

An Analytical Study on determining role of HR Analytics in addressing Challenges related to Talent Acquisition & Retention with reference to Hospitality Industry

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Abstract - Background/ introduction: Talent acquisition & retention have emerged as two major challenges in hospitality industries. The increased competition and growing dynamism in the business has led to a rise in importance of sustainability in managing enterprises, including those operating in human resources, and usage of innovative strategies and analytical tools is proving to be one of the most effective mechanisms to win the battle for the top talents.

Problem statement: There is very less evidence of the research available devoted to the use of HR analytics for talent acquisition & retention practices especially related to Hospitality industry of India.

Another gap that was found is the application of analytics in talent acquisition particularly in hospitality sector is internationally also very juvenile. Therefore a study examining the role of data analytics in Indian hospitality sector is warranted that will help to mitigate some of the problems related to recruitment

Aim of the study: This study is aimed to review and examine the challenges related to talent acquisition & retention practices and role of Analytics in addressing these challenges. The study examines the impact of using HR Analytics in Talent acquisition & retention on the organizational performance.

Methodology: The study uses secondary data for review purpose and primary data is collected for research via online survey conducted across the major cities of North India using structured Questionnaire covering 211 respondents mainly HR Managers.

Findings: The study will address the gap of literature on the importance of HR analytics in Talent acquisition & retention and will help in understanding the advantage of talent acquisition over traditional hiring. It will help in understanding role of Analytics in addressing challenges related to talent acquisition and retention practices with reference to hospitality industry. It will also help in understanding role of HR Analytics in HR practices of other sectors as well..

Index Terms - Talent acquisition, HR Analytics, Challenges, Human Resource Management.

INTRODUCTION

A. Overview of talent acquisition & retention

Talent acquisition in hospitality industry is very challenging as the person to be hired needs to have combined skills of managing customers and also being able to help them in their queries and requirements (Chishamiso Nzonzo & Chipfuva, 2013). Moreover, it is also very important that the candidates must have basic managerial knowledge and fluency in international languages. This talent acquisition process can be done by managing, identifying, recognizing and developing the candidates through a “talent pipeline” (CGI, 2016). Hiring talented workers in hospitality sectors influences the organizational performance and helping in critical positions of the hospitality sector with the motive to contribute to the organization’s growth. Moreover, talent acquisition in hospitality sectors is not only about hiring but talent retention and talent forecasting is also an important part of the HR talent acquisition (Huda, Haque, & Khan, 2014).

Talent acquisition and retention are the two major challenges faced by Indian hospitality industries. Talent acquisition in hospitality industry is very challenging as the person to be hired needs to have combined skills of managing customers and also being able to help them in their queries and requirements (Chishamiso Nzonzo & Chipfuva, 2013). Challenges and changes in the hospitality sectors occur very rapidly so the management needs to successfully deal and maintain its services to retain the talent within the organization. Thus identifying the skillful employees to achieve the hospitality objective and retaining them effectively is very important.

Talent retention is very challenging in India’s hospitality industry due to the high work pressure, stress, lack of conveyance and housing, lack of growth opportunities, monotonous work, work attitudes etc. It was reported by Roy (2010) that the attrition rate of employees in the Indian hospitality industry was 25% in 2010 who also predicted that the rate will rise to 50% by 2015. However in the recent reports by Deloitte, (2016), it has been found that the retention rate in Indian hospitality industry has raised to 70%. Common HRM issues faced by them are identifying the right talent in this industry, lack of technical skills, cost of labor, reducing full-time employee, and lack of experience (Farooque & Habibuddin, 2015; Kumar, S and Chahal, 2013).

Talent acquisition is linked to talent forecasting, development and retention as a part of the cluster concept of talent management (Cappelli & Keller, 2014). Talent forecasting is also known as 'workforce planning' and it refers to forecasting the talent needs of the business in order to create strategies to ensure high performance (DeTuncq & Schmidt, 2013).

WHY HOSPITALITY INDUSTRY?

The hospitality industry has been chosen for this study due to the following reasons: 1) It is one of the industries with highest employee attrition rates in India 2) It is one of the industries making the least use of HR analytics for human resources planning 3) It is one of the fastest growing industries in India due to growing demand for hospitality services.

A. HR ANALYTICS

In the recent years it has been seen that many sources of extracting employment information, such as, social media, digital media, recruitment webpages and others, have helped human resource departments of companies to easily extract information on prospective candidates for critical jobs and it has rapidly increased and managing them with efficient tools has been a real challenge for the HR system.

The biggest challenge faced by any organization is the lack of knowledge and complexity of using HR analytics. Since, information technology is everyday changing and upgrading it is very important for the HRM to cope up with the HR information system and HR analytics. Higher the engagement with HR analytics higher is the possibility of an organization in acquiring and retaining the talented employees on the basis of the business requirements. HR Analytics has proved to be useful tool from literature and the data analysis findings in this case.

Recent years have shown an increased focus on workforce analytics and the importance of workforce analytics in helping HR professionals to be more useful business partners. This suggests that HR professionals may need to become more and more data savvy and develop better analytical abilities in order to perform well and contribute meaningfully in the future.. HR analytics is more of talent analytics and business analytics than the generalized functions of human resource management (HRM) (Momin & Mishra, 2015).

HR analytics is used to meet the business objective by strategic workforce plan, turnover trends, projected turnover rate, current headcount level and also scenario-based workforce plans, varying the workforce cost structure to determine the best future scenario. With the help of talent forecasting HR can predict, find and hire the right person for the right job.

HR analytics has been mostly helpful in recruiting & promotion, where with the help of analytics, the employees are analyzed and assessed on their performance accordingly and thus forming an appropriate hiring plan (Madsen & Slatten, 2017). Moreover, talent forecasting helps in purposive hiring thereby to forecast the right employee and the organization's future plans. This allows the hired employee to work in new and challenging conditions that the employee excels in improving job motivations and job loyalty, in turn helping in employee retention (Deloitte, 2016).

