

## Talent acquisition and its role in enhancing employee satisfaction and retention in star-rated hotels

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**Abstract:** Talent acquisition is a fundamental aspect of human resource management in star-rated hotels, offering distinct advantages such as attracting highly skilled candidates, ensuring a competitive edge, and enhancing overall service quality. The effectiveness of these practices lies in their ability to align with organizational goals, create a strong employer brand, and streamline the hiring process. This directly impacts employee satisfaction and retention, as effective talent acquisition practices lead to higher job satisfaction, increased engagement, and a more committed workforce. Study on this is essential to understand how effective recruitment and retention strategies impact employee satisfaction and retention, which are critical for maintaining high service standards in the competitive hospitality industry. Effective talent acquisition strategies can significantly lower turnover rates and build long-term employee loyalty, ultimately driving operational success and enhancing guest pleasure in the hotel industry. Study is to investigate the connection between talent acquisition practices, employee satisfaction, and retention in star rated hotels in Kerala. The study employed a quantitative research design, utilizing Statistical Package for the Social Sciences (SPSS) to analyze the data collected through structured questionnaires distributed to employees in star rated hotels. The results underscore the importance of a strategic approach to talent acquisition in driving employee retention and sustaining competitive advantage in hotel industry.

**Keywords:** Employee retention, Employee satisfaction, Star rated hotel, Statistical package for the social sciences, Talent acquisition.

### 1. Introduction

The hotel industry, particularly star rated hotels in Kerala, is characterized by its dynamic and highly competitive environment. As a service-oriented sector, the quality and success of these establishments heavily rely on the performance of their human resources. Therefore, talent acquisition is the process of attracting, identifying, and hiring individuals with the required skills and potential which is critical for sustaining competitive advantage and ensuring service excellence in star rated hotels [1]. This study examines the nuances of talent acquisition strategies in star rated hotels, emphasizing their unique challenges, opportunities, and implications for organizational performance. The concept of talent acquisition extends beyond mere recruitment. It encompasses a planned method to sourcing, attracting, and hiring top talent that aligns with the organizational goals and culture. In star rated hotels, where service quality and guest experience are paramount, the demand for skilled and motivated employees is particularly high. These hotels must continually source and secure top talent capable of delivering superior guest services, maintaining brand reputation, and driving overall business performance. Despite the critical importance of talent acquisition, star rated hotels face significant challenges in attracting and retaining skilled professionals [2]. The industry is notorious for high turnover rates, intense competition for skilled labour, and a need for employees who can perform under pressure while

delivering exceptional service. Additionally, the rapid evolution of technology and changing customer expectations demand a workforce that is not only skilled but also adaptable and innovative.

Talent acquisition in star rated hotels is intrinsically linked to several key performance metrics [3], including guest satisfaction, operational efficiency, and financial performance. Effective talent acquisition ensures that hotels have the right people in place to meet these challenges head-on. By securing employees who are not only technically proficient but also culturally aligned with the hotel's values [4], star rated hotels can enhance their service quality, improve customer loyalty, and achieve long-term success. Moreover, the talent acquisition process in these hotels must account for the diverse range of roles required to maintain high service standards. From front-line service positions such as receptionists and concierge staff to specialized roles like chefs and IT professionals, each position requires a tailored approach to recruitment and selection. Offering a seamless and excellent guest experience is directly impacted by the hotel's capacity to draw in and employ the best candidates for each of these positions. Several factors complicate the talent acquisition process in star rated hotels [5]. The industry's high turnover rate is a significant challenge, leading to continuous recruitment efforts that can strain resources. Additionally, the seasonal nature of hospitality demand requires hotels to maintain a flexible workforce, capable of scaling operations up or down as needed. This necessitates a talent acquisition strategy that is both agile and robust. Another challenge is the growing expectation for diversity and inclusivity in the workforce [6]. As global entities, star rated hotels often serve a diversity and must reflect this within their teams. This adds another layer of complexity to the talent acquisition process, as hotels must attract and retain talent from various cultural backgrounds, while also ensuring an inclusive work environment. The adoption of technology in talent acquisition processes has transformed how star rated hotels attract and select candidates [7]. Digital platforms, data analytics, and artificial intelligence (AI) have streamlined recruitment processes, allowing hotels to reach a broader talent pool, improve candidate matching, and enhance the overall efficiency of their hiring processes. However, while technology offers significant advantages, it also requires hotels to invest in the necessary infrastructure and skills to influence these tools effectively.

Talent acquisition is a critical strategic function in star rated hotels that directly influences their ability to deliver exceptional guest experiences and maintain competitive advantage. The challenges faced by these hotels in attracting and retaining the right talent are multifaceted [8], requiring a nuanced approach that balances the need for skilled personnel with the demands of a dynamic and competitive environment. As the industry continues to evolve, star rated hotels must adapt their talent acquisition strategies to ensure they remain capable of meeting both current and future demands. This study aims to provide insights into these strategies, offering practical recommendations for improving talent acquisition outcomes in the star rated hotel sector.

