Research Article

Assessing the Impact of Talent Acquisition on Employee Retention in Star Hotels in Kerala

A. S. Afna[1]*, K. A. Janardhanan[2]

[1]Research Scholar, Department of Management Studies, Noorul Islam Centre for Higher Education, Kumaracoil, Tamilnadu, India

afnaas06@gmail.com

[2]Dean Faculty of Management Studies & Pro Vice Chancellor, Noorul Islam Centre for Higher Education, Kumaracoil, Tamilnadu, India.

ARTICLE INFO	ABSTRACT
	Talent acquisition practices consist of strategic techniques utilized to attract recruiting and onboarding skilled employees, while employee retention emphasizes minimizing staff turnover and improving job satisfaction, engagement and loyalty. Existing methodologies faced problems including high turnover rates, reduction of the work force and ineffective retention strategies. The study utilized a mixed method technique integrating the quantitative and qualitative data to examine the efficiency of digital recruitment platforms, competitive compensation, training programs and employee engagement initiatives. Data were collected from 290 respondents through stratified random sampling over the star-rated hotels in Kerala. Findings revealed that digital recruitment platforms and competitive compensation are the most efficient methods with mean scores of 4.4 and 4.3, respectively. Training programs significantly improve employee engagement ($\beta = 0.35$), motivation ($\beta = 0.38$) and satisfaction of job ($\beta = 0.40$). These findings demonstrate the importance of innovative and region-specific methods in talent acquisition and retention within Kerala's hospitality industry emphasizing the need for advanced HR technologies and conducting of cross regional comparisons to improve talent management methods. **Keywords:** Talent acquisition, star rated hotels, employee retention, hospitality industry, recruitment methods, Kerala.

INTRODUCTION

The hospitality industry, especially star rated-hotels situated in Kerala is a cornerstone for predicting economic growth, providing employment opportunities and tourism development. Kerala often referred to as *"God's Own Country"* attracts millions of domestic and international tourists annually. It makes the hospitality industry a crucial element of the state's tourism infrastructure [1]. Star-rated hotels are the essential factors of this industry offering world class accommodations, exceptional cuisine and flawless services that meet international standards. The acquisition and retention an expert workforce in a competitive and evolving market is a challenge faced by these establishments [2]. Talent acquisition in the hotel industry indicates the strategic methods of identifying attracting and hiring candidates with sufficient skills, experience and attitude to obtain organizational goals. Effective talent acquisition methods consist of employer branding, competitive compensation, career development programs and utilization of digital recruitment platforms that are necessary for attracting exceptional talents [3]. The proficiency of these methods depends on their execution and the priority of the particular requirements of star-rated hotels. The progressive nature of the hospitality industry combined with high turnover rates and insufficient skills requires innovative and sustainable approaches for talent acquisition.

696

Research Article

On the other hand, employee retention focuses in reducing the staff turnover while increasing job satisfaction, loyalty and engagement among employees. Retention methods are closely connected to elements such as compensation and benefits, culture of the work place, opportunities for career growth, training and development programs and employee engagement programs. Employee turnover in the hospitality industry not only results in economic losses related to hiring and training new staff but also prevents service continuity that affects customer satisfaction and diminishes the reputation of the hotel [4]. The hospitality sector in Kerala has various issues including seasonal demand fluctuations, workforce migration to international markets and managing a culturally diverse workforce. Also the post pandemic landscape has organized new priorities including employee wellbeing, job security and effective remote workforce management [5]. Dealing with these problems demands innovative and sustainable approaches for talent acquisition and retention. This study focusses to examine the demographic distribution of employees at star-rated hotels in Kerala and it examines the effect of talent acquisition and retention techniques. It aims to recognize the key talent acquisition strategies utilized to attract skilled employees, evaluate the impact of compensation and benefits on retention and examine the training role and development programs in improving employee involvement and job satisfaction. Findings from the study offers significant information for hotel management, policymakers and human resource (HR) professionals to develop and execute evidence-based methods that predict a reliable and motivated workforce.

1. LITERATURE REVIEW

In order to study the talent management and retention methods in the hospitality industry, Radonjic et al. (2024) [6] performed a qualitative study in Montenegro and Croatia employed 14 semi structured interviews with the delegates of 12 luxury brands to evaluate the detection and management of talent in this industry. The study showed a mixed method approach to talent management (TM), which was employed by organizational conditions and leadership views. The subjectivity of the interviews reduced the generalizability of the findings and presented potential biases. Ayieko et al. (2024) [7] explored the impact of talent retention on the star-rated hotels in the Rift valley and western Kenya, highlighting the relevance of human capital in improving the performance of the hotel. The study performed correlational research design on 62 respondents which was collected through simple random sampling and subjected to descriptive and inferential statistics. Findings showed that talent retention had a positive and significant impact on the competitive advantage of hotels.

Njenga and Kamaara (2024) [8] performed an analysis on the retention of employees within three-to-five-star hotels, with a particular focus on employee benefits and the work environments as essential factors. The research utilized a descriptive research approach where the samples were collected from 197 management employees through structured questionnaires and performed Pearson correlation and regression analysis through SPSS software. Findings revealed that employee benefits and work environment offered a positive influence on employee retention. Mutisya et al. (2023) [9] studied the correlation among service delivery and employee retention practices in hotels situated in Machakos county, Kenya. The study was performed on 207 respondents from large, medium and small hotels through a structured questionnaire. They employed a descriptive research design and regression analysis, which showed that employee training had the most significant impact on service delivery with a beta coefficient $\beta = 0.338$.