B. LITERATURE REVIEW

Reviewed studies explain how with the help of new technologies, developed strategies and emerging tools, the talent acquisition & retention practices have evolved from the traditional practices over time. The reviewed studies help in understanding the possible challenges related to talent acquisition and retention faced by the organizations. It is concluded from the reviewed studies that the use of Analytics can be helpful in improving the various HR practices however most of the organizations especially in hospitality industry are not prepared yet or are partially prepared to use analytics in HR practices especially Talent acquisition & retention practices. Literature has been reviewed under sections as described under:

C. *The Challenges Faced by the Organizations.*

The individuals nowadays have a tendency to work independently and are contingent upon their specific conditions. Individuals make decisions with respect to who they work for, the sort of work they do and to what extent they are set up to work (Angrav et al., 2016). Balancing work and life is one of the major challenges that is faced by HR thereby causing high attrition rate. Outsourcing talents for strategic and operational motives has also been a big challenge towards employee retention by the HRM. The organizational operational advancement changes very frequently depending on the market trend, hence, searching and recruiting the right person is also difficult (iCIMS, 2014). Complexity of jobs, lack of compensation & rewards, lack of motivating climate and management culture, lack of growth opportunities, are some of the biggest challenges faced by the HRM in the modern age (Stankiewicz, 2015). The demands of talented employees are high as well as the expectations, which at certain times are difficult for the HRM to maintain thereby causing employee turnover.

Candidates nowadays have more access to the employer data and information with the existence of web-based social networking and digitalization (Stankiewicz, 2015). Organizations are expected to be open sources or in other words candidates look for transparent organizations, where competitors can without much of a stress get information and data

Recruitment and selection is the first part of introducing a skilled worker into the organization, and if this selection and recruitment is done in a correct manner, this leads to enhanced performance by an individual by using the skill set acquired to execute the processes required in the job for increased performance of the company (Chew & Chan 2008). However, this recruitment and selection has become a process through which unmatched candidate may be recruited for a role, leading to decreased productivity (Ordiz-Fuertes & Fernández-Sánchez 2003). This has happened in increasing frequency due to a large

number of people applying for the same position, leading to mismatch of job and candidate. These mistakes occur due to problems in the recruitment system, and these challenges have been discussed as follows:

A study conducted by Mehta et al. (2006) was aimed to identify challenges and opportunities faced by the Human Resource management team of a Business Process Outsourcing (BPO) companies in India. The study hypothesized that firms have a very important resource in the employees, and this human asset can only be recognized if there is proper recruitment as per the needs and wants of the firm. If the firm is not able to hire employees that fit the organizational culture, then it may be difficult to increase the progress of the firm. However, the study uncovered challenges in terms of recruitment due to major challenges. The study interviewed 28 executives in the BPO field, from upper (7), middle (11) and lower (10) management level. The data was collected and analysed through content analysis, which revealed various human resources and organization related challenges. The study uncovered that cultural differences, accents, language ability, contractual problems, and fear of reduced service levels were the main hurdles in terms of talent acquisition in the BPO sector. The study recommended organizational changes to address challenges and to exploit opportunities are explored.

A study conducted by Ployhart (2006) observed that talent acquisition and management in multinational companies is a very important aspect in terms of gaining competitive advantage. As the present business scenario has led to increased competitiveness among different Multinational enterprises, the effective management of various processes of human resources, especially staffing, are very important. Thus, the authors conducted an empirical research of understanding the key issues and challenges in staffing various types of employees in global or multinational workforce, to resolve issues related to selection and management of employees, and receptivity to international careers. The study found out that if the HR team does not screen the employee in terms of the interpersonal skills, multi-cultural acceptance and agreement to go on international assignments, the company might face decreased quality of work among the selected employees. Thus, this study provided a snapshot of the requirements that each assignment would require, and the need of a screening system that would ensure selection of the perfect employee for the assignment. HR Analytics can play a large part in determining the employee suitability as per the requirements of assignments, decreasing the probability of failure to achieve organizational goals by the selected employee.

Another study conducted by Beechler & Woodward (2009) conducted a study to understand the challenges of recruiting talented employees in a company, as they observed that it was becoming increasingly difficult for the companies to recruit competitive people to lead and face organizational challenges due to increased competition to recruit them from other companies, and another challenge of acquiring average talented people to just fill in the positions in the company. To understand the challenges, the authors conducted a research by carrying out a comprehensive search for research material through Google and ABI Inform Global searches in the time range of October 2007 to October 2008, and assessed the challenges of talent acquisitions and management. The results found out that increased mobility, shift from product-based to knowledge-based skill requirement, and multi-cultural conflict are leading to increased problems in acquiring talented employees.

A study conducted by Schuler et al. (2011) aimed to assess the challenges executives face while recruiting people. The study hypothesized that the workforce need across the world has expanded, and that there is an increased economic and business need to recruit large work force. However, the recruitment of large work force has also complicated due to qualitative and quantitative increase in the people looking for the job. Thus, the compensation level has increased as the skillset is increasing, but so has the level of competition as the companies want to attain a global competitive advantage while recruiting and managing these workforces effectively. Thus, the study conducted reviews of various literature sources to understand HR strategies and policies, and how these are challenged to recruit desired talented people. The study showed results that the HR department was overworked due to increased level of application of a few seats, and the majority of the workforce was having skills that were not required for the requisite job profile. Thus, the study concluded that there is a need to effectively filter out the applications that do not meet the criteria of the profile needed, as this would help the recruiters focus more on the candidate that are suitable for the profile that has been opened for recruitment.