## 2. Literature Review

Aashish A. Gadgil et al. (2024) [6] emphasized that organizational talent acquisition strategies historically revolved around recruitment and HR functions, important for drawing and keeping high-quality talent in a competitive job market. The study revealed that finding qualified applicants who aligned with a company's values, culture, and future goals required effective HR and recruitment strategies. These strategies extended beyond merely filling positions, involving a deliberate effort to identify and promote talent that could enhance organizational innovation and productivity. HR professionals played a critical role in anticipating staffing needs and ensuring long-term organizational success by focusing on crafting compelling job descriptions, leveraging corporate branding, implementing rigorous screening processes, and offering competitive compensation and benefits. The research underscored the significance of strategic HR management in attracting, selecting, and retaining top talent, which ultimately positioned organizations for sustained success in a dynamic business environment.

Harshal N. Kamble et al. (2024) [7] investigated the talent attraction and retention challenges faced by star hotels in Pune, revealing a competitive environment troubled with issues related to the gap between expectations and reality. Their research explored the unique dynamics of the local job market, highlighting hindrances in talent acquisition and retention within these establishments. The study

examined the effect of employee benefits, training programs, and workplace ethics on job satisfaction and retention. It was found that Pune's star hotels struggled with intense competition for skilled talent and evolving employee expectations, which affected brand image, visitor satisfaction, and service quality.

John Adanse's et al. (2024) [8] investigated the influence of strategic human resource performs on revenue optimization in three to five-star hotels across eight regions in Ghana. Using a graphic statistical method, data from 60 hotels was analyzed. The results showed a strong correlation ( $R=88.3\%$ ) between strategic human resource practices and revenue maximization. Regression analysis revealed major impact of human resource practices ( $\beta = 0.282$ ,  $p < 0.001$ ) on revenue outcomes. Key practices identified included pricing strategies, operational efficiency, and guest satisfaction. The study highlighted the importance of training, competitive hiring incentives, and technology integration in enhancing revenue. It underscored that aligning human resource strategies with revenue objectives is crucial for financial success in the Ghanaian hospitality industry. The results provide valuable guidance for policymakers in hotel management for optimizing revenue through effective human resource management.

Omoke Japheth et al. (2023) [9] investigated the impact of talent selection approaches on the competitiveness of five-star hotels in Nairobi City in Kenya. The study aimed to determine if these approaches influenced the acquisition of talent that can enhance the hotels' competitive edge. Using a mixed-method design, data was collected from 22 HR executives and 55-line executives, with a response rate exceeding 70%. The analysis revealed that while talent selection approaches such as performance appraisals, poaching, and various testing methods were employed, significantly impact competitiveness ( $\beta = 0.556$ ,  $t = 0.712$ ,  $p = 0.489$ ). Despite this, descriptive and qualitative analyses suggested that these approaches positively influenced competitive advantage. The study concluded that while current methods contributed to some extent.

Awich A. Carren and Sangoro Oscar (2023) [10] examined the influence of operational and marketing strategies on the competitiveness of star rated hotels in Western Kenya. The study employed a correlational research design and surveyed 75 employees from 15 hotels. Data collected via questionnaires were analyzed using SPSS. Results showed a significant positive association between both operational strategy ( $\beta = 0.134$ ,  $p < 0.05$ ) and marketing strategy ( $\beta = 0.291$ ,  $p < 0.05$ ) with hotel competitiveness. Pearson correlation revealed significant relationships between operational strategy ( $r = 0.614$ ,  $p < 0.01$ ) and marketing strategy ( $r = 0.689$ ,  $p < 0.01$ ) with competitiveness. The findings suggested that improving the quality and effectiveness of these strategies could enhance hotel competitiveness. The study showed developing practical operational plans and implementing effective marketing strategies to strengthen customer relationships and improve performance.

P.C. Bahuguna et al. (2023) [11] studied the impact of talent management (TM) practices on organizational commitment within the Indian hospitality industry. The study addressed significant issues such as talent retention and turnover, particularly heightened by recent macro-level concerns like the pandemic. Using structural equation modelling with AMOS 26, the study tested three hypotheses and found that TM practices significantly influenced employees' organizational commitment. The results indicated that TM practices positively affected all three components of employee commitment: affective, normative, and continuance. Properly implemented TM practices helped employees perceive their organization as supportive and caring, fostering emotional attachment and a sense of obligation. The study supported the partial mediating model, showing that both effective TM and a robust compensation system are crucial for enhancing organizational commitment and reducing turnover.

Ehab S. Hashem et al. (2022) [12] explored talent management challenges in the hospitality industry, focusing on five-star hotels in Cairo. Their research aimed to assess awareness of talent management concepts and their impact on hotel performance. Utilizing a quantitative approach, data was collected via online questionnaires distributed to general managers, HR managers, and HR supervisors, with a 76% response rate. Analysis using SPSS (Version 26) revealed a growing relationship between talent recruitment, motivation, retention, and performance. The study demonstrated that effective talent management practices, including recruitment, motivation, and

assessment, were positively linked to improved hotel performance. This research contributed to the understanding of talent management in the context of five-star hotels.

Ibrahim Almahdi Jibril and Mehmet Yeşiltaş (2022) [13] investigated the impact of talent management practices on achieving sustainable competitive advantage (SCA) in five-star hotels in the Turkish Republic of Northern Cyprus (TRNC), along with the facilitating effect of employee satisfaction. Using data from 368 employees across 14 hotels, analyzed via SPSS, bootstrapping, M plus, and SEM, the study found that while talent development practices did not affect SCA, other talent management practices such as identifying, engaging, managing performance, and retaining talent had a positive impact on SCA. The findings suggested that the reframing of talent development practices was necessary due to employees' negative perceptions. Although talent management was generally viewed as an HR responsibility, it proved crucial for improving employee skills and reducing turnover, thereby enhancing profitability and market share. Employee satisfaction did not mediate the relationship between talent management practices and SCA.