Japheth et al. (2023) [10] performed research to examine the impact of talent selection methods on five-star hotels in Kenya. The data were collected from 77 respondents from 11 hotels including 22 HR executives and 55-line executives. Results indicated that by performing regression analysis, talent selection had a positive impact and statistically insignificant impact on competitiveness with $\beta =$

Research Article

0.556. Edeh et al. (2022) [11] studied the impact of talent management on mandatory behavior of work in the hospitality organizations in Nigeria which focuses on talent attraction, retention and management. They utilized a survey research methodology consisting of a sample of 263 respondents selected from 60 listed hospitality organizations and linear regression analysis was executed to examine the data. Results of the research revealed that efficient talent management significantly improves the mandatory work behavior and it noted its limitations in continuous training, strategic compensation policies and HR involvement to address the workforce in dynamic environments.

Hassanein et al. (2022) [12] explored talent management strategies in the Middle Eastern hotel industry during and after the era of covid-19 pandemic, to improve employee engagement and examine their effect on customer satisfaction. The research utilized a qualitative method, performing semi structured interviews with 37 HR managers from 9 hotels across Middle Eastern countries and the data were examined by employing inductive content analysis in QSR NVivo software. Findings revealed those effective talent management criteria's improved employee engagement, customer and job satisfaction. Focus on managerial perspectives and the time-consuming nature of data collection implies the drawbacks of the research. Jibril et al. (2022) [13] studied the impact of talent management practices in obtaining sustainable competitive advantage (SCA) from five-star hotels in Northern Cyprus, considering employee satisfaction serves as a mediating factor. The study collected samples of 368 employees across 14 five-star hotels and analysis was performed using structured equation modeling and Mplus. Findings from the research showed that talent development practices have no significant impact on practices on SCA like engaging, identifying, retaining talent positively and managing performance. The study was limited to employee perspectives and it did not mention the communication role between top management and employees.

Wanjohi et al. (2022) [14] carried out a study to evaluate the effect of HR policies on employee retention in hotels in Nairobi. The study was performed on 342 employees selected through Yamane's formula and utilized a cross-sectional descriptive research design over the samples. Data were collected through a set of structured questionnaires and interviews and utilizing descriptive statistics and simple linear regression (SLR) analysis showed a positive relationship among HR policies and employee retention with $\beta = 0.163$. Using corporate culture as a mediating variable, Yuwono et al. (2021) [15] studied the relation between employee performance and talent management programs on the basis of an internal corporate startup program. The study analyzed 55 employees in Jakarta through a structured equation modeling partial least square (SEM PLS) and revealed that corporate culture significantly influenced the efficiency of the employees and mediated the connection between performance and talent management.

Njuguna et al. (2021) [16] analyzed the impact of HR management methods, especially recruiting and employee training, for developing organizational dependence in star rated hotels. Data were collected from 121 hotel managers, employing an embedded mixed method approach with stratified sampling, questionnaires and interviews for acquisition of data. Results of regression analysis showed that recruitment, training and organizational dependence were all positively and significantly related. Correlation analysis also showed strong relationships among the variables. Davidescu et al. (2020) [17] studied the relationship among job satisfaction, employee development and workplace flexibility among the employees of Romania, which focuses on sustainable HRM practices. The study employed multiple correspondence analysis and binary logistic regression models utilized from national survey data. It was used to develop an "employee flexibility composite indicator" and evaluated the effect of contractual, functional working time and workspace flexibility on job satisfaction and performance. Findings of the research revealed that partial home working enhanced the organizational performance, social interactions and employee motivation whereas only one third of the employees showed better flexibility.

698

Research Article

Sarangal et al. (2020) [18] studied the effect of talent management practices (TMP) influencing organizational performance (OP) in the hospitality industry highlighting the mediating role of organizational commitment (OC). Samples were gathered from 440 managers and employees in hotels in North India by using a questionnaire survey. The data was examined using Confirmatory factor analysis (CFA), SEM, Exploratory factor analysis (EFA) and techniques. Results presented that TMP showed a positive impact on OP and OC facilitated this relationship whereas depending on one mediating role limited the performance of the study. Cheraisi and Busolo (2020) [19] examined the impact of talent attraction on the organizational performance of the hotels in Kenya. The data was collected from 40 HR and hotel managers directed through a census survey with structured questionnaires. The data were examined utilizing descriptive statistics and inferential methods such as Pearson correlation and multiple linear regression and it revealed a positive correlation between hotel performance. The talent attraction faces challenges due to its limited sample size and concentrated only on hotels around a particular region. Bula and Muriithi (2018) [20] executed a study to evaluate the impact of recruitment practices on staff turnover in hotels and resorts situated in Kilifi County. The study was performed on a target population of 602 employees across 24 hotels, in which 180 respondents were selected by means of the stratified random sampling method, utilizing both explanatory and descriptive research designs. The study indicated that selection methods and effective recruitment were important in minimizing employee turnover. Limitations included possible biases in the self-reported data from respondents.

