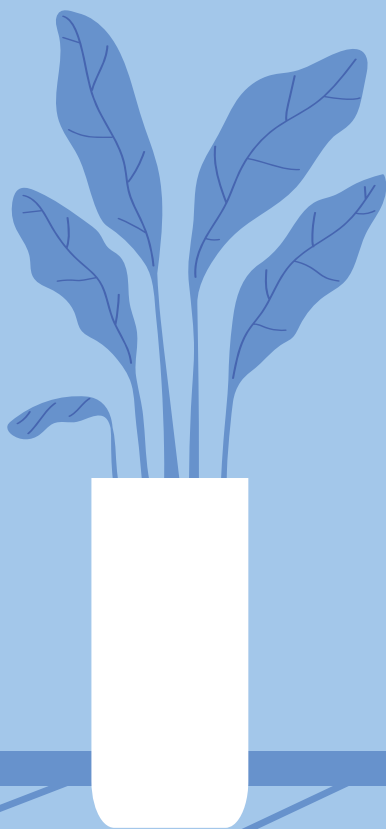# IMPACT OF COMPETENCY DEVELOPMENT AND TALENT MANAGEMENT PRACTICES ON EMPLOYEE ENGAGEMENT IN INDIAN HOTEL INDUSTRY

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The Abstract of the Thesis "Impact Of Competency Development And Talent Management Practices On Employee Engagement In Indian Hotel Industry" submitted by Dr. Nitya Khurana for the award of Ph.D. degree from GGSIP university, Delhi, India. The supervisor was Dr. Shilpa Jain, Assistant Professor, University School of Management Studies, Guru Gobind Singh Indraprastha University, Delhi, India.   The University awarded the Doctorate to the research scholar in 2022.

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INTRODUCTION

Organizations have increased their budget allocations for business travel as a result of the world's growing economy. Leisure or recreational travel, on the other hand, is gaining traction as a result of people's increased disposable discretionary income and the importance associated with leisure time pursuits. These are the two factors that are driving up demand in the hospitality and tourism industries. As a result, this industry is booming, accounting for one-third of the service market worldwide. (ILO, 2010).

Globally, the hospitality sector has seen a growth in sophisticated guests with higher expectations, a more diverse workforce, technology advancements to stay up with the company, and pressure to cut costs in the face of increasing competition. As a result, hotel management has become more intricate and dynamic. In the service-driven, knowledge-intensive, and information-based economy, hospitality organizations must keep up with the fast changes and bottlenecks of operation. These issues have put pressure on the hotel sector to radically modify its strategic orientation, as well as on executives and managers to take on new roles and demonstrate professionalism. As a result, it's critical to choose and develop leaders and managers with skills that match the job's specific requirements.

The hotel sector, in particular, has distinct characteristics that place harsh demands on its employees, particularly managers. The hotel sector is made up of a diverse workforce because it is a labor-intensive industry that operates 24 hours a day, seven days a week (Blayney, 2009). The hotel's senior management plays an important role in keeping things running smoothly. They are the ones who cultivate a service excellence culture, shape the service delivery system, and drive overall service quality to improve client experiences (Walsh and Koenigsfeld, 2015).

The memorable experience offered by hotels to its customers is an intangible asset that a hotel possesses. In the hotel sector, rivals can imitate the tangible assets and products given by another hotel, but intangible assets are the only thing that gives one hotel an advantage over the other. Employee knowledge, skills, experience, competencies, commitment, and engagement are examples of intangible assets. As a result, there is a fierce competition among hotels to engage their talent pool (Bharwani, 2014).

The tourism and hospitality industry in India is a vital part of the country's economy. It contributes significantly to the development of Brand India and employs approximately 12.4% of the Indian workforce. After fuel, chemicals, food, and automotive products, the tourism industry ranks fifth in terms of global exports. A big number of hotel brands have laid out their expansion plans in India, indicating that this industry is very optimistic. Many organisations have invested in the tourism and hospitality business as a result of the rise in global tourists and recognition of India's potential.

The hospitality industry is confronting numerous Human Resource (HR) concerns, including labour shortages, training and development, employee retention issues, and leadership development. The worldwide hospitality business has long had a major problem of employee turnover. One of the primary issues in the hotel industry is employee turnover. However, there is an issue of employee attrition in the sector, and HR managers are experiencing a severe scarcity of qualified employees.

Employees, generally, prefer to work in an environment where they are respected and treated fairly in the administration of organisational activities (Burke & Ng, 2006). As the new Gen Y workers invade the workplace, the traditional legitimate and hierarchical patterns associated to power behaviours are challenged (Beck, 2003; Burke & Ng, 2006; Pink, 2001). In order to apply contemporary strategies for developing, promoting, motivating, and retaining employees, take into consideration the diverse and complicated business environment. It is evident that when employees are psychologically and emotionally healthy in the organisation, they drive it to unimaginable heights. As a result, firms must not only invest in the development of competencies among their personnel and nurture their potential, but also involve them in order to achieve unrivalled success.