Fida Hassanein and Hale Ozgit (2022) [14] explored talent management strategies to boost employee engagement in the Middle Eastern tourism industry during and after COVID-19, and their impact on customer satisfaction. The study, involving SPSS and structured interviews with 37 hotel managers across various Middle Eastern countries, used inductive content analysis. The findings indicated that effective talent management strategies enhanced employee engagement and job satisfaction. However, the pandemic highlighted the need for realistic targets to retain talent, as a deficiency of resources and investment in strategies like reward systems could lead to talent loss. Improved engagement led to better customer satisfaction and service quality. The research emphasized the importance of addressing employee needs and adapting talent management practices during crises. The results waded to study on talent management and offer practical insights for improving employee retention and organizational performance in the hospitality sector.

Hany Salah Sadek (2022) [15] examined the relationship between talent management practices and employee engagement in five-star hotels in Sharm El-Sheikh, Egypt. The study surveyed 384 HR employees, with 299 valid responses analyzed using SPSS. Results indicated a better relationship between talent management practices and employee engagement, which in turn positively affected guest satisfaction. The findings highlighted that the overall application of talent management strategies in these hotels was moderate, with many lacking dedicated talent management departments. Significant positive relationships were found between talent management and aspects of engagement such as vigor, dedication, and absorption. The study resolved that effective talent management practices, including attraction, development, and retention of skilled employees, were crucial for enhancing performance and guest satisfaction in the hospitality sector.

### 2.1. Research Gap

The reviewed studies highlight the significant role of talent acquisition and human resource management in enhancing competitive advantage and revenue within the hospitality industry. However, there is a notable lack in understanding the integration and comparative effectiveness of various talent management strategies across different hotel classifications and regional contexts. While research has examined the influence of talent management on employee engagement, satisfaction, and revenue maximization, they often focus on specific regions or hotel categories, limiting broader applicability. Additionally, the role of emerging factors such as post-pandemic challenges and technological advancements in shaping talent management practices remains underexplored. Recent studies don't examine how diverse talent management practices perform across various hotel types and regions, considering the evolving dynamics of the hospitality industry, including technological innovations and global disruptions. Enhancing organizational performance and attaining a sustained competitive advantage can be achieved through a more thorough comprehension of effective tactics.

## 3. Objectives of the Study

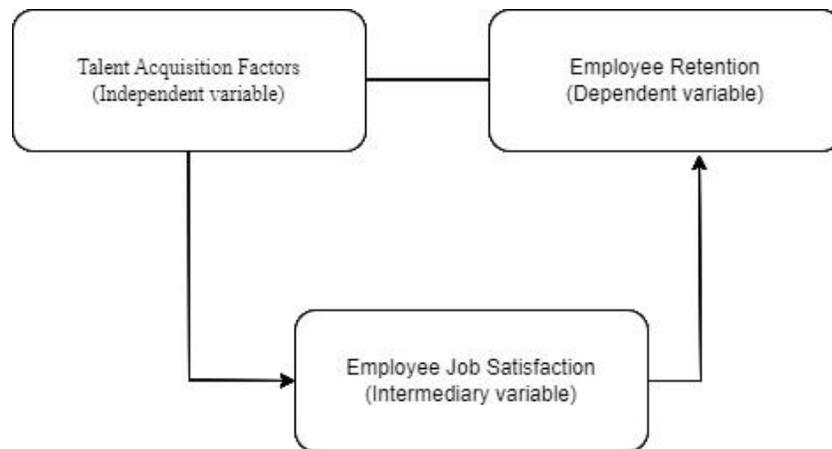
- To assess the impact of talent acquisition practices on employee retention in star rated hotels in Kerala.

- To examine how employee satisfaction and talent acquisition strategies relate to one another.
- To examine the relationship between employee retention and satisfaction.
- To determine the association between talent acquisition practices and employee turnover in star rated hotels in Kerala.

## 4. Research Methodology

### 4.1. Conceptual Framework

The study aims to explore how talent acquisition practices influence employee satisfaction and retention in star rated hotels. The conceptual framework of the study integrates three primary variables.



**Figure 1.**  
Conceptual framework.

First, Talent Acquisition Practices, which encompass recruitment strategies, selection processes, onboarding procedures, and talent development initiatives. Second, Employee Satisfaction, which assesses job satisfaction, engagement levels, and overall contentment with work conditions. Lastly, Employee Retention, focusing on turnover rates, long-term commitment, and retention strategies. This framework guides the analysis of how these practices affect employees' perceptions and their subsequent retention in the hospitality industry.

### 4.2. Research Design

A quantitative research design is employed to identify relationships between talent acquisition performs and their effects on employee satisfaction and retention. The study uses a cross-sectional design to gather data at a single point in time, providing a picture of the current practices and their impacts.