1.1. Research Gap

The study on talent acquisition practices and employee retention in the hospitality industry, particularly within star-rated hotels has made notable contributions globally. But there remains a notable gap. The study reviewed concentrates on different regions examining factors such as employee benefit, work environments, HR policies and the impact of talent management. These studies emphasized the importance of human capital, effective recruitment and training in improving hotel performance and employee retention. Many studies focus on a global perspective or generalize findings across different hospitality sectors, which may not fully capture the unique organizational and cultural dynamics in the Kerala hospitality industry. While studies [7], [8], [9] highlight the importance of employee benefits and training, the research is limited by specifically examining the relationship among talent acquisition methods and retention strategies in star rated hotels in Kerala. There is also a need for a more integrated approach that considers both the recruitment and retention stages as mutually influencing factors in Kerala's hospitality industry. A more diverse research methodology may address the limitations identified in existing studies, including the subjectivity of interviews [6] and biases related to small sample sizes [19].

2. RESEARCH QUESTIONS

i. What is the demographic distribution of employees in star-rated hotels in Kerala and how does it impact talent acquisition and retention strategies?

ii. What are the key talent acquisition strategies employed by star rated hotels in Kerala to attract skilled employees?

iii. How do compensation and benefits influence employee retention in star rated hotels in Kerala?

iv. What is the role of training and development programs in improving employee engagement and retention in star rated hotels in Kerala?

3. RESEARCH OBJECTIVES

- To examine the demographic distribution of employees in star rated hotels in Kerala and its impact on talent acquisition and retention strategies.
- To identify the key talent acquisition strategies employed by star rated hotels in Kerala to attract skilled employees.
- To evaluate the effect of compensation and advantages on employee retention in star rated hotels in Kerala.
- To analyze the role of training and development programs in improving employee engagement and retention in start rated hotels in Kerala.

4. PROPOSED HYPOTHESIS

H_1: There is a significant difference in the talent acquisition strategies employed by star rated hotels in Kerala to attract skilled employees.

H_0: There is no significant difference in the talent acquisition strategies employed by star rated hotels in Kerala to attract skilled employees.

H_2: Compensation and benefits significantly influence employee retention in star rated hotels in Kerala.

H_0: Compensation and benefits do not significantly influence employee retention in star rated hotels in Kerala.

H_3: Training and development programs significantly improve employee engagement and retention in star rated hotels in Kerala.

H_0: Training and development programs do not significantly improve employee engagement and retention in star rated hotels in Kerala.

5. RESEARCH METHODOLOGY

5.1. Conceptual Framework

The proposed study focuses on the relationship between key variables that influence employee retention and talent acquisition in star-rated hotels in Kerala. The independent variables include talent acquisition methods like (employer branding, competitive compensation, recruitment through digital platforms and career development programs) training and development programs and compensation and benefits. The study focuses on how these variables affect the dependent variable (employee retention). The study examines the intervening role of employee engagement in the relationship among talent acquisition strategies, compensation and benefits, training programs and employee retention outcomes. By studying how these elements interact, the study focusses on offering valuable information on the efficiency of various methods used by hotels in Kerala for attracting and retaining skilled employees. The conceptual framework proposed is depicted in Figure 1.
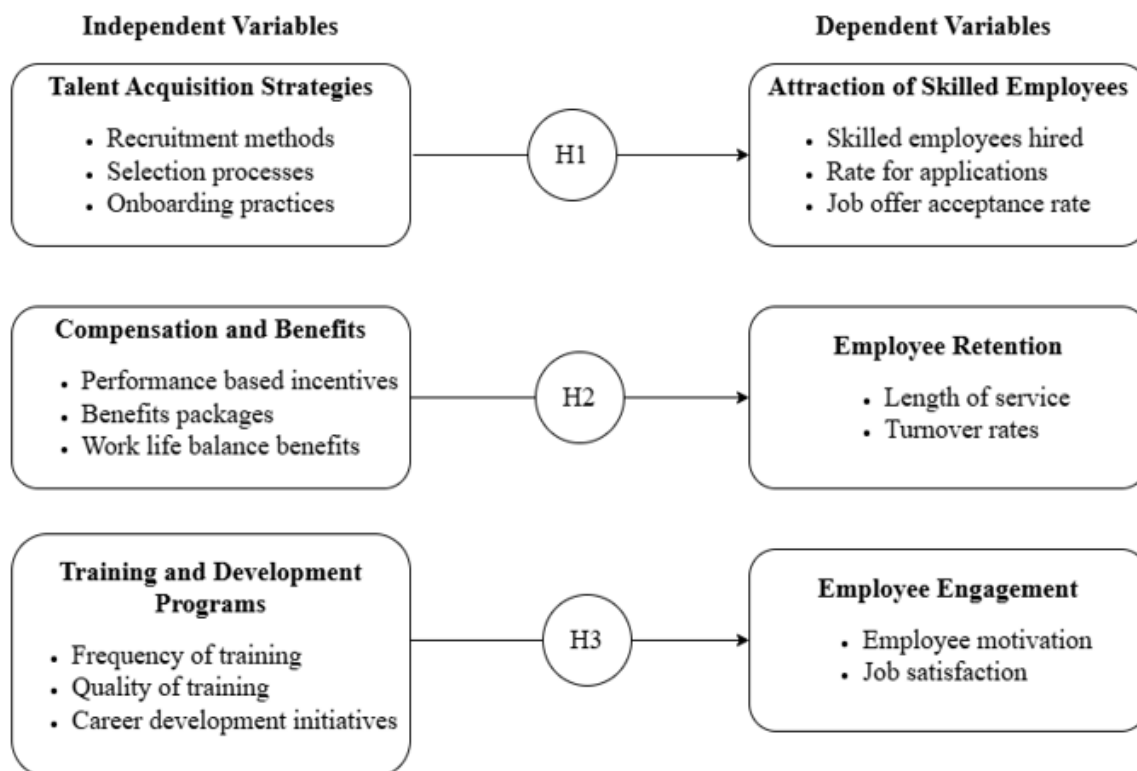
Research Article