Another study that pointed out challenges of recruitment and selection in picking out the right individual for a said role was conducted by Kaplan & Norton (2004). The study indicated that the most common problem in recruitment and selection stemmed from poor Human Resource Planning (HRM). The human resource planning that affects selection of people with right skills, experience and competencies include the overseeing of resumes due to a large number of resumes that are available to the HR manager, lack of robust and detailed background check of the person being considered for selection, same selection policies for different roles, lack of a set assessment criteria, and mis-analysis while processing the information about the person being considered. These all have become challenges mainly because the HR managers have to go through all the resumes, increasing their manual labour, and not having any quantitative assessment process or tool to help them mark various resumes to grade them according to their relevance to the role. This has led to decreased quality in terms of recruitment, and there is a need to seriously consider alternatives for understanding how quality of recruitment and selection can be increased.

D. Empirical Review

HR practices in the Hospitality Industry

Ro & Chen, (2011), studied 203 employees in the hospitality sector to determine the strategy used by HRM for hiring in the USA. Findings from the survey implicated that appropriate recruitment and training using data analytics is one of the most important factors in empowering employees and helps in reducing the cost of selection and training.

Yang et al., (2012) conducted interviews amongst 29 high level HRM managers in order to understand the factors that determined high employee turnover in the Taiwanese hotel industry. According to the interviews the most important is talent acquisition and hiring the right person for the right job. The HRM conducts career development and skill development programmes, high incentive programs, promotions and rewards, conducting social activities and keeping the employees engaged are some of the

most important activities done by HRM. Thus the researcher concluded that these strategies of HR managers for talent acquisition are very important in employee turnover.

In another recent research by Nieves, (2016), who replicated studies from the literatures on finding link between human resource management practices and organizational performance. Data was collected from 109 hotels in the Spain, whereby talent acquisition in human resource management practices was mainly focused on, it was also found that effective and planned recruitment/selection practices may help in recruiting talents to work in specific positions but may not contribute to organizational performance unless capitals are invested during talent acquisition. Practices of employing IT and data analytics, training sessions and are very important to selective hiring

The Role of Analytics in improving the HR Practices.

A study conducted by Ranjan et al. (2008) observed problems in the management of human resource due to a large amount of data, and a low amount of analysis. The authors hypothesized that if data mining is introduced in the human resource management systems of companies, it would help these companies gain competitive position and would help them increase effectiveness in terms of decision making. The authors conducted a study that extracted the vast amount of HR data and used data analytics to find the patterns and relationship between the data. The data results led to uncovering of useful patterns, and led to improvement in the quality of decision making. Thus, the authors concluded that HRMS can use the various tools of data analytics to increase the performance of the company through effective HR management.

A study conducted by Momin & Mishra (2015) provided insight related to how HR Analytics is an indispensable process of workplace planning. The study provides an understanding of how Analytics is a part of not only acquisition and retention, but also for succession planning, training and development, and performance management. In terms of acquisition and selection, the authors are of the view that HR Analytics helps to understand the skillset needed by identifying the skills in their employees, which integrates it to the process of selection of potential candidates. HR Analytics help HR managers design recruitment plans that can help select the right person for the position by matching the skills needed to the skillset of candidates, and reducing the list of potential employee so that the company can increase the rate of recruitment and decrease the cost of enhanced and elaborate recruitment drive. Also, in terms of recruiting the wrong person, the company loses money, which the authors concluded would not happen when HR Analytics would act as a strategic component for recruitment and selection purpose.

A thesis work by Ruohonen (2015) studied the aspects of human resource management, and how HR analytics could help the department in increasing its working efficiency. The study concluded that through predictive analytics, the company could help in effective employee selection, decrease turnover ratio and manage the recruited employees in an engaging way. The study also concluded that HR analytics might be the tool needed to screen the best candidates and increase the right sort of workforce in the company.

From the various available research studies it's found that In Indian hospitality industry, HR Analytics is used mainly for maintaining data on employee information, contacting employee whenever required, information sharing and processing, checking growth of the employees and salary management. However, some organizations predict and forecast the objectives and growth of the employee as well as the company to create new framework of operations, which is very rare and needs expertise of the personnel. The T1 given below shows the critical review of literature.

Table 1: Critical Review of Literature

Author	Purpose	Framework	sample	Design	variables	Challenges/res ults	limitation	Implication for future research
Mehta etal(2006)	To find the challenges related to talent acquisition.	Survey through questionnaire.	28 executives in BPO field.		questionnaire	Cultural differences, accent, language ability, contractual problems ,fearof reduced service	Did not provide HR analytics as a means to overcome challenge s.	There is a need of increasing awareness of HR analytics as a mode of solution for challenges in recruitment & selection
Polyhart(2006)	To study challenges in recruitment for overseas	Empirical studies	Journals, research articles	Content analysis		Interpersonal skills, multicultural acceptance ,agreement to for		There is a need of increasing awareness of HR analytics as a mode of solution for challenges in

	assignments.					international assignments		recruitment & selection
Beechler &woodward	To understand the challenges of firms in recruiting and managing employees.	Empirical studies	Research papers & review articles			Increased competitiveness, recruitment of average skilled person ,unsuitability of job profile		There is a need of increasing awareness of HR analytics as a mode of solution for challenges in recruitment & selection
(Schuler etal,2011)	To recruit the most suitable candidate from vast pool of candidates which have increased skillset.	Empirical studies	Research papers & review articles			Too much burden on HR of too many applications & need of reducing this burden for effective recruitment.	The study did not provide any non - traditional method	HR Analytics can provide solution and there is a need to increase its awareness.
Kaplan & Norton(2004)	To study challenges in recruiting right talent in any firm	Empirical studies	Research articles in same area	Poor HRM,n o quantitative tool was available for assessing resumes .		The HR did not consider analytical tool for improving effectiveness.		The author concluded major problems of HR can be solved using analytics for robust & quantitative outcome .
Ranjan etal(2008)	To study importance of data mining in HR	Survey of data mining tools.	Research articles & practical implications & process,		Processes that can help HRM such as recruitment, training	Analytical tools can improve decision making	Paper talks more about managing human resource but pays little attention to recruitment as a process that can benefit	Future research in limitation area can provide a holistic view in data minning.