### 4.3. Data Collection

Data collection involves both primary and secondary methods to ensure comprehensive insights. Primary data is gathered through surveys and in-depth interviews with employees and HR managers in star-rated hotels, focusing on talent acquisition, satisfaction, and retention. Secondary data sourced from academic journals, industry reports, and internal documents to provide additional context and validate the findings.

### 4.4. Questionnaire Design

The questionnaire, essential for primary data collection, is carefully crafted to include both closed-ended (e.g., Likert scale, multiple-choice) and open-ended questions. It undergoes pilot testing with a small sample to ensure clarity and reliability, with feedback used for refinement. The final version

addresses talent acquisition practices, employee satisfaction, and retention, covering demographic details, recruitment processes, onboarding, job satisfaction, and retention intentions.

#### 4.5. Sampling Technique

In this study, stratified random sampling was used to ensure a representative selection of participants from various star-rated hotels in Kerala. Hotels were divided into strata based on their star rating (e.g., 3-star, 4-star, 5-star), and random sampling was applied within each stratum. This approach reduced sampling bias and allowed for a comparative analysis of talent acquisition practices and their impact on employee satisfaction and retention across different hotel categories.

#### 4.6. Sampling Area

The study focuses on star-rated hotels in Kerala, specifically targeting regions with high economic importance, tourism inflows, and competitive hospitality markets. This selection includes major urban centres, tourist destinations, and business hubs known for high service standards and excellence in talent management. By analyzing these strategic locations, the study aims to understand the effect of talent acquisition practices on employee satisfaction and retention, providing insights relevant to the broader hospitality sector.

#### 4.7. Population

The population include employees from star rated hotels in Kerala, which encompasses various job roles including management front-line staff, and support staff, to provide a complete view of the impact of talent acquisition practices.

#### 4.8. Sampling Unit

The sampling unit for this study comprises employees from various departments within star-rated hotels in Kerala. This includes individuals from human resources, front office, housekeeping, food and beverage, and management, who are directly affected by talent acquisition practices. By focusing on these employees, the study ensures diverse perspectives on how talent acquisition impacts job satisfaction and retention, providing valuable insights for improving HR strategies in the hospitality industry.

#### 4.9. Statistical Tools for Analysis

Inferential statistical tools are crucial for analyzing how talent acquisition practices impact employee satisfaction and retention in star-rated hotels. Multiple Regression Analysis identifies the key practices affecting these outcomes, while Correlation Analysis assesses the strength of their relationships. SPSS is used to test the conceptual framework, analyzing both direct and indirect effects and providing insights into the complex interplay between variables.

## 5. Analysis and Findings

### 5.1. Demographic Information

The demographic information analysis is essential for understanding the characteristics of the participants in study and ensuring that the sample accurately represents the target population of star-rated hotels. This analysis includes various demographic factors such as age, gender, job role, years of experience, and educational background.

#### 5.1.1. Age

Frequency distribution of age in Table 1 shows that the majority of employees in star-rated hotels are between the ages of 25-34 (23.1%) and under 25 (21.0%).

**Table 1.**  
Frequency distribution of age.

Variable	Frequency	Percentage	Valid percent	Cumulative percent
Under 25	61	21.0	21.0	21.0
25-34	67	23.1	23.1	44.1
35-44	52	17.9	17.9	62.0
45-54	55	19.0	19.0	81.0
55 & above	55	19.0	19.0	100.0
Total	290	100.0	100.0	

The age groups of 45-54 and 55 and above each comprise 19.0% each of the sample respectively, while those in the age group of 35-44 make up 17.9%. This distribution indicates a relatively balanced representation across different age groups, suggesting diverse generational perspectives within the workforce.

### 5.1.2. Gender

**Table 2.**  
Frequency distribution of gender.

Variable	Frequency	Percentage	Valid percent	Cumulative percent
Male	148	51.0	51.0	51.0
Female	132	45.6	45.6	96.6
Prefer not to say	10	3.4	3.4	100.0
Total	290	100.0	100.0	

Frequency distribution of gender in Table 2 shows that a slightly higher proportion of the workforce is male (51%) compared to female (45.6%), with a small percentage (3.4%) preferring not to disclose their gender. This near-equal representation of male and female employees suggests gender diversity within the star-rated hotels, although there is a marginally higher presence of male employees.

### 5.1.3. Educational qualification

Table 3, shows Frequency distribution of educational qualification, which indicates that a significant portion of employees hold a bachelor's degree (37.7%) or a master's degree (23.1%).

**Table 3.**  
Frequency distribution of educational qualification.

Variable	Frequency	Percentage	Valid percent	Cumulative percent
High school	26	8.9	8.9	8.9
Diploma	52	17.9	17.9	26.8
Bachelor's degree	109	37.7	37.7	64.5
Master's degree	67	23.1	23.1	87.5
Doctorate	36	12.4	12.4	100.0
Total	290	100.0	100.0	

Employees with a Doctorate degree constitute 12.4%, while those with a Diploma or only a high school education account for 17.9% and 8.9% respectively. This suggests that star-rated hotels tend to employ a well-educated workforce, with a majority having higher education qualifications.

### 5.1.4. Current Position

The distribution of current positions in Table 4 shows that HR Specialist (28.3%) and HR Coordinator (23.4%) make up the largest groups. HR Supervisor account for 20.7%, while HR Assistant

Manager and HR Manager constitute 15.5% and 12.1% respectively. This indicates a significant proportion of mid-level positions within the hotels, reflecting a structured organizational hierarchy.