Organizations have faced numerous obstacles as a result ofglobalisation, which they must overcome in order to survive. Talented employees are seen as a vital source of differentiation as business models and workforce demographics change. Organizations are increasingly identifying and advancing in the development of fresh talent by focusing on employee competency development.

As organizations are continually pushed into a transition phase in this dynamic business environment. These changes have altered people's perceptions of work and have contributed to the development of modern career management frameworks (Arthur, Inkson& Pringle, 1999). Employees nowadays are concentrating on their long-term employability in order to achieve career success. This means that employees should think about learning new abilities, maintaining and expanding their potential, and creating new opportunities through the best use of their skills.

The goal of competence development is to develop the entire work community as well as the organisation. Strategic operational planning has identified competency development as one of the most critical areas on which to focus. Top management has recognised the importance of competence development for changes in job descriptions and responsibilities, as well as for the renewal of information and work techniques and the creation of an information-based society. Employee achievement is the fundamental goal of competency development.

By aligning and supporting employee goals and performance, managers that use competency development as a strategic tool are better equipped to develop, engage, and retain talent.

RATIONALE OF THE STUDY

The hotel industry is a global industry with a highly competitive market and low profitability. As a result, if the organization wants to develop in this competitive market, it must improve its service quality. Continuously improving the quality of employee service is one of the best way, because they are the employees are the ones who directly deals with the guests and

have an impact on them (Kusluvan, 2003). This industry has the most client interaction, with practically all hotel departments.

Talent management is becoming increasingly important around the world. It is commonly acknowledged that acquiring a competitive advantage over competitors is critical to an organization's success. Organizations place a premium on employees' vital talents, which allow them to gain a competitive advantage. This can only be accomplished with the help of talented employees. As a result, the emphasis has switched to keeping important talent, which includes innate abilities, acquired knowledge, capabilities, and skills. Companies all over the world are employing various people management strategies in response to the changing business environment.

Competency development is becoming ever more of a focus for organizations. The concept that human resources are the most important resource that gives a business a competitive advantage has been embraced by top management. The basic goal of competency development is to increase employees' success by constantly improving their ability to execute difficult tasks and take on more responsibility. As a result, organizations are focusing not just on acquiring exceptional talent, but also on nurturing, promoting, motivating, and retaining essential talent, which encompasses all innate abilities, acquired knowledge, capacities, and skills. Employee retention is critical for businesses since employees' contributions to the organization will be inconsistent if they leave frequently. To overcome this problem, organisations must employ a variety of talent management practices. Organizations are continuously working to improve not only their ability to attract and retain key talent, but also their level of employee engagement (Hughes & Rog, 2008). Morton (2005) correctly stressed the importance of talent management in engaging employees in the organisation.

The hotel industry, which has a turnover rate of more than 50%, requires special attention because it is developing at a rapid pace while its employees are disengaged. The current study examines the various competency development and talent management practises used by various hotels to keep their employees engaged.

ITERATURE REVIEW

Globalization and increased worldwide demands appear to be pressurizing organisations to ensure that their managers have crucial competences that enable them to perform successfully and efficiently in diverse cultures. According to many research studies, the International Hospitality Industry faces a critical HR in the development of managerial competences. (Velo and Mittaz, 2006; D'Annunzio-Green, 2004; Kriegl, 2000; D'Annunzio-Green et al., 2000).

Tesone and Ricci (2008) contemplated that the hospitality program's curriculum should be organised in such a way that persons entering the profession are prepared with the necessary knowledge, skills, and attitude to perform effective and efficient management functions. They emphasized on

having desired competencies required by hospitality and tourism practitioners.

Employees are considered as the most valuable assets that organizations can have today. They are the business environment. As a result, businesses are forced to focus on the critical problem of employee engagement. Engaging people with the necessary knowledge, skills, and proficiency is critical for organizational success and growth. (Kirke, 2012).

The hospitality sector has long suffered with high employee turnover rates and has encountered numerous obstacles in attracting and engaging personnel resources with the right skill set and experience. The main reasons for this are a lack of work-life balance and changing client needs. Organizations in this industry can use talent management to attract, manage, retain, and engage their employees. (Hughes and Rog, 2008).

One of the most pressing issues faced by hospitality industry is attracting and retaining talented employees (Barron, 2008). Institutions and educators who provide hospitality education to future talent must be absolutely apprehensive about the ramifications of consciously reducing the practical and vocational nature of programmes, as well as making changes to programme management and administration, in order for students to complete programmes.