							from data analytics.	
Van Dooren(2012)	To study the role of HR analytics in HRM and future scenario of HR Analytics	Survey through questionnaire & interviews	860 companies assessed for responses from questionnaire & interview		How companies see data analytics in HR Dept. what processes use analytics and how it may evolve in future.	Response from 60 questionnaires and 12 interview reveal that HR managers were not aware of HR Analytics. Analytics was only used to analyze demographic information		The study concluded that increasing awareness of HR Analytics & use of analytics in HR will bridge the knowledge gap.
Ruohonen(2015)	To study the applicability of Analytics in HR	Interviews of HR managers	40 HR managers of various companies	Descriptive and predictive analytics	Employee acquisition, attrition & employee management	The study revealed that HR Analytics has good impact on management of HR Functions.	The paper does not put much attention on Talent acquisition	Increased attention on recruitment is needed that will also effectiveness of other HR Processes.
(Jhohanick, 2015)	To understand the future of HR Analytics in the business world & how HR experts view HR Analytics & its future,	Survey Questionnaire	Survey of 28 HR Experts	Quantitative analysis using Anova & frequency analysis	The application. Value structure & systems of analytics.	Even though the experts were provided with open ended questions asking applicability & value of HR ,nobody responded it would be helpful in acquisition while most of them predicted it can predict organizational challenges and help in understanding drivers of performance.	Nobody responder that it will be helpful in recruitment & selection	Increased focus on talent acquisition will increase its efficiency and overall productivity

2) PROBLEM STATEMENT:

From the literature reviewed and the analysis of data it is evident that there is very less evidence of the research available devoted to the use of HR analytics for talent acquisition & retention practices especially related to Hospitality industry of India.

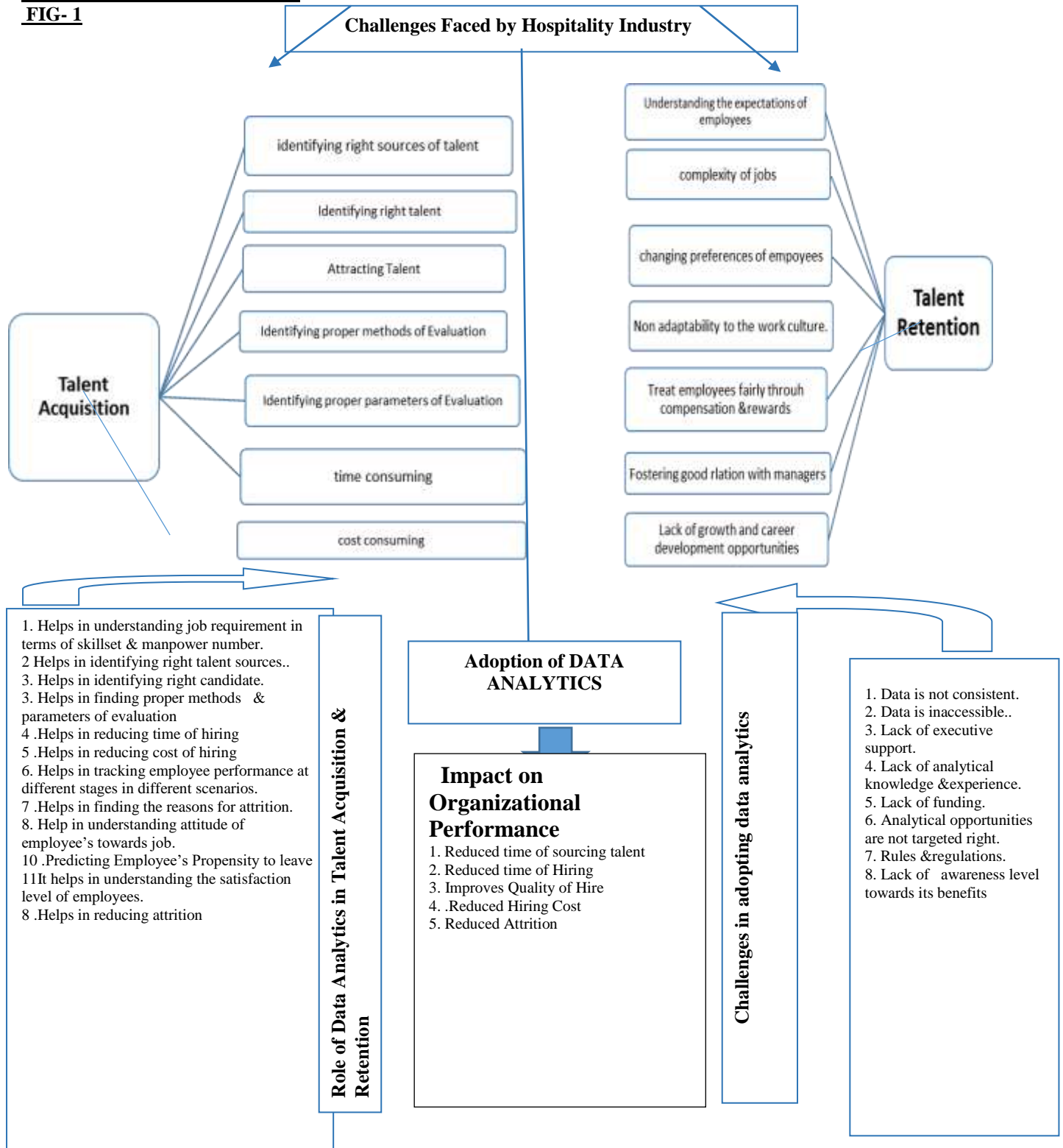
Another gap that was found is the application of analytics in talent acquisition & retention particularly in hospitality sector is internationally also very juvenile. Therefore a study examining the role of data analytics in Indian hospitality sector is warranted that will help to mitigate some of the problems related to recruitment, retention and forecasting.