Fig. 1: Conceptual framework of the proposed study

5.2.   Research Design

The research performed a mixed-methods research design to thoroughly fulfill the research objectives. This method combines quantitative and qualitative data collection and analysis to give a detailed perspective of the factors that influencing talent acquisition and employee retention. Quantitative data is collected through structured surveys providing quantitative information into the relationships between variables like talent acquisition strategies, compensation and benefits, training and development programs and employee retention outcomes. On the other hand, the qualitative data is gathered using open ended questions enabling a thorough examination on employee experiences, perceptions and the efficiency of current practices in talent acquisition and retention.

5.3.   Data Collection

The study collected primary data through a combination of online and in-person surveys from employees. The questionnaire employed a Likert scale to evaluate the observations of talent acquisition methods, compensation and benefits, training and development programs and its effect on employee retention. Multiple choice questions were employed to gather professional and demographic background data providing a detailed profile of the participants across the hotels like HR managers, supervisors and HR specialists. Open ended questions were applied to extract qualitative information allowing participants to share complete perspectives on retention strategies. Along with primary data, secondary data sources (hotel industry reports, white papers, academic research articles and studies from hospitality associations) were also utilized.

5.4.   Designing Questionnaire

A questionnaire was created to obtain quantitative and qualitative data providing a thorough perspective of the factors affecting talent acquisition and employee retention. The quantitative section comprises of close ended questions with Likert scale responses to examine variables including talent

701

Research Article

acquisition strategies, compensation and benefits, training and development programs and employee engagement levels. Specific queries centered on essential elements such as the efficacy of recruitment strategies, competitive compensation and the frequency and quality of training programs. The questionnaire also added standardized metrics to examine employee satisfaction, motivation and retention outcomes. Also, the participants were given a platform to express their personal experiences and views regarding the effect of various organizational strategies that have influenced their job satisfaction, dedication and overall work place engagement.

5.5. Sampling Technique and Sampling Area

The proposed study employed stratified random sampling in star-rated hotels in Kerala. Categorization was based on several factors including the star rating of the hotels, territorial regions (Northern Kerala, Southern Kerala, and Central Kerala) and employee demographics like age, gender and job roles (HR managers, HR supervisors, HR specialists and operational staff). This method ensures a balanced representation of employees from numerous functional areas within the hospitality industry. The samples collect practices and perceptions of talent acquisition and retention strategies concentrated on star-rated hotels.

5.6. Sample Size

Cochran's formula shown in Equation (1) was employed to calculate the sample size of the proposed research, ensuring a 95% confidence level and a 5% margin of error.

$$n = \frac{Z^2 \cdot p(1-p)}{E^2} \tag{1}$$

Where, n is the sample size, p is the proportion of estimated population (0.5 for maximum variability), Z presents the Z-score at a confidence level (1.96) and E is the margin of error (0.05). Substituting the values into the formula.

$$n = \frac{(1.96)^2 \cdot 0.5(1-0.5)}{(0.05)^2}$$

$$n = \frac{3.8416 \cdot 0.25}{0.0025}$$

$$n = 384.16$$

The sample size initially calculated was approximately 384 respondents. To address potential non responses and insufficient data the sample size was reduced proportionally according to the scope of the research yielding a final sample size of 290 respondents. This sample was acquired by stratified random sampling ensuring balanced representation across different employee roles and star hotel ratings. This sample size provides sufficient data reliability for improved analysis and reliable conclusions regarding talent acquisition and employee retention strategies.

5.7. Statistical Tools for Analysis

Methods such as demographic distribution, descriptive statistics, correlation analysis, regression analysis and ANOVA are utilized to determine notable patterns and relationships. The demographic distribution outlines the features of the respondents including age, education, gender and experience. Descriptive statistics like mean (M), standard deviation (SD) and percentage analysis offers a summary of the main variables related to talent acquisition, compensation and training practices. Correlation analysis evaluates the intensity and relationships between compensation, benefits and employee retention. While the impact of training and development programs on employee engagement, motivation and satisfaction was studied by regression analysis. ANOVA is employed to

determine significant differences in talent acquisition methods. All statistical analysis was conducted with the statistical package for social sciences (SPSS) software.

6. RESULTS AND ANALYSIS

6.1. Demographic Distribution

Demographic distribution refers to the statistical description of a population's characteristics such as age, gender, education, income, and geographic location, within a specific sample or study group as given in Table 1. It helps in understanding the diversity and composition of participants, allowing better analysis and interpretation of study results. Figure 2 depicts a visual representation of the data.