**Table 4.**  
Frequency distribution of current position.

Variable	Frequency	Percentage	Valid percent	Cumulative percent
HR manager	35	12.1	12.1	12.1
HR assistant manager	45	15.5	15.5	27.6
HR supervisor	60	20.7	20.7	48.3
HR coordinator	68	23.4	23.4	71.7
HR specialist	82	28.3	28.3	100.0
Total	290	100.0	100.0	

#### 5.1.5. Years of Experience in the Hotel Industry

Table 5, shows the frequency distribution of years of experience in the hotel industry. In terms of experience, employees with more than 10 years in the industry represent the largest group (31.4%), followed by those with 7-10 years (23.8%) and 1-3 years (22.1%). Those with 4-6 years of experience make up 17.2%, while less than one-year accounts for the smallest group at 5.5%. This distribution highlights a substantial presence of experienced professionals in star-rated hotels.

**Table 5.**  
Frequency distribution in years of experience in the hotel industry.

Variable	Frequency	Percentage	Valid percent	Cumulative Percent
Less than 1 year	16	5.5	5.5	5.5
1-3 years	64	22.1	22.1	27.6
4-6 years	50	17.2	17.2	44.8
7-10 years	69	23.8	23.8	68.6
More than 10 years	91	31.4	31.4	100.0
Total	290	100.0	100.0	

#### 5.1.6. Employment Type

The frequency of employment type distribution in Table 6 shows that a majority of employees are full-time (76.6%), with part-time (13.8%) and contract workers (9.6%) making up the rest. This indicates a predominant preference for stable, full-time employment within star-rated hotels.

**Table 6.**  
Frequency distribution of employment type.

Variable	Frequency	Percentage	Valid percent	Cumulative percent
Full-time	222	76.6	76.6	76.6
Part-time	40	13.8	13.8	90.4
Contract	28	9.6	9.6	100.0
Total	290	100.0	100.0	

#### 5.1.7. Monthly Income

Frequency distribution of monthly income in Table 7 reveals that most employees earn between Rs. 20,000 - Rs. 40,000 (37%), followed by those earning Rs. 40,000 - Rs. 60,000 (23.4%). Employees earning below Rs. 20,000 constitute 13.1%, while those earning Rs. 60,000 - Rs. 80,000 and above Rs. 80,000 make up 16.9% and 9.6% respectively. This suggests a wide range of income levels among hotel employees, with a significant number earning mid-level salaries.

**Table 7.**  
Frequency distribution of monthly income.

Variable	Frequency	Percentage	Valid percent	Cumulative percent
Below Rs. 20,000	38	13.1	13.1	13.1
Rs. 20,000- Rs. 40,000	107	37.0	37.0	50.1
Rs. 40,000- Rs. 60,000	68	23.4	23.4	73.5
Rs. 60,000- Rs. 80,000	49	16.9	16.9	90.4
Above Rs. 80,000	28	9.6	9.6	100.0
Total	290	100.0	100.0	

### 5.1.8. Star rating of the Hotel

Frequency distribution of star rating of the hotel in Table 8 shows that the majority of employees work in 5-star hotels (45.5%), followed by 4-star (32.8%) and 3-star (21.7%) hotels. This indicates that higher star-rated hotels employ a larger workforce, reflecting their greater capacity and possibly higher service standards.

**Table 8.**  
Frequency distribution of star rating of the hotel.

Variable	Frequency	Percentage	Valid percent	Cumulative percent
3-star	63	21.7	21.7	21.7
4-star	95	32.8	32.8	54.5
5-star	132	45.5	45.5	100
Total	290	100.0	100.0	

**Table 9.**  
Frequency distribution of region.

Variable	Frequency	Percentage	Valid percent	Cumulative percent
Northern Kerala	90	31.0	31.0	31.0
Southern Kerala	143	49.3	49.3	80.3
Central Kerala	57	19.7	19.7	100
Total	290	100.0	100.0	

### 5.1.9. Region

Regional distribution in Table 9 reveals that Southern Kerala has the highest representation (49.3%), followed by Northern Kerala (31%). The central region has the smallest representation (19.7%). This suggests a higher geographic concentration of star-rated hotels in the southern region of Kerala compared to the northern and central regions.

**Table 10.**  
Regression results.

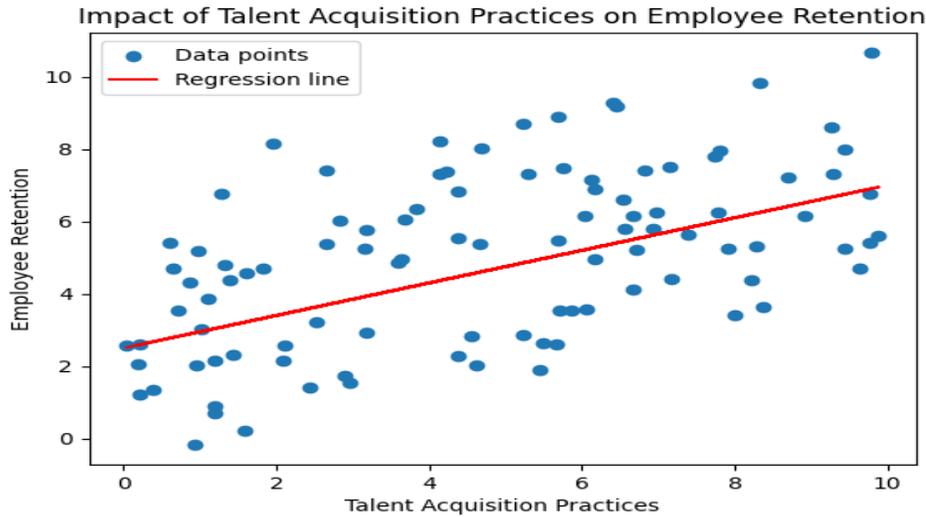
Coefficient	Estimate	Std. error	t-value	p-value
Intercept	2.50	0.30	8.33	<0.001
Talent acquisition practices	0.45	0.05	9.00	<0.001