RESEARCH OBJECTIVES:

1. To examine the challenges related to talent acquisition in different type of Hotels.
2. To examine the challenges related to retention in different type of Hotels
3. To examine the role of HR analytics in addressing challenges related to talent acquisition practices in different brand of Hotels.
4. To examine the role of analytics in addressing challenges related to retention in different brand of Hotels.
5. To find the impact of using analytics in talent acquisition & retention on the organizational performance.

CONCEPTUAL FRAMEWORK

FIG-1



RESEARCH METHODOLOGY

Given the nascent stage of Analytics and HR research in the hospitality field, this exploratory study employed an online survey. This allows for breadth of data collection to create a picture of the current situation by engaging a large number of HR professionals from hospitality Industry of North India to participate in a timely, efficient, and confidential manner. A combined directory of North Indian hotels consisting of 4 star (98) & 5 star (113) Hotels among which 84 are work & 127 are Leisure Hotels. (N=211) served as the sampling frame.

The sampling method used in this study is the cluster sampling. The sample in this study consists of 5 star and 4 star hotels chosen from North India. So the population is divided into different clusters based on the location.

Potential participants were first contacted via telephone and then HR managers were provided with a description of the study purpose followed by a request for permission to send more detailed information on the study and a link to the online structured questionnaire via e-mail. The structured questionnaire was designed and pilot tested initially on the 30 companies and finally distributed to 211 hotel industries for data collection.

Questions were mainly closed-ended allowing the survey to be completed in approximately 10-15 minutes. The statistical tools used in the study are independent sample t test and one way ANOVA test of Variance. The software used for analysing data is SPSS.

RESULTS & FINDINGS

Objective 1: To understand the Challenges related to Talent Acquisition across different type of Hotels.

H₀1: There is no significant difference in the challenges related to talent acquisition between different type of hotels.

Results:

Hypothesis	Type of Hotel	Test	Result	Decision
H₀ 1.1: There is no significant difference in the challenge Identifying the right candidate between different type of Hotels	113 (5 star) 98 (4 star)	Independent sample t test Independent sample t test	Mean=4.21,std dev=1.232,std error=.113,t= -1.243,sig=.073,df=209,p=.215 Mean=4.41.std dev=1.013,std error=.105, df=208.61,t=-1.272,p=.205	Since sig value=.050 so assumption of levene test is not fulfilled and we will check the lower t value ie t=-1.272>-1.96 ,p=.205>.05 Null Hypothesis accepted.
H₀ 1.2: There is no significant difference in Attracting the right candidate in 4 star & 5 star Hotels.	113 (5 star) 98 (4 star)	Independent sample t test	Mean=4.07,std dev=1.293,std error=.119,sig value=.000,t=1.026,p=.306 Mean=4.23,std dev=.823,std error=.085,t=1.079,p=.282	Sig value =.000<.05 so we will check the upper value of t=1.026<1.96,p=.282>.05 Null Hypothesis accepted.
H₀ 1.3: There is no significant difference in Identifying proper evaluation methods between 4 star & 5 star Hotels	113 (5 star) 98 (4 star)	Independent sample t test Independent sample t test	Mean=3.69,std dev=1.082,std error=.100,t= -1.036,sig=.073,df=209,p=.302 Mean=3.84.std dev=.888,std error=.092, df=205.851,t=-1.060,df=208.639 p=.290	Since sig value=.047<.05 so assumption of Levine test is not fulfilled and we will check the lower t value =-1.060<-1.96 ,p=.290>.05 Null Hypothesis accepted.

H₀ 1.4: There is no significant difference in Identifying proper parameters of evaluation between 4 star & 5 star Hotels.	113 (5 star) 98 (4 star)	Independent sample t test Independent sample t test	Mean=3.87,std dev=1.031,std error=.097,sig value=.022,t=-.139,p=Mean=3.81,std dev=.927,std error=.094,t=-.141	Sig value =.599>.05 so we will check the upper value of t=.139<1.96,p=.890 >.05 Null Hypothesis accepted.
H₀ 1.5 : There is no significant difference in the challenge that Talent acquisition is time consuming process between 5 star & 4 star Hotels.	113 (5 star) 98 (4 star)	Independent sample t test Independent sample t test	Mean=4.37,std dev=1.239,std error=.114,t=2.571,df=209,p=.011 Mean=4.78,std dev=1.041,std error=.108,df=205.463,t=-2.624,df=208.118,p=.009	Since sig value=.078<.05 so assumption of levene test is not fulfilled and we will check the lower t value ie t=-2.624>-1.96 ,p=.009<.05 Null Hypothesis rejected
H₀ 1.6: There is no significant difference in the challenge that Talent acquisition is a cost consuming process between 5 star & 4 star Hotels.	113 (5 star) 98 (4 star)	Independent sample t test Independent sample t test	Mean=4.51,std dev=1.175,std error=.108,sig value=.581,t=-Mean=4.59,std dev=1.200,std error=.124,t=-.503,p=.823 .504,p=.078	Sig value =.823>.05 so we will check the upper value of t=.504<1.96,p=.078>.05 Null Hypothesis accepted.

Table 2: Challenges related to Talent Acquisition in different type of Hotels.

Findings: on a scale 1(strongly agree) to 6(strongly disagree) and based on the independent sample t test there was no significant difference reported in the challenges: Identifying the right candidate, attracting the right candidate, .Identifying proper evaluation methods identifying proper parameters of evaluation across 5 star & 4 star Hotels of North India.