Table. 1. Demographic distribution

| Variables		Frequency (N)	Percentage (%)
Age	Under 25	67	23.1
	25-40	118	40.7
	41-55	71	24.5
	55 & above	34	11.7
Gender	Male	157	54.1
	Female	123	42.4
	Prefer not to say	10	3.5
Educational qualification	High school	52	17.9
	Bachelor's degree	148	51.0
	Master's degree	90	31.1
Current Position	HR Manager	73	25.2
	HR Supervisor	107	36.9
	HR Specialist	110	37.9
Years of Experience	Less than 1 year	31	10.7
	1-5 years	97	33.4
	6-10 years	91	31.4
	More than 10 years	71	24.5
Employment Type	Full time	198	68.3
	Part time	61	21.0
	Contract	31	10.7
Monthly Income	Below Rs 20,000	42	14.5
	Rs 20,000-60,000	119	41.0
	Rs 60,000-80,000	79	27.2
	Above Rs 80,000	50	17.2
Star Rating of Hotel	3-star	97	33.4
	4-star	91	31.4
	5-star	102	35.2
Region	Northern Kerala	98	33.8
	Southern Kerala	109	37.6
	Central Kerala	83	28.6

Research Article
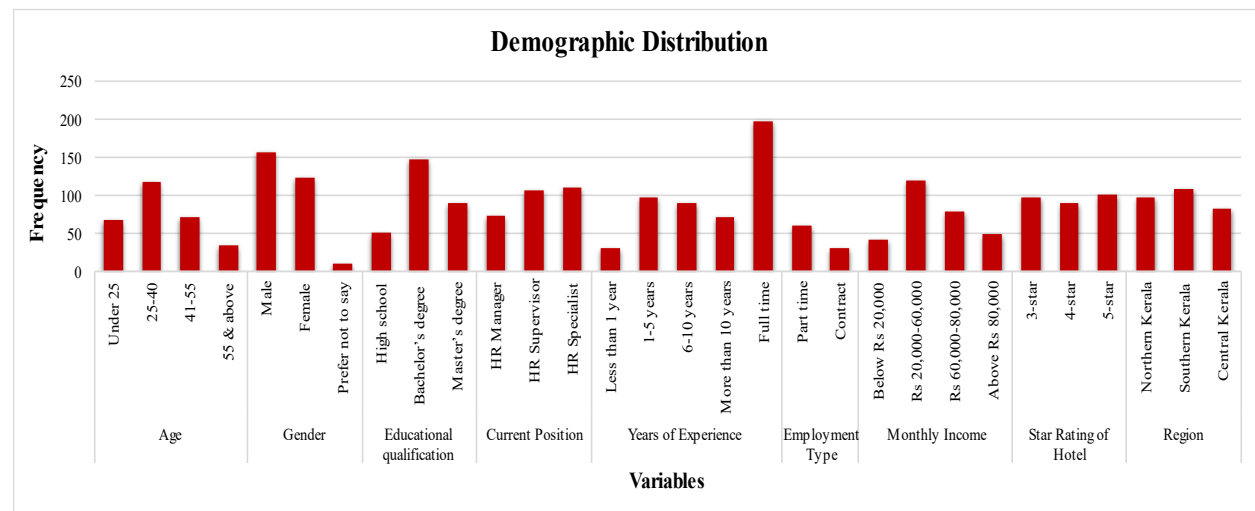
Fig. 2: Demographic distribution of respondents

The demographic distribution offers a thorough overview of the study respondents across numerous important traits. A significant part of the participants comes under the age group of 25-40 (40.7%), with male respondents (54.1%) that surpasses the female respondents (42.4%). The majority of the respondents possess a Bachelor's degree (51.0%) while a notable percentage holds a Master's degree (31.1%). HR specialists (37.9%) present the largest segment in current positions, whereas 1-5 years of experience (33.4%) is the most common experience. The employment type is primarily full time (68.3%) with the majority of them earning a monthly income of 20,000-60,000 (41.0 %). The star ratings of the hotels show a balanced distribution with 5-star hotels (35.2%). Regionally, Southern Kerala has the largest representation (37.6%), followed by Northern Kerala (33.8%). These findings highlight the diversity of the samples providing a solid foundation for analyzing talent acquisition and retention methods in Kerala's star-rated hotels.

6.2. Descriptive Statistics for Talent Acquisition Strategies in Star Rated Hotels

Table. 2: Descriptive Statistics for Key Talent Acquisition strategies

Talent Acquisition Strategy	Mean (M)	Standard deviation (SD)	Min:	Max:	Mode	Variance
Employer Branding	4.1	0.85	2	5	4	0.722
Competitive compensation	4.3	0.76	3	5	5	0.577
Carrer development programs	4.0	0.92	2	5	4	0.846
Recruitment through digital platforms	4.4	0.70	3	5	5	0.490
Talent referral programs	3.8	1.10	2	5	4	1.210