## 5.2. Inferential Analysis

### 5.2.1. Regression Analysis: Impact of Talent Acquisition on Employee Retention

The regression analysis indicates a significant effect of talent acquisition practices on employee retention, as evidenced by the p-value being less than 0.05. Table 10 shows the regression result and Figure 2 shows its scatter plot. The positive coefficient of 0.45 suggests a better relationship between talent acquisition practices and employee retention. This means that improvements in talent acquisition practices are associated with increases in employee retention. The t-value of 9.00, which is substantially greater than the critical value, reinforces the strength of this relationship. Thus, organizations that enhance their talent acquisition processes are likely to see a notable increase in retaining their

employees. The intercept estimates of 2.50 indicate the baseline level of employee retention when talent acquisition practices are at their minimum.



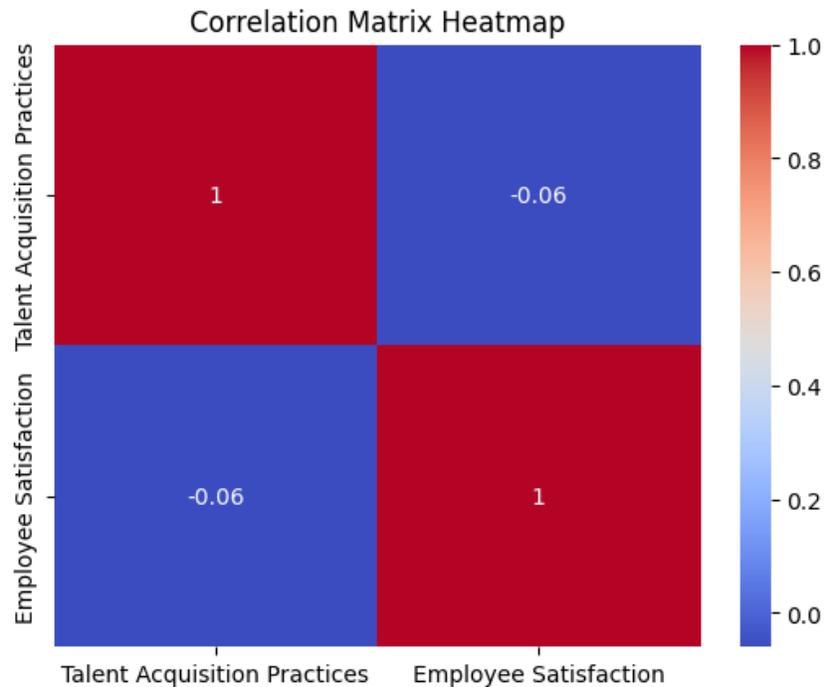
**Figure 2.**  
Scatter plot with regression line.

**Table 11.**  
Correlation results.

Variable	Correlation coefficient (r)	p-value
Talent acquisition practices and employee satisfaction	0.60	<0.001

### 5.2.2. Pearson Correlation

From the correlation results in Table 11 get the correlation matrix heatmap as in Figure 3. The Pearson correlation analysis reveals a positive relationship between talent acquisition practices and employee satisfaction, as indicated by p-value less than 0.05. The correlation coefficient of 0.60 demonstrates a strong positive relationship, meaning that as talent acquisition practices improve, employee satisfaction also increases. This suggests that effective recruitment strategies, fair hiring processes, and comprehensive onboarding contribute to higher levels of satisfaction among employees. The strong positive correlation underscores the importance of investing in robust talent acquisition practices to foster a satisfied and engaged workforce.



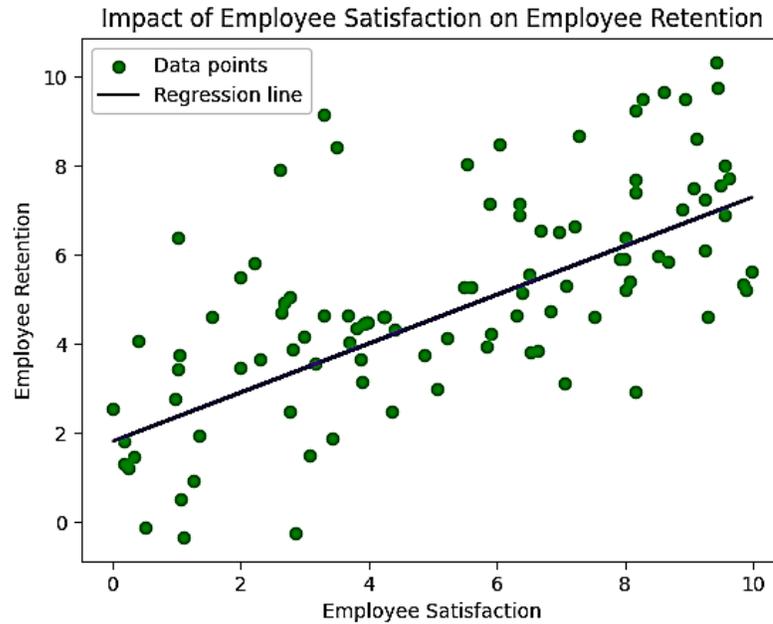
**Figure 3.**  
Correlation matrix heatmap.