There was significant difference found in the time consumed for Talent Acquisition by the 5 star & 4 star Hotels.

Talent Acquisition is a time consuming Process: 5 star mean score= 4.37,4 star mean score=4.78 with p value=.009

Analysis among the different group of Hotels

Objective 2: To evaluate challenges related to retention in different type of Hotels.

H₀ 2: There is no significant difference in the challenges related to retention in different type of Hotels.

Results:

Hypothesis	Type of Hotel	Test	Result	Decision
H₀ 2.1: There is no significant difference the challenge Understanding expectations of employees across different types of Hotels.	113 (5 star) 98 (4 star)	Independent sample t test Independent sample t test	Mean=3.84,std dev=1.132,std error=.109,sig value=.043,df=209,df=209, t value=.229>p=.119 Mean=3.87.std dev=1.325,std error=.085, df=207.7,t=-.237<1.96,p=.813	Sig value=.043<.05 so we will check the lower t value=.237<1.96,p=.813>.05 Null Hypothesis accepted

H₀ 2.2: There is no significant difference in the challenge, Treating employees fairly through compensation & rewards	113 (5 star) 98 (4 star)	Independent sample t test	Mean=3.93, std dev=1.325, std error=.122, sig value=.001, t=1.292, p value=.198 Mean=4.14, std dev=1.325, std error=.122, t=1.349	Sig value=.001<.05 so we will check the lower t value=1.349<1.96, p=.198>.05 Null Hypothesis accepted.
H₀ 2.3: There is no significant difference in the challenge, Fostering good relationship with supervisors across different types of Hotels.	113 (5 star) 98 (4 star)		Mean=3.55, std dev=1.0679, std error=.098, sig value=.290, df=209, t=1.572>p=.198 Mean=3.77, std dev=.968, std error=.100, df=204.833, t=1.349<1.96, p=.179	Sig value=.290>.05 so we will check the upper t value=1.572<1.96, p=.198>.05 Null hypothesis accepted
H₀ 2.4: There is no significant difference in the challenge Treating employees fairly through compensation & rewards between different type of Hotels.	113 (5 star) 98 (4 star)	Independent sample t test Independent sample t test	Mean=3.93, std dev=1.325, std error=.122, sig value=.001, t=1.292, p value=.198 Mean=4.14, std dev=.904, std error=.122, t=1.349	Sig value=.001<.05 so we will check the lower t value=1.349<1.96, p=.198>.05 Null Hypothesis accepted.
H₀ 2.5: There is no significant difference the challenge Building an open environment & culture across 4star & 5 star Hotels.	113 (5 star) 98 (4 star)	Independent sample t test Independent sample t test	Mean=3.66, std dev=1.126, std error=.073, sig value=.000, df=209, t=3.828>p=.000 Mean=4.17, std dev=.701, std error=.121, df=209, t=4.035>1.96, p=.000	Sig value=.000<.05 so we will check the lower t value=3.828>1.96, p=.000<.05 Null Hypothesis rejected
H₀ 2.6: There is no significant difference in the challenge, Providing career development opportunities across 5 star & 4 star Hotels.	113 (5 star) 98 (4 star)	Independent sample t test Independent sample t test	Mean=4.49, std dev=1.312, std error=.125, sig value=.192, t=.779, df=209, p value=.437 Mean=4.35, std dev=1.204, std error=.123, df=208, t=.787, p=.117	Sig value=.192>.05 so we will check the upper t value=.779<1.96, p=.437>.05 Null Hypothesis accepted.
H₀ 2.7 : There is no significant difference in the challenge, Providing competitive remuneration packages among 4 star & 5 star Hotels.	113 (5 star) 98 (4 star)	Independent sample t test Independent sample t test	Mean=4.09, std dev=1.219, std error=.122, sig value=.521, t=1.512, p value=.132 Mean=4.09, std dev=.928, std error=.096, df=191.8, t=1.528, p=.128	Sig value=.521>.05 so we will check lower t value=1.528<1.96, p=.128>.05 Null Hypothesis accepted
H₀ 2.8: There is no significant difference in the challenge, Changing preferences of employees among 4 star & 5 star Hotels.	113 (5 star) 98 (4 star)	Independent sample t test Independent sample t test	Mean=4.09, std dev=1.219, std error=.122, sig value=.521, t=1.512, p value=.132 Mean=4.09, std dev=.928, std error=.096, df=191.8, t=1.528, p=.128	Sig value=.521>.05 so we will check lower t value=1.528<1.96, p=.128>.05 Null Hypothesis accepted

Table 3: Challenges related to retention in different type of Hotels

Findings: on a scale 1(strongly agree) to 6(strongly disagree) and based on the independent sample t test there was no significant difference reported in the challenges related to retention except there was significant difference found in building an open environment challenge for Talent retention by the 5 star & 4 star Hotels.

5 star mean score= 3.66, 4 star mean score=4.17 with p value=.000

Objective 3: Examining Role of Analytics in addressing challenges related to Talent acquisition in different brand of Hotels.
H₀ 3: There is no significant difference in the role of Analytics in Talent Acquisition Practices across different group of Hotels.