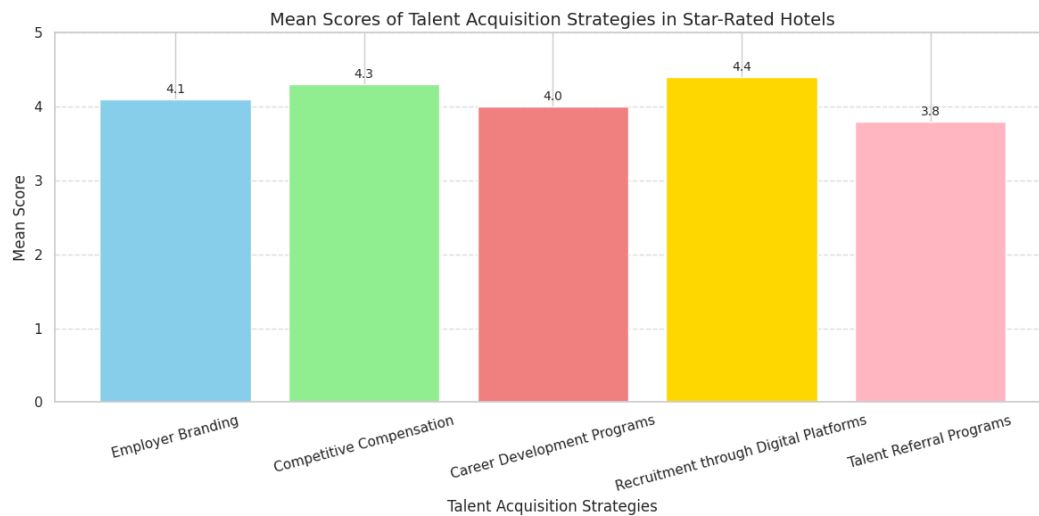704

Research Article

Fig. 3: Difference between talent acquisition strategies employed by star rated hotels

Table 2 provides the efficiency of key talent acquisition strategies utilized by the star-rated hotels in Kerala. Recruitment through digital platforms demonstrates the largest mean score (4.4) with the lowest SD (0.70) and variance (0.49) indicating strong agreement and consistency among the respondents. Competitive compensation shows a high mean (4.3) and low variability (SD: 0.76, Variance: 0.577) indicating its crucial role in attracting skilled employees. On the other hand, talent referral programs have the lowest mean (3.8) and highest SD (1.10) showing mixed perceptions about their efficacy. The remaining strategies like employer branding and career development programs also show moderately high mean values with acceptable variability. These findings support the alternative hypothesis (H_1) and Figure 3 illustrates the significant difference in talent acquisition strategies employed by star-rated hotels.

6.3. Correlation Analysis

The correlation analysis indicates the significant relationship between compensation, benefits and employee retention in star-rated hotels in Kerala. Compensation and benefits demonstrate a strong positive correlation with employee retention (0.68), indicating that better compensation packages are connected with higher retention rates. In addition, performance-based incentives (0.72) and benefits packages (0.74) also show strong positive correlations with employee retention, emphasizing the effectiveness of incentives and comprehensive benefits in improving retention. On the other hand, turnover rates show negative correlations with all independent variables, especially with employee retention (-0.75), indicates that large compensation, better benefits and incentives contribute to reducing turnover. Length of service also demonstrates strong positive correlations with all compensation related factors. Thus, the results strongly support the hypothesis (H_2) that compensation and benefits significantly influence employee retention. Figure 4 represents the correlation matrix for compensation and benefits on employee retention.
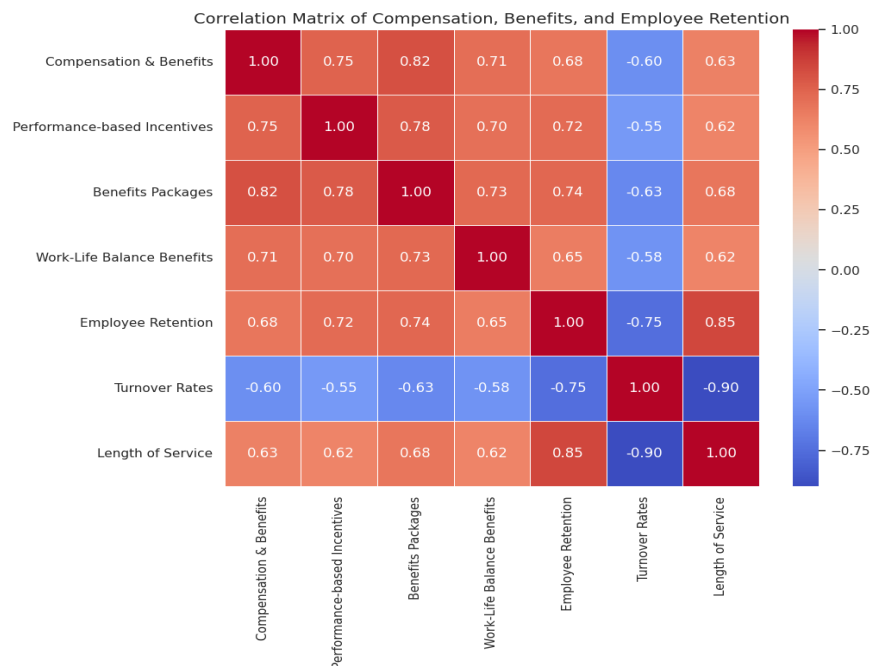
Research Article