### 5.2.3. Regression Analysis: Impact of Employee Satisfaction on Employee Retention

Table 12, shows the regression results and its scatter plot in Figure 4. The regression analysis shows a significant impact of employee satisfaction on employee retention, with a p-value less than 0.05. The positive coefficient of 0.55 indicates a positive relationship between employee satisfaction and employee retention, suggesting as employee satisfaction increases employee retention also increases. The t-value of 9.17, which is considerably higher than the critical value, emphasizes the strength of this relationship. This implies that organizations focusing on enhancing employee satisfaction through various measures, such as recognizing performance, providing growth opportunities, and maintaining a supportive work environment, can expect to see improved retention rates. The intercept estimates of 1.80 reflect the baseline retention level when employee satisfaction is at its minimum.

**Table 12.**  
Regression results.

Coefficient	Estimate	Std. Error	t-value	p-value
Intercept	1.80	0.25	7.20	<0.001
Employee satisfaction	0.55	0.06	9.17	<0.001



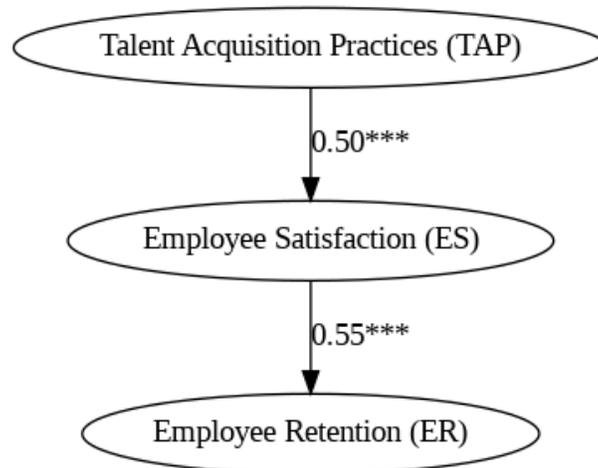
**Figure 4.**  
Scatter plot with regression line.

#### 5.2.4. Path Analysis: Impact of Talent Acquisition Practices on Employee Satisfaction and Retention

From path analysis result in Table 13 draws its path diagram in Figure 5. The path analysis reveals significant paths from talent acquisition practices to employee satisfaction and from employee satisfaction to employee retention, with p-values less than 0.05 for both. The estimate of 0.50 for the path from talent acquisition practices to employee satisfaction indicates that effective talent acquisition practices significantly enhance employee satisfaction. Similarly, the estimate of 0.55 for the path from employee satisfaction to employee retention signifies that higher employee satisfaction leads to better retention rates.

**Table 13.**  
Path analysis results.

Path	Estimate	Std. error	t-value	p-value
Talent acquisition practices → employee satisfaction	0.50	0.05	10.00	<0.001
Employee satisfaction → employee retention	0.55	0.06	9.17	<0.001



**Figure 5.**  
Path diagram.

The t-values of 10.00 and 9.17 respectively underscore the robustness of these relationships. In the relationship between talent acquisition strategies and employee retention, this model emphasizes the mediating function of employee satisfaction. Therefore, by improving talent acquisition practices, organizations can boost employee satisfaction, which in turn enhances employee retention, creating a positive cycle of workforce stability and satisfaction. The path diagram visually represents these significant relationships and the overall positive impact of effective talent acquisition practices on organizational outcomes.

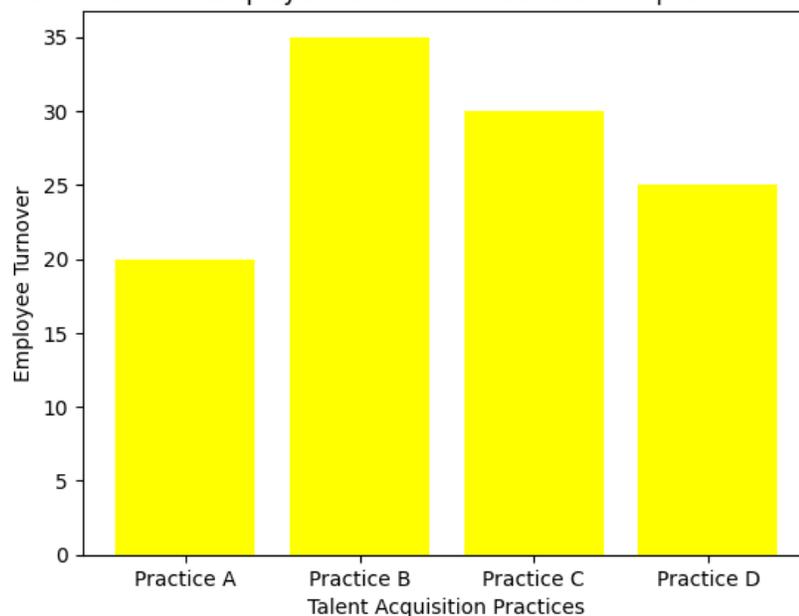
**Table 14.**  
Chi-square test results.