According to Ramdhony and Annunzio-Green (2018), an efficient talent management approach uses talent's hospitability in a commercial setting without reducing the hospitality and tourism industry's noble core of magnanimity and philanthropy. They defined hospitableness as an employee's moral obligation and unconditional willingness to take care of guests. They presented a conceptual framework for talent management to be viewed as a dialogic process in which hospitability, altruism, and noble fundamental values may be preserved, allowing them to be effectively leveraged as a unique talented resource in a commercial setting.

In the hospitality business, according to Reilly (2018), talent management strategy aids in the growth of customer centricity. The research was carried out in the hospitality industry, and data was gathered from HR practitioners via in-depth interviews in order to better understand the various facets of talent management. It was discovered that customer needs are evolving, necessitating the hiring of professional workers with interpersonal abilities. The necessity for firms to change their recruiting, development, and retention of people was stressed.

To address this issue Pandita and Ray (2018) studied the relationship of talent management and employee engagement. They construed that organisations are concentrating on talent management activities to reduce their costs related to recruitment, training and development, opportunity cost of attrition etc. As a result, when an organisation invests in growth and development of its employees, they feel appreciated. Employees are more engaged with their company as a result of this.

In the last ten years, the concepts of talent management (TM) and employee engagement (EE) have been intensively researched in management literature (Lewis & Heckman,

2006; Scullion, Collings & Caligiuri, 2010, Saks &Gruman, 2014). Both the concepts have piqued the curiosity of practitioners as well as academic researchers. As a result, investigations on the relationship and influence of talent management strategies on employee engagement and its antecedents have been done independently for each notion.

RESEARCH GAPS IDENTIFIED FROM LITERATURE REVIEW

· Studies related to competency development in hospitality industry are limited to competency mapping, competency models and identification of competencies which are essential for managers working at different levels in the hospitality industry

- Very few studies in Indian context pertaining to both competency development and talent management in relationship with employee engagement.

- No literature is available on the Competency development and employee engagement in hospitality Industry.

- Only two studies are available, with respect to competency development practices, which shows a linkage of Training with employee engagement in banking (Arunmozhi, 2015) and mentoring with employee engagement in IT (Naim and Lenka, 2017)in Indian context.

- No studies are available which shows a linkage between Competency Analysis and Competency based assets with employee engagement or its antecedents.

- The empirical studies related to impact of leadership development on employee engagement are limited to only leadership styles.

- Only conceptual studies are available that shows the relationship of performance management and employee engagement.

- In Indian context, only two studies showed the relationship of talent management and employee engagement (Bhatnagar, 2007; Kumar and Arora, 2012) but in BPO/ITES industry.

- There are more than 30 thesis during the year 2013-2018 are available on talent management but none of them have conducted their research in hospitality industry. Also only two theses were available which showed the impact of talent management on employee engagement (Pandita, 2017; Chhanniwal, 2017) but both relates to IT industry. (As per InfiLib database)

- More than 20 theses during the year 2013-2018 are available on Competency mapping and Competency gaps but none of them focuses on competency development. Also no study relating to competency development is available in context of hospitality industry. (As per InfiLib database)

RESEARCH METHODOLOGY

The goal of this study is to determine the level of competency development and talent management practices employed by various hotels, as well as their impact on employee engagement. A 2 X 2 X 5 factorial design with equal numbers was implemented to draw successful conclusions from this study, which involves two types of hotel chains, namely Indian and Foreign hotel chains. In addition, the sample was taken from two types of hotels: luxury and budget. Finally, respondents from several hotel departments were surveyed, including Food and Beverage (F&B) Production, Food and Beverage (F&B) Service, Front Office, Housekeeping, and Ancillary departments (Finance, Human Resource, Sales & Marketing, Security and Engineering).

Research Objectives

1. To understand the Competency Development practices in Hotel Chains of Indian and foreign origin having luxury and budget brands.

2. To understand the Talent Management practices in Hotel Chains of Indian and foreign origin having luxury and budget brands.

3. To study the effect of Competency Development practices on Employee Engagement of Hotel Chains of Indian and foreign origin having luxury and budget brands.

Table 1: Indian and Foreign hotel chains with their Luxury and Budget brand hotels

	Hotel Chain	Luxury Brand	Budget Brand
Indian Hotel Chain	Indian Hotels Company Limited	Taj Palaces and Resorts	Ginger Hotels
	ITC Hotels Limited	ITC- Luxury Collection	ITC Welcome
	Lemon Tree Hotels Limited	Lemon Tree Premier	Red Fox Hotels
Foreign Hotel Chain	Accor Global Hospitality Private Limited	Sofitel; Pullman	IBIS Hotels
	Inter-Continental Hotel Group (India) Private Limited	InterContinental; Crowne Plaza	Holiday Inn Express
	Hyatt Hotels Corporation	Grand Hyatt; Park Hyatt; Andaz	Hyatt Place
	Starwood Hotels India Private Limited	St. Regis; W; Le Meridien; Westin	Aloft
	Marriott Hotels India Private Limited	JW Marriott; Marriott; Ritz Carlton	FairField
	Radisson Hotel Group	Radisson; Radisson Blu	Park Plaza

4. To study the effect of Talent Management practices on Employee Engagement of Hotel Chains of Indian and foreign origin having luxury and budget brands.