Fig. 4: Correlation matrix for compensation and benefits on employee retention

6.4.   Regression Analysis

Table. 3: Regression analysis for training and development programs

Dependent Variables	Independent Variables	Unstandardized Coefficients (B)	Standardized Coefficients (β)	t-value	p-value
Employee engagement	Constant	1.50	-	12.50	0.000
	Training and development programs	0.40	0.35	6.00	0.000
	Frequency and consistency of training	0.30	0.28	5.50	0.000
	Quality of training	0.35	0.32	5.80	0.000
	Career development initiatives	0.25	0.22	4.50	0.000
Employee motivation	Constant	1.60	-	13.00	0.000
	Training and development programs	0.42	0.38	6.20	0.000
	Frequency and consistency of training	0.32	0.30	5.70	0.000
	Quality of training	0.38	0.35	6.00	0.000
	Carrer	0.28	0.24	5.00	0.000

	development initiatives				
Job satisfaction	Constant	1.75	-	14.00	0.000
	Training and development programs	0.45	0.40	6.50	0.000
	Frequency and consistency of training	0.34	0.32	5.80	0.000
	Quality of training	0.40	0.37	6.20	0.000
	Carrer development initiatives	0.30	0.27	5.30	0.000

Table 3 shows the regression analysis which indicates that training and development programs have a significant relation on employee engagement ($\beta = 0.35$), employee motivation ($\beta = 0.38$) and job satisfaction ($\beta = 0.40$). In a similar way frequency and consistency of training and training quality indicate substantial positive impacts on all three dependent variables, with standard coefficients ranging between 0.28 and 0.37. Although career development initiatives show lower beta values that significantly improve employee engagement, motivation and satisfaction. These findings indicate that effective training and development programs, characterized by consistency, quality and opportunity for career growth performs a crucial part in improving employee performance and retention. Therefore hypothesis, (H_3) proves that training and development programs significantly improve employee engagement and retention.

7.   DISCUSSION

The study evaluated the impact of talent acquisition methods on employee retention in star- rated hotels in Kerala. The study focused on four main objectives and tested the related hypotheses to study the relationship among talent acquisition strategies and employee retention. The research recognized a significant relationship among effective talent acquisition and employee retention outcomes. Demographic examination of star-rated hotels in Kerala shows a diverse workforce, mostly aged 25-40 years (40.7%) predominantly male (54.1%) and holding a bachelor's degree (51%). This highlights the necessity for digital recruitment approaches, employer branding and career development programs to attract and retain young people. Regional differences across Northern Kerala (33.8%), Central Kerala (28.6%) and Southern Kerala (37.6%) indicate the necessity for region specific workforce strategies to optimize talent management.

The analysis indicates significant differences in the talent acquisition strategies employed by star-rated hotels in Kerala. Recruitment through digital platforms scores the highest mean (4.4), underscoring the efficiency of technology driven tools and hotel specific hiring sites in attracting skilled talent. Competitive compensation (4.3) and employer branding (4.1) are crucial factors improve workplace reputation and attracts high quality applicants. Talent referral programs (3.8) show lower scores. These findings support the hypotheses (H_1) indicating significant differences in the adoption and effectiveness of talent acquisition strategies.

The study shows a positive relationship (0.68) between employee retention and compensation benefits with performance-based incentives (0.72) and benefit packages (0.74) emerging as significant predictors. Turnover rates show a negative correlation (-0.75) with compensation and benefits,

707

indicating that competitive salaries, performance-based rewards and benefits including health insurance, bonuses and wellness programs are essential for improving employee satisfaction supporting, hypotheses (H_2).

The regression analysis indicates that development and training programs significantly enhance employee engagement, motivation and job satisfaction. Training sessions improve employee skills and engagement, while high quality training initiatives are closely related to higher job satisfaction. Career development pathways emerge as a crucial factor in retaining employees as they promote higher satisfaction levels when growth opportunities are evident. These findings provide significant support for the hypothesis, (H_3) that training and development were crucial elements in employee retention.

8. CONCLUSION

The study on talent acquisition practices and employee retention in star-rated hotels in Kerala provides significant information into improving workforce stability and motivation in the hospitality industry. A mixed method technique was employed, by integrating both quantitative and qualitative data. It examined the impact of recruitment strategies, compensation and benefits, employee engagement on retention outcomes and training and development programs. The data were collected from 290 respondents through stratified random sampling over star-rated hotels in Kerala. The findings represent that these factors have a significant effect on employee retention especially, recruitment through digital platforms and competitive compensation raised as the most efficient method, with mean scores (4.4 and 4.3). Also, training programs significantly improved employee engagement ($\beta = 0.35$), motivation ($\beta = 0.38$) and job satisfaction ($\beta = 0.40$). The findings emphasize the importance of adopting innovative talent acquisition and retention strategies specialized to the regional and demographic dynamics of Kerala 's hospitality industry. Factors play an important role in workforce stability and motivation. Future study can explore the role of advanced HR technologies and cross regional comparisons to further improve workforce management and employee retention in the hospitality industry.

REFERENCES

[1] Shiji, O. (2018). *Impact of tourism on economic development: An analysis of regional economies of Kerala* (Doctoral dissertation, Department of Economics, University of Calicut).

[2] Baharin, N. L., & Hanafi, W. N. W. (2018). Effects of talent management on employee retention: A case study of hospitality industry. *Global Business and Management Research*, *10*(3), 697.