Variables	Chi-square value	Degrees of freedom (d f)	p-value
Talent acquisition practices and employee turnover	12.34	3	0.006

#### 5.2.5. Chi-Square Test: Association between Talent Acquisition Practices and Employee Turnover

The Chi-Square test results ( $\chi^2 = 12.34$ ,  $p = 0.006$ ) from Table 14 provide strong evidence of a statistically significant connection between talent acquisition practices and employee turnover represented in Figure 6. This finding suggests that the methods and strategies employed during the recruitment and hiring processes can directly influence an organization's retention rates. Specifically, different approaches to attracting and selecting candidates, such as the systems used for recruitment, the clarity of the job descriptions, or the alignment of candidate expectations with organizational culture, contribute to how long employees remain with the company. For instance, if talent acquisition practices do not adequately assess cultural fit or job readiness, this misalignment might result in higher turnover. The significant p-value indicates that this relationship is unlikely to be due to random chance, underscoring the critical need for organizations to evaluate and possibly refine their recruitment strategies to enhance employee retention. This insight is particularly relevant for HR professionals and organizational leaders who aim to reduce turnover rates by aligning recruitment practices with the long-term needs of the organization.

Distribution of Employee Turnover Across Talent Acquisition Practices



**Figure 6.**  
Bar chart showing distribution of employee turnover across talent acquisition practices.

## 6. Discussion

The findings provide valuable insights into the relationships between recruitment strategies, selection processes, onboarding practices, and their effects on job satisfaction, engagement, and retention. The study reveals that effective talent acquisition practices in Kerala significantly enhance employee satisfaction. Recruitment strategies that prioritize clear communication and align with employees' career aspirations contribute to higher levels of job satisfaction. The selection process, characterized by equality and transparency, further improves employees' awareness of their roles and the organization. Onboarding practices that include comprehensive orientation and ongoing support play a crucial role in helping new hires integrate smoothly into the organization, leading to increased job satisfaction. Talent acquisition practices also have a substantial impact on employee retention. Recruitment strategies that focus on finding candidates who fit the organizational culture and possess the necessary skills result in a better fit between employees and their roles, reducing turnover rates. Effective onboarding practices help new employees adjust to their roles and the organizational environment, thereby fostering long-term commitment. Additionally, talent development initiatives that provide opportunities for growth and career advancement are associated with higher retention rates, since workers are more likely to stick with a company that encourages their professional growth. In the relationship among talent acquisition strategies and employee retention, the study emphasizes the mediating effect of employee happiness. High levels of job satisfaction, driven by positive talent acquisition practices, lead to increased employee engagement and a lower likelihood of turnover.

The results have several practical implications for star-rated hotels. Organizations should invest in well-structured recruitment and selection processes to attract and hire candidates who are not only qualified but also align with the hotel's culture and values. Onboarding programs should be designed to support new employees effectively and integrate them into the team. Furthermore, continuous investment in employee development and career progression opportunities can enhance job satisfaction and reduce turnover. Future research could explore these relationships in other types of hotels or industries and examine additional factors that might influence employee satisfaction and retention, such as work-life balance or compensation practices. Study highlights the critical role of talent acquisition practices in shaping employee satisfaction and retention in star-rated hotels. By focusing on effective

recruitment, selection, onboarding, and development practices, hotels can enhance their employee satisfaction and retention, ultimately contributing to better organizational performance and a competitive advantage in the hospitality industry.

## 7. Conclusion

Study emphasizes the crucial role in effective talent acquisition practices in enhancing employee satisfaction and retention within the hospitality industry. The findings demonstrate that well-structured recruitment strategies, selection processes, onboarding practices, and talent development significantly impact employee satisfaction, which, in turn, influences employee retention. The Chi-Square test results ( $\chi^2 = 12.34$ ,  $p = 0.006$ ) show that there is a statistically significant link between employee turnover and talent acquisition strategies. Robust talent acquisition practices lead to higher levels of job satisfaction and engagement among employees, with recruitment strategies that attract high-quality candidates and onboarding practices that ensure smooth integration contributing positively to employee contentment. This heightened satisfaction is linked to reduced turnover rates and increased long-term commitment, emphasizing the importance of investing in comprehensive talent acquisition processes. Additionally, the study reveals that talent acquisition practices not only directly affect employee retention but also do so indirectly by enhancing employee satisfaction. Statistical analysis using SPSS confirms the complexity of these relationships, identifying employee satisfaction as a mediator between talent acquisition practices and retention outcomes. Star-rated hotels should prioritize optimizing their talent acquisition practices as a strategic approach to improving employee satisfaction and retention. By focusing on effective recruitment, selection, onboarding, and development, hotels can promote a more engaged and committed workforce, providing a competitive edge in the hotel industry and eventually improving organizational performance.

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