Population

The study's population include hotel chains of Indian and foreign origin that operate in India and offer both luxury and budget brand of hotels. A hotel chain, as defined by the Ministry of Tourism's Hotels and Restaurants Approval and Classification Committee (HRACC), is a collection of hotels that are owned or operated by the same entity and may hold several brands. The sampling frame includes both Indian and foreign hotel chains with operations in India.

Out of the seven foreign hotel chains only three were considered for the study. These were Intercontinental hotel group, Hyatt hotel Corporation and Radisson Hotel group. Accor Global hospitality and Hilton were not taken into

luxury and two budget hotels from each hotel chain were picked at random using the fish bowl technique. The data was then gathered from four core departments and ancillary departments that were combined together. Every third manager from each department was chosen to fill out the questionnaire based on a list of employees provided by the human resource department. A total of 624 questionnaires were distributed to respondents one at a time. There were numerous totally and partially patterned responses among the 624 completed questionnaires, and some were partially filled, thus those questionnaires were excluded from the study. Finally, only 453 useable questionnaires were used to conduct analysis and draw conclusions.

Testing Tools Used

*   To measure **Competency Development Practices**, A questionnaire was constructed and validated based on the six practices identified and drawn from literature on

Table 2: Sampling Frame of the study

	Hotel Chain	Luxury Brand	No. of Hotels in 7 cities	Budget Brands	No. of Hotels in 7 cities
Foreign Hotel Chain	Indian Hotels Company Limited	Taj Palaces and Resorts	6	Ginger Hotels	16
	ITC Hotels Limited	ITC- Luxury Collection	10	ITC Welcome	3
	Lemon Tree Hotels limited	Lemon Tree Premier	5	Red Fox Hotels	4
Foreign Hotel Chain	Inter-Continental Hotel Group (India) Private Limited	InterContinental; Crowne Plaza	9	Holiday Inn Express	3
	Hyatt Hotels Corporation	Grand Hyatt; Park Hyatt; Andaz	5	Hyatt Place	4
	Radisson Hotel Group	Radisson; Radisson Blu	12	Park Plaza	4

consideration because they did not have enough hotels in Luxury hotels to randomly select for the study. It is only in September 2016 that Star wood was acquired by Marriot hotels private limited making it the world's largest hotel chain. Both these hotel chains were excluded from the study because these hotels were in transition phase.

Sampling Frame

Three Indian and three foreign hotel chains with luxury and budget brands were included in the study's sampling frame. The sampling frame was confined to only 7 cities in India, which the Federation of Hotels and Restaurants Association of India designated as the important cities in the Indian hotel industry (FHRAI). Bengaluru, Chennai, Goa, Kolkata, Mumbai, New Delhi, and Pune are among them. All of the Indian and foreign hotel chains that were chosen for the study were present in these cities. The study's sampling frame is shown below in Table 2.

Sample

The study's sample size was set at 500 respondents. To ensure representativeness, a stratified sampling technique was employed to identify hotels and departments within them. Data was collected from managers working in various departments of the hotels chosen using systematic sampling. Following the division of the industry into strata of Indian and foreign hotel chains with luxury and budget brands, two

the hotel industry data. The questionnaire was validated through five experts in the area of study to establish face validity. Pilot testing of the questionnaire was then conducted on a sample of 250 respondents. As each practice here is a distinct construct, exploratory factor analysis was undertaken on each practice independently on a sample of 250 hotel industry respondents. The questionnaire was subsequently given to 453 managers from various levels in various departments of various types of hotels who were chosen for the study. The data was then evaluated using confirmatory factor analysis to verify the factors and determine the questionnaire's validity and reliability. Table 3 shows the fit indices, as well as the reliability and validity scores. For the purpose of categorising these activities on the level of maturity on Very High, High, Medium, Low, and Very Low, norms for the questionnaire were developed based on standard scores and criterion reference.