Hypothesis	Group	N	Mean	SD	Test	Levene Statistic	Sig value	F value	P value	Decision
H₀ 3.1: There is no significant difference in the role of Analytics in identifying right candidate among different group of hotels.	1 2 3 4 5 6 8 9 11	40 9 10 14 3 5 2 2 16	4.80 5.33 4.60 4.64 5.00 5.40 3.00 4.00 4.38	1.350 1.236 1.675 1.424 1.155 .548 .000 .000 .931	One way ANOVA	1.517	.009	2.169	.037	P<.037 Null Hypothesis Rejected
H₀ 3.2: There is no difference in the role of analytics in providing statistical methods for evaluating candidates.	1 2 3 4 5 6 8 9 11	40 9 10 14 3 5 2 2 16	5.81 5.22 4.20 4.43 5.00 5.00 2.00 4.00 4.56	.859 .833 .422 1.284 1.000 2.236 .000 .000 1.209	One way ANOVA	3.995	.000	3.180	.003	P<.003 Null Hypothesis Rejected
H₀ 3.3: There is no significant difference in the role of analytics in understanding the job requirement in terms of skill set and manpower among different group of Hotels.	1 2 3 4 5 6 8 9 11	40 9 10 14 3 5 2 2 16	3.88 5.00 3.90 4.36 5.00 4.40 3.00 3.00 4.00	.911 .707 .876 .633 1.000 .894 .000 .000 1.713	One way ANOVA	3.076	.004	2.179	.036	p value=.036>.05 Null Hypothesis Rejected
H₀ 3.4: There is no difference in the role of analytics in identifying the right sources of talent	1 2 3 4 5 6 8 9 11	40 9 10 14 3 5 2 2 16	4.405 4.89 4.30 4.14 4.67 4.60 3.00 4.00 4.38	1.078 1.108 .601 .949 1.231 .577 .894 .000	One way ANOVA	1.513	0.004	3.328	.418	P value=.418>.05 Null Hypothesis Accepted
H₀ 3.5: There is no significant difference in identifying parameters of evaluation.	1 2 3 4 5 6 8 9 11	40 9 10 14 3 5 2 2 16	4.28 5.11 3.80 3.71 5.00 5.40 3.00 3.50 4.31	1.037 .601 1.229 1.069 .000 .548 .000 2.121 1.195	One way ANOVA	2.214	.033	2.899	.006	P value=.006<.05 Null Hypothesis rejected

Table 4: Determining Role of HR analytics in Talent Acquisition in different Brand of Hotels.

1, 2,3,4,5 in above table are different brand of Hotels like Radisson, Marriot, Leela, Hyatt, Marriot International etc.

Findings: on a scale from 1 (strongly agree) to 6 (strongly disagree) and based on one way ANOVA there is significant difference found in the role of HR Analytics in identifying right sources of talent ,in identifying right candidate ,in identifying statistical methods of evaluation ,in identifying proper parameters of evaluation ,in reducing cost of hiring & in reducing time of hiring among different group of Hotels.

There was no significant difference found in the role of analytics in understanding the job requirement in different brand of Hotels.

Objective 4: To examine the role of analytics in addressing challenges related to retention in different brand of Hotels

H₀₄: There is no significant difference in the role of Analytics in retention Practices across different group of Hotels.

Results:

Hypotheses	grp	N	Mean	SD	Test	Levene Statistic	Sig value	F value	P value	Decision
H_{0 4.1} : The role of analytics is same in keeping track of employees job performance among different group of Hotels.	1 2 3 4 5 6 8 9 11	40 9 10 14 3 5 2 2 16	3.78 4.44 4.10 3.57 5.33 3.60 3.00 2.50 3.19	1.143 1.590 1.449 1.399 .577 1.517 .000 .707 1.276	One way ANOVA	.942	.487	1.758	.096	.096>.05 Hypothesis Accepted
H_{0 4.2} : The role of analytics is same in measuring job performance at different scenarios.	1 2 3 4 5 6 8 9 11	40 9 10 14 3 5 2 2 16	3.98 4.89 4.30 4.14 5.33 4.60 2.00 3.81 4.12	7.129 0.601 .949 .949 .577 1.517 1.414 .000 .981	One way ANOVA	.889	.383	2.652	.012	.012<.05 Hypothesis rejected
H_{0 4.3}: The role of analytics is same in understanding employee's attitude towards job among different group of Hotels.	1 2 3 4 5 6 8 9 11	40 9 10 14 3 5 2 2 16	3.88 4.00 4.10 4.50 4.67 4.40 3.50 4.00 3.94	1.505 1.225 1.287 .941 .577 2.074 .707 .000 1.121 1.314	One way ANOVA	1.054	.056	.462	.880	P=.880>.05 Hypothesis accepted
H_{0 4.4}: The role of analytics is same in understanding satisfaction level of employees among various groups of hotels.	1 2 3 4 5 6 8 9 11	40 9 10 14 3 5 2 2 16	4.60 3.78 4.20 4.36 4.33 4.20 2.00 4.00 4.00	4.41 4.67 4.10 4.00 4.33 4.00 2.00 4.00 4.38	One way ANOVA	3.690	.078	1.818	.083	.083>.05 Hypothesis accepted

H 0 4.5: The role of analytics is same in predicting employee's propensity to quit job among different group of hotels.	1 2 3 4 5 6 8 9 11	40 9 10 14 3 5 2 2 16	4.41 4.67 4.10 4.00 4.33 4.00 2.00 4.00 2.00	1.505 1.225 1.287 .941 .577 2.074 .707 .000 1.121 1.314	One way ANOVA	2.102	.056	1.524	160	.160>.05 Hypothesis Accepted
H 0 4.6: The role of analytics is same in finding attrition rate among different group of hotels.	1 2 3 4 5 6 8 9 11	40 9 10 14 3 5 2 2 16	4.18 4.67 3.60 4.36 4.33 4.40 3.00 4.00 4.06	1.0722 .707 .738 1.109 .577 2.121 .000 .000 1.204	One way ANOVA	1.287	.260	1.171	.325	325>.05 Hypothesis Accepted
H 0 4.7: The role of analytics is same in analysing factors leading to attrition among different group of hotels.	1 2 3 4 5 6 8 9 11	40 9 10 14 3 5 2 2 16	4.40 4.89 4.10 4.57 5.00 3.40 3.00 4.00 3.75	1.105 .928 .994 1.342 .000 1.517 .000 .000 1.238	One way ANOVA	1.590	.350	1.813	.084	084>.05 Hypothesis Accepted
H 0 4.8: The role of analytics is same in understanding job engagement level among different group of hotels.	1 2 3 4 5 6 8 9 11	40 9 10 14 3 5 2 2 16	4.60 5.00 4.00 4.36 5.33 5.00 2.00 4.00 4.00	1.215 .500 1.633 1.447 .577 .707 .000 .000 1.211	One way ANOVA	3.069	.001	1.883	.040	.040<.05 Hypothesis Rejected

Table 5: Determining Role of HR analytics in talent retention in different brand of Hotels.