[3] Forney, J. L. (2020). The influence of leadership behaviors and hospitality culture on the perception of internal service quality delivered in hotels. Iowa State University.

[4] Ohunakin, F., Adeniji, A. A., Ogunlusi, G., Igbadumhe, F., & Sodeinde, A. G. (2020). Talent retention strategies and employees' behavioural outcomes: empirical evidence from hospitality industry. *Business: Theory and Practice*, *21*(1), 192-199.

[5] Kaushal, V., & Srivastava, S. (2021). Hospitality and tourism industry amid COVID-19 pandemic: Perspectives on challenges and learnings from India. *International journal of hospitality management*, *92*, 102707.

[6] Radonjić, J., Agušaj, B., & Kužnin, M. TALENT MANAGEMENT AND RETENTION IN LUXURY HOTELS OF MONTENEGRO AND CROATIA.

[7] Ayieko, A., Mureithi, G., & Eng'airo, P. (2024). Talent Retention and Competitive Advantage of Star Rated Hotels in Rift Valley and Western Region, Kenya. Journal of Human Resource & Leadership, 8(5), 1-19.

[8] Njenga, Lucy Mumbi, and Mary Kamaara. "REWARD STRATEGIES AND EMPLOYEE RETENTION IN THE HOSPITALITY INDUSTRY IN NAIROBI CITY COUNTY, KENYA."

Research Article

International Journal of Social Sciences Management and Entrepreneurship (IJSSME) 8, no. 2 (2024).

[9] MUTISYA, A. M. (2023). EMPLOYEE RETENTION PRACTICES AND SERVICE DELIVERY IN THE HOTEL INDUSTRY, MACHAKOS COUNTY, KENYA (Doctoral dissertation, SCHOOL OF BUSINESS IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF THE DEGREE OF MASTERS OF BUSINESS ADMINISTRATION (HUMAN RESOURCE MANAGEMENT), KENYATTA UNIVERSITY).

[10] Japheth, O., Rahab, M., & Albert, K. (2023). The Efficacy of Talent Selection Approaches on the Competitiveness among Five Star Hotels in Nairobi City County, Kenya. Journal of Human Resource and Sustainability Studies, 11(3), 736-758.

[11] Edeh, F. O., Zayed, N. M., Perevozova, I., Kryshtal, H., & Nitsenko, V. (2022) Talent management in the hospitality sector: predicting discretionary work behaviour. *Administrative Sciences*, *12*(4), 122.

[12] Hassanein, F., & Özgit, H. (2022). Sustaining human resources through talent management strategies and employee engagement in the Middle East hotel industry. Sustainability, 14(22), 15365.

[13] Hole, Y., Hole S., L. P. Leonardo Cavaliere, B. Nair, M. Hasyim and H. B. Bapat, (2023). "Blockchain Usages in Hospitality Management," 2023 3rd International Conference on Advance Computing and Innovative Technologies in Engineering (ICACITE), Greater Noida, India, 2023, pp. 2798-2801, doi: 10.1109/ICACITE57410.2023.10183291.

[14] Hole, Y., Hole S., A. A. Ayub Ahmed, E. Efendi, I. Ibrahim and M. Hasyim, (2023). "Internet of Things Issues and Challenges," 2023 3rd International Conference on Advance Computing and Innovative Technologies in Engineering (ICACITE), Greater Noida, India, 2023, pp. 1370-1373, doi: 10.1109/ICACITE57410.2023.10183221.

[15] Jibril, I. A., & Yeşiltaş, M. (2022). Employee satisfaction, talent management practices and sustainable competitive advantage in the Northern Cyprus hotel industry. Sustainability, 14(12), 7082.

[16] Wanjohi, C. M., Maranga, V., & Kivuva, A. (2022). Influence of Career Development on Employee Retention in 3-5 Stars Rated Hotels in Nairobi City County, Kenya. Journal of Hospitality and Tourism Management, 5(2), 72-85.

[17] Yuwono, I. A., Suroso, A. I., & Hubeis, A. V. (2021). The effect of talent management on employee performance with corporate culture as a mediating variable. Jurnal Aplikasi Bisnis dan Manajemen (JABM), 7(1), 212-212.

[18] Njuguna, P. K., Maingi, S., & Kiria, S. (2021). Recruitment and employee training and organisational resilience in Kenyan hotels. African Journal of Hospitality, Tourism and Leisure, 10(3), 999-1012.

[19] Davidescu, A. A., Apostu, S. A., Paul, A., & Casuneanu, I. (2020). Work flexibility, job satisfaction, and job performance among Romanian employees—Implications for sustainable human resource management. Sustainability, 12(15), 6086.

[20] Sarangal, R. K., Sharma, P., & Manhas, P. S. (2020). Organizational commitment, talent management and performance in hospitality industry. Journal of Tourism, Hospitality and Culinary Arts, 12(3), 65-83.

[21] Cheraisi, E., & Busolo, H. (2020). Effect of talent attraction on organizational performance: A case of hotels in South Rift Region, Kenya.

[22] Bula, H. O., & Muriithi, C. (2018). Influence of Recruitment Practices on Employee Turnover in Hotels and Resorts in Kilifi County, Kenya. The University Journal, 1(2), 17-34.