*   To measure Talent Management Practices, A questionnaire was constructed and validated based on seven practices identified and drawn from literature on the hotel industry data. The questionnaire was validated through five experts in the area of study to establish face validity. Pilot testing of the questionnaire was then conducted on a sample of 250 respondents. As each practice here is a distinct construct, exploratory factor analysis was undertaken on each practice

Table 3 Fit indices and reliability and validity score of Competency Development Practices

Talent Management Practices	No. of Items	CMIN/ DF< 5 (Wheaton et al, 1977)	GFI ≥ 0.90 (Stevens, 1996)	AGFI ≥ 0.90 (Hair et. al, 1998)	NFI ≥ 0.90 (Hair.et. al,1998)	CFI ≥ 0.90 (Stevens , 1996)	SRMR ≤ 0.08 (Byrne, 2013; Hu & Bentler, 1999)	RMSEA ≤ 0.08 (Mac Callum. et. al, 1996)	PClose ≥ 0.05 (Mac Callum. et. al, 1996)	Cronbach Alpha ≥ 0.70 (Hair et al., 2006)	AVE ≥ 0.50 (Keshar-wani, Sreeram & Desai, 2017)
Training and Development	7	2.214	0.986	0.961	0.991	0.995	0.013	0.052	0.415	0.932	0.709
Competency Analysis	6	3.224	0.988	0.951	0.990	0.993	0.015	0.07	0.161	0.911	0.624
Mentoring	5	2.4	0.992	0.969	0.992	0.995	0.013	0.061	0.352	0.892	0.663
Competency Based Assets	10	2.674	0.968	0.938	0.978	0.986	0.022	0.061	0.132	0.943	0.663
Capability Development	7	3.302	0.982	0.943	0.985	0.989	0.020	0.071	0.095	0.915	0.681
Continuous Capability Development	11	2.735	0.966	0.929	0.979	0.984	0.021	0.062	0.097	0.944	0.653

independently on a sample of 250 hotel industry respondents. The questionnaire was subsequently given to 453 managers from various levels in various departments of various types of hotels who were chosen for the study. The data was then evaluated using confirmatory factor analysis to verify the factors and determine the questionnaire's validity and reliability. Table 3 shows the fit indices, as well as the reliability and validity scores. For the purpose of categorising these activities on the level of maturity on Very High, High, Medium, Low, and Very Low, norms for the questionnaire were developed based on standard scores and criterion reference.

• To measure Employee Engagement, a scale developed by Lather & Jain (2014) was used. On a sample of 453 managers working in various departments of various types of hotels, the reliability and validity of the Employee Engagement scale was established. The reliability and validity scores of dimensions of Employee Engagement are shown in Table 5.

Table 4 Fit indices and reliability and validity score of Talent Management Practices

Talent Management Practices	No. of Items	CMIN/ DF< 5 (Wheaton et al, 1977)	GFI ≥ 0.90 (Stevens, 1996)	AGFI ≥ 0.90 (Hair et. al, 1998)	NFI ≥ 0.90 (Hair.et. al,1998)	CFI ≥ 0.90 (Stevens , 1996)	SRMR ≤ 0.08 (Byrne, 2013; Hu & Bentler, 1999)	RMSEA ≤ 0.08 (Mac Callum. et. al, 1996)	PClose ≥ 0.05 (Mac Callum. et. al, 1996)	Cronbach Alpha ≥ 0.70 (Hair et al., 2006)	AVE ≥ 0.50 (Keshar-wani, Sreeram & Desai, 2017)
Recruitment & Selection	9	3.067	0.966	0.934	0.981	0.987	0.022	0.068	0.051	0.949	0.751
Performance Management	13	2.688	0.950	0.921	0.965	0.977	0.024	0.061	0.055	0.952	0.626
Compensation Management	10	2.564	0.967	0.942	0.978	0.986	0.020	0.059	0.170	0.947	0.665
Learning and Development	16	2.210	0.955	0.921	0.972	0.985	0.025	0.050	0.497	0.959	0.653
Career Development	11	2.610	0.957	0.932	0.971	0.982	0.023	0.060	0.115	0.948	0.632
Succession Management	17	2.446	0.939	0.911	0.959	0.975	0.025	0.057	0.106	0.963	0.628
Leadership Development	11	2.214	0.956	0.927	0.970	0.981	0.025	0.063	0.055	0.946	0.634

Table 5 Reliability and Validity of Employee Engagement Scale

	Construct Reliability (Cronbach alpha $\geq$ 0.70)	Composite Reliability $\geq$ 0.70	Standardized Factor Loadings $\geq$ 0.50	Average Variance Extracted $\geq$ 0.50
Job Satisfaction	0.940	0.940	0.832	0.692
Organizational Commitment	0.906	0.906	0.812	0.660
Advocacy	0.856	0.856	0.815	0.664
Pride	0.898	0.899	0.865	0.748
Intention to Stay	0.902	0.902	0.805	0.649
Emotional Connect	0.844	0.844	0.802	0.643

STATISTICAL TESTS APPLIED

The following statistical tests were used for analyzing the data:

● For understanding the Competency Development and Talent Management practices in Hotel Chains of Indian and foreign origin having luxury and budget brands, mean scores were calculated used to draw comparison with norms developed. Also, Multivariate Analysis of variance (MANOVA) was applied. MANOVA helped in identifying whether or not the means of different types of hotel and different departments of hotels are all equal statistically.