Findings: There is no significant difference in the role of HR Analytics in keeping track of employees job performances in different stages, in understanding employees attitude towards job, in understanding expectation level of employees, in predicting employees propensity to quit job, in finding the attrition rate, in analyzing factors leading to attrition „in identifying attributes of good and bad performers among different group of Hotels .

There is significant difference in the role of HR Analytics in understanding employee job engagement level among the different group of Hotels.

There is a significant difference in the role of HR Analytics in measuring performances in different scenarios among the different group of Hotels

Objective 5: To gauge the impact of using HR Analytics in Talent acquisition across different brand of Hotels

H 0 5: The impact of using HR Analytics is same in different group of Hotels.

Results

Hypothesis	Group	N	Mean	SD	Test	Levene Statistic	Sig value	F value	P value	Decision
H₀ 5.1: There is no significant difference in the role of Analytics in reducing time of sourcing talent.	1 2 3 4 5 6 8 9 11	40 9 10 14 3 5 2 2 16	4.05 4.33 3.50 3.64 4.67 5.00 3.50 4.00 4.38	1.061 1.000 1.179 1.447 .577 .000 3.536 .000 1.204	One way ANOVA	3.196	.005	1.271	.003	p = .003 < .05 Null Hypothesis Rejected
H₀ 5.2: There is no significant difference in the role of Analytics in reducing time of hiring	1 2 3 4 5 6 8 9 11	40 9 10 14 3 5 2 2 16	4.08 4.78 4.10 4.29 4.67 5.40 4.50 3.00 4.25	1.575 .667 .876 1.267 .577 .548 2.121 1.414 1.238		2.136	.129	1.033	.417	F = .417 > .05 Null Hypothesis accepted
H₀ 5.3: There is no significant difference in the role of Analytics in cost of hiring	1 2 3 4 5 6 8 9 11	40 9 10 14 3 5 2 2 16	4.65 4.00 4.60 4.64 4.33 4.60 4.00 2.00 4.19	1.099 1.871 .699 1.151 2.082 2.074 1.414 1.167 1.284		1.223	.349	1.393	.210	F = .210 > .05 Null Hypothesis accepted
H₀ 5.4: There is no significant difference in the role of Analytics in reducing attrition	1 2 3 4 5 6 8 9 11	40 9 10 14 3 5 2 2 16	4.45 4.56 4.10 4.57 3.00 4.80 2.00 4.50 4.00	1.108 1.014 .994 .852 1.732 1.304 1.414 .707 1.265		3.970	.806	2.157	.48	P = .48 > .05 Null Hypothesis accepted

Findings: There is no significant difference found in the impact of using HR Analytics in reducing time of hiring, cost of hiring & reducing attrition among different brand of Hotels.

There is significant difference in the role of analytics in reducing time of sourcing talent among different brand of hotels.

LIMITATIONS OF THE STUDY

High refusal rate of the HR Managers who were in hurry meant some of them whose opinions may have been crucial might have been missed.

HR managers who filled survey in rush may not have answered questions with full attention leading to some unreliable data.

The study has been done with reference to Hospitality industries of North India as it was more accessible to get data from this part of India.

More factors could have been studied had to be excluded because longer questionnaires are not liked much.

SCOPE FOR FURTHER RESEARCH

Further studies on Hotel industries from other parts of India may explore further the role of Analytics in Talent acquisition practices.

Further studies may explore the role of Analytics in other Practices of Talent Management other than Talent acquisition.

Further research can be done based on other factors and categories of Hotel Industries.

This study will help in understanding role of Analytics in other sectors as well.

CONCLUSION

This is the first empirical study about usefulness of HR Analytics in Talent Acquisition & retention Practices in the North Indian hotel industry.

HR analytics as from the analysis of collected data has proved to be very important tool and technique in improving talent acquisition & retention practices.

The significance of the proposed study is that it will help the HRM in the hospitality industry of North India to better understand the talent Acquisition & retention practices & their associated major challenges. It will help in understanding the importance of adopting HR analytics in the talent acquisition & retention to provide better organizational performances in India. The study will give advantage to talent acquisition over traditional hiring which will help in efficient and effective hiring process with the changing trend.

The study will address the gap of literature on the importance of HR analytics in the hospitality sector of India and help in understanding the advantage of talent acquisition over traditional hiring.

The study will encourage the HR Professionals to use HR analytics in improving talent acquisition & retention practices thereby improving the organizational performance.

This study will help in capturing the effectiveness of HR Analytics in improving organizational performance in Hospitality industry and in other industrial sectors as well.

This study clearly identifies the challenges related to talent acquisition & retention practices faced by north Indian Hotel Industry and role of HR Analytics for Talent acquisition Practices to provide better organizational performances.

By focusing the development of standard guidelines related to the use of HR Analytics for areas like sourcing, attracting hiring & retention of the right talent, hotels can avoid the legal pitfalls in acquiring & retaining the right talent. Because identifying, acquiring & retaining right talent has been consistently identified as one of the troubling issues for the industry (Enz, 2009), this amplifies the importance of the research findings. It is also recommended that hotels should focus on the use HR Analytics in other HR practices for the Hotel industry.

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