● For studying the impact of competency development practices and talent management practices on employee engagement, correlation and step-wise regression analysis was used. Correlation helped to identify statistical significant relationship between competency development practices with employee engagement and talent management practices with employee engagement. Then, regression analysis helped in establishing the impact of competency development practices on employee engagement and the impact of talent management practices on employee engagement.

FINDINGS AND CONCLUSION

Impact of Competency Development Practices on Employee Engagement

● All competency development practices, including as training and development, competency analysis, competency-based assets, capability development, mentoring, and continuous capability development, have a high positive correlation with employee engagement. As a result, hotels that adhere to these competency development principles religiously are better equipped to engage their employees.

● **In Indian luxury hotels, training and development and Continuous Capability Development practises have a significant positive impact on employee engagement.** Employees at Indian luxury hotels are motivated if their level of engagement in the hotel increases as a result of the hotel's policies and procedures, which invest in the individual development of employees while reaping overall growth in comparison to their industry competitors.

● **In Indian budget hotels, training and development, competency-based analysis, and continuous capability development all have a significant positive impact on employee engagement.** Employees in Indian Budget hotels will feel more engaged if their skills are integrated into organisational procedures as assets. It should be emphasised that their level of engagement in the hotel improves if the hotel's policies and procedures are such that they invest in the individual development of its employees, giving them a competitive advantage over their industry competitors.

● **In foreign luxury hotels, training and development, competency analysis, and capability development have a significant positive impact on employee engagement.** Employees at Foreign Luxury hotels will feel more involved if their knowledge, skills, and process abilities are analysed to determine their best competencies and work is assigned to them in their area of expertise. Additionally, their level of engagement in the hotel increases if the hotel's policies and procedures include investing in strengthening employees' competencies when gaps are detected, as well as providing appropriate training and development programmes for individual employee development.

● **In foreign budget hotels, competency analysis, capability development, and continuous capability development have a significant positive impact on employee engagement.** Employees at Foreign Budget hotels are more motivated if their knowledge, skills, and process abilities are analysed to determine their best competencies and work is assigned to them in their area of expertise. Additionally, their level of engagement in the hotel increases if the hotel's policies and practises include efforts to develop employees' competencies and empower them to continuously identify their knowledge, skills, and process abilities, as well as assess the gaps from benchmarks to set their own improvement objectives and work toward achieving them. This contributes to the employee's and organization's growth and development.

- The prominent competency development strategies used by hotels to engage their employees are training and development, competency analysis, capability development, and continuous capability development. To keep their employees engaged, hotels must channelize their resources in such a way that these practices are followed rigorously at all levels.

Impact of Talent Management Practices on Employee Engagement

- All Talent Management activities, including Recruitment and Selection, Performance Management, Compensation Management, Learning and Development, Career Development, Succession Management, and Leadership Development, have a significant positive correlation with Employee Engagement. This means that hotels that adhere to these talent management procedures rigorously are better equipped to engage their employees.

- In Indian luxury hotels, compensation management and leadership development have a significant positive impact on employee engagement. This means that employees in Foreign Luxury hotels are encouraged to perform more efficiently when they are paid fairly for the task they do, in line with industry norms, and at par with others in the hotel doing the same job at the same level. Practices and procedures that assist employees build leadership skills and advance in their careers also aid Indian luxury hotels in effectively engaging their workforce.

- In Indian Budget Hotels, recruitment and selection, as well as career development, have a significant positive impact on employee engagement. This means that choosing the best candidate for a specific job helps to keep employees engaged in their work. When the hotel invests in the employee's career development wherever it is needed for their advancement, their level of engagement rises.

- In Foreign Luxury Hotels, recruitment and selection, succession management, and leadership development have a significant positive impact on employee engagement. This means that employees in Foreign Luxury hotels feel motivated to work more efficiently when the nature of job is such that they are best suited for it. Furthermore, methods and policies that enable employees build leadership capacities and take on higher roles, as well as specifics explicitly stated in succession rules, assist Foreign Luxury hotels in effectively engaging their staff.

- In Foreign Budget Hotels, recruitment and selection, succession management, and leadership development have a significant positive impact on employee engagement. This means that employees in Foreign Budget hotels feel motivated to work more efficiently when the nature of job is such that they are best suited for it. Furthermore, methods and policies to build leadership qualities of employees in order for them to take on higher and more crucial positions, as stipulated in succession policies, assist Foreign Budget hotels in effectively engaging their employees.

- The prominent talent management practises employed by hotels to engage their employees are recruitment and selection, compensation management, career development, succession management, and leadership development. To keep their employees engaged, hotels must channel their resources in such a way that these practices are followed rigorously at all levels.

Overall Employee Engagement in Indian Hotel Industry

- There is a significant difference in the overall level of employee engagement in various types of hotels under study

- Foreign Budget hotels are better able to engage their employee the overall mean score of employee engagement is highest amongst the various types of hotels under study. This means that Foreign Budget hotels implement both Competency Development and Talent Management procedures effectively and religiously in order to establish a psychological disposition among employees for their firm that keeps them engaged.

- Foreign Luxury and Indian Luxury hotels have an average employee engagement score. This indicates that, while Indian and foreign luxury hotels adhere to all competency development and talent management practices, they do so inconsistently at all levels and in all departments, resulting in an average level of employee engagement. As a result, these hotels should place a heavy emphasis on these procedures in order to fully utilise their outstanding human resources.

- Indian Budget hotels on the other hand are not able to engage their employees much. As a result of the low to medium concentration on competency development and Talent Management practises in Indian budget hotels, these hotels have lower levels of employee engagement than other hotels. As a result, these hotels should place a heavy emphasis on these practices in order to engage their employees.

HYPOTHESES OF THE STUDY

H1 Training and Development, as a Competency Development practices, has a significant positive effect on employee engagement in Indian Luxury Hotels is **Supported**.

H2 Training and Development, as a Competency Development practices, has a significant positive effect on employee engagement in Indian Budget Hotels is **Supported**.

H3 Training and Development, as a Competency Development practices, has a significant positive effect on employee engagement in Foreign Luxury Hotels is **Supported**.

H4   Training and Development, as a Competency Development practices, has a significant positive effect on employee engagement in Foreign Budget Hotels is **Not Supported**.

H5   Competency Analysis, as a Competency Development practices, has no effect on employee engagement in Indian Luxury Hotels is **Supported**.

H6   Competency Analysis, as a Competency Development practices, has no effect on employee engagement in Indian Budget Hotels is Supported.

H7   Competency Analysis, as a Competency Development practices, has no effect on employee engagement in Foreign Luxury Hotels is **Not Supported**.

H08   Competency Analysis, as a Competency Development practices, has no effect on employee engagement in Foreign Budget Hotels is **Not Supported**.

H09   Competency Based Assets, as a Competency Development practices, has no effect on employee engagement in Indian Luxury Hotels is **Supported**.

H10   Competency Based Assets, as a Competency Development practices, has no effect on employee engagement in Indian Budget Hotels is **Not Supported**.

H11   Competency Based Assets, as a Competency Development practices, has no effect on employee engagement in Foreign Luxury Hotels is **Supported**.

H12   Competency Based Assets, as a Competency Development practices, has no effect on employee engagement in Foreign Budget Hotels is **Supported**.

H13   Capability Development, as a Competency Development practices, has a significant positive effect on employee engagement in Indian Luxury Hotels is **Not Supported**.

H14   Capability Development, as a Competency Development practices, has a significant positive effect on employee engagement in Indian Budget Hotels is **Not Supported**.

H15   Capability Development, as a Competency Development practices, has a significant positive effect on employee engagement in Foreign Luxury Hotels is **Supported**.

H16   Capability Development, as a Competency Development practices, has a significant positive effect on employee engagement in Foreign Budget Hotels is **Supported**.

H17   Mentoring, as a Competency Development practices, has a significant positive effect on employee engagement in Indian Luxury Hotels is **Not Supported**.

H18   Mentoring, as a Competency Development practices, has a significant positive effect on employee engagement in Indian Budget Hotels is **Not Supported**.

H19   Mentoring, as a Competency Development practices, has a significant positive effect on employee engagement in Foreign Luxury Hotels is **Not Supported**.

H20   Mentoring, as a Competency Development practices, has a significant positive effect on employee engagement in Foreign Budget Hotels is **Not Supported**.

H21   Continuous Capability Development, as a Competency Development practices, has a significant positive effect on employee engagement in Indian Luxury Hotels is **Supported**.

H22   Continuous Capability Development, as a Competency Development practices, has a significant positive effect on employee engagement in Indian Budget Hotels is **Supported**.

H23   Continuous Capability Development, as a Competency Development practices, has a significant positive effect on employee engagement in Foreign Luxury Hotels is **Not Supported**.

H24   Continuous Capability Development, as a Competency Development practices, has a significant positive effect on employee engagement in Foreign Budget Hotels is **Supported**.

H25   Recruitment and Selection, as a Talent Management Practice has a significant positive effect on employee engagement in Indian Luxury Hotels is **Not Supported**.

H26   Recruitment and Selection, as a Talent Management Practice has a significant positive effect on employee engagement in Indian Budget Hotels is **Supported**.

H27   Recruitment and Selection, as a Talent Management Practice has a significant positive effect on employee engagement in Foreign Luxury Hotels is **Supported**.

H28   Recruitment and Selection, as a Talent Management Practice has a significant positive effect on employee engagement in Foreign Budget Hotels is **Supported**.

H29   Performance Management, as a Talent Management Practice has a significant positive effect on employee engagement in Indian Luxury Hotels is **Not Supported**.

H30   Performance Management, as a Talent Management Practice has a significant positive effect on employee engagement in Indian Budget Hotels is **Not Supported**.

H31   Performance Management, as a Talent Management Practice has a significant positive effect on employee engagement in Foreign Luxury Hotels is **Not Supported**.

H32   Performance Management, as a Talent Management Practice has a significant positive effect on employee engagement in Foreign Budget Hotels is **Not Supported**.

H33   Compensation Management, as a Talent Management Practice has a significant positive effect on employee engagement in Indian Luxury Hotels is **Supported**.

H34 Compensation Management, as a Talent Management Practice has a significant positive effect on employee engagement in Indian Budget Hotels is **Not Supported**.

H35 Compensation Management, as a Talent Management Practice has a significant positive effect on employee engagement in Foreign Luxury Hotels is **Not Supported**.

H36 Compensation Management, as a Talent Management Practice has a significant positive effect on employee engagement in Foreign Budget Hotels is **Not Supported**.

H37 Career Development, as a Talent Management Practice has a significant positive effect on employee engagement in Indian Luxury Hotels is **Not Supported**.

H38 Career Development, as a Talent Management Practice has a significant positive effect on employee engagement in Indian Budget Hotels is **Supported**.

H39 Career Development, as a Talent Management Practice has a significant positive effect on employee engagement in Foreign Luxury Hotels is **Not Supported**.

H40 Career Development, as a Talent Management Practice has a significant positive effect on employee engagement in Foreign Budget Hotels is **Not Supported**.

H41 Learning and Development, as a Talent Management Practice has a significant positive effect on employee engagement in Indian Luxury Hotels is **Not Supported**.

H42 Learning and Development, as a Talent Management Practice has a significant positive effect on employee engagement in Indian Budget Hotels is **Not Supported**.

H43 Learning and Development, as a Talent Management Practice has a significant positive effect on employee engagement in Foreign Luxury Hotels is **Not Supported**.

H44 Learning and Development, as a Talent Management Practice has a significant positive effect on employee engagement in Foreign Budget Hotels is **Not Supported**.

H45 Succession Management, as a Talent Management Practice has a significant positive effect on employee engagement in Indian Luxury Hotels is **Not Supported**.

H46 Succession Management, as a Talent Management Practice has a significant positive effect on employee engagement in Indian Budget Hotels is **Not Supported**.

H47 Succession Management, as a Talent Management Practice has a significant positive effect on employee engagement in Foreign Luxury Hotels is **Supported**.

H48 Succession Management, as a Talent Management Practice has a significant positive effect on employee engagement in Foreign Budget Hotels is **Supported**.

H49 Leadership Development, as a Talent Management Practice has a significant positive effect on employee engagement in Indian Luxury Hotels is **Supported**.

H50 Leadership Development, as a Talent Management Practice has a significant positive effect on employee engagement in Indian Budget Hotels is **Not Supported**.

H51 Leadership Development, as a Talent Management Practice has a significant positive effect on employee engagement in Foreign Luxury Hotels is **Supported**.

H52 Leadership Development, as a Talent Management Practice has a significant positive effect on employee engagement in Foreign Budget Hotels is **Supported**.

IMPLICATIONS

In this complex and volatile business environment, many hotels are facing the issues associated with talent. Hotels are rapidly afflicted with the contentions relating to the dearth of talent. The managers and the administrators of the hotels have now realised that having capable employees is a competitive advantage. Competent and talented employees are considered as the greatest asset of any organization and by fully utilizing this asset organizational can enhance their performance (Sweem, 2009). To attain a competitive edge, hotels need to have more proficient employees particularly in know-how, innovation and experience (Fegley, 2006). Hotels have recognized that best in class service and a memorable experience to its customers can only be reaped through talented employees. Productive and efficient employees facilitate the organization to not only sustain, but also to succeed. To cater to the issues pertaining to the dearth of talent organizational focus has increasingly shifted to retaining the critical talent, which demonstrate acquired knowledge, skills, inherent abilities and capabilities (Brewster et al., 2005). Hotels must efficiently implement competency development practices to upskill the employees in providing best in class service to the guests. Also, the management should invest in attracting, nurturing and retaining talented employees in all the departments of the hotels, as it has a maximum interface with the clients. Through competency development and talent management practices the hotels can engage their employees and attain higher productivity and profitability.

FUTURE SCOPE OF RESEARCH

Future researchers can replicate similar research state-wise taking into consideration all the different types of hotels for broader understanding of the relationships between variables. Comparisons can be drawn with respect to level of employee engagement in luxury, upscale and budget hotels. Also, individual variables like personality, self esteem, self efficacy, locus of control etc. can also be studied as these variables also drive employee engagement in the hotel industry.

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