

Factors that Contribute Towards Talent Attraction in Hotel Industry: A Qualitative Study with Special Reference to the City of Mumbai and its Suburbs

Anupam Dhoundiyal¹, Professor (Dr.) Punita Soni², Dr. Rakesh Dhoundiyal³

¹Course In-charge, Training Ship Rahaman, Raigad

²Principal, LDPS Kanya Mahavidyalaya, Vidyawari, Rani, Rajasthan

³Associate Professor, Shri Guru Ram Rai P.G. College, Dehradun

Abstract— Mumbai is also known as the financial capital of India. It has some of the most luxurious and historic hotels of India. Although the hotel industry of Mumbai is amongst the cities which enjoys some of the best average room revenues (ARRs) and room occupancies in India and can efforts better working environment for staff, still the city losses a large number of hotel professionals towards other lucrative career options like shipping industry and abroad placements. To replenish this manpower, it needs robust strategy to attract young talent passing out from hospitality colleges.

Purpose: The purpose of the study is to find out the factors that can contribute towards attracting talent in hotels. The study is conducted on the students of final year enrolled in undergraduate programmes of hospitality studies/ hotel management/ culinary arts with different universities in or near city of Mumbai.

Research Design/ Methodology: Students were approached through their course coordinators/ teaching faculty. Questions asked in interviews were: the hotels students want to commence their career with, the reasons to choose these hotels and source of information regarding these hotels. Interviews were conducted on 234 students via online meeting platforms/ video calls and responses noted down for further analysis.

Findings: There were 18 brands/ hotel properties listed by students out of which first 10 brands/hotels were choice of more than 87% students. The main factors as stated by students motivated to choose these hotels were social influence, career outcome, internal environment, learning and development culture. Personal references and observation during their visits to hotels for ODCs and industrial training were main sources of information for respondents.

Index Terms: Talent attraction, Employee retention, Career preference, Talent management, Hotel industry

I.INTRODUCTION

Hotels can be defined as “an establishment held out by the proprietor as offering food, drink and, if so required, sleeping accommodation, without special contract, to any traveler presenting himself who appears able and willing to pay a reasonable sum for the services and facilities provided and who is in a fit state to be received” (The Hotels Proprietors Act 1956- United Kingdom).

The distinction of giving birth to luxury hotels in India goes to the city of Mumbai with Sardar Griha operational in 1900, Taj Mahal Hotel opened its door for guests in 1902 and Madhavashram coming up in 1908.

One of the main reasons of development of hotel industry in Mumbai is that it houses some of the biggest ports in India. The international trade boasted the ware-housing, manufacturing, travel, logistic industries, corporate headquarters and export houses, apart from being the capital city of Maharashtra. The city witnessed arrival of many multinational chain hotels in last 20 years.

HUMAN RESOURCE REQUIREMENT OF HOTEL INDUSTRY IN MUMBAI:

In the year 2018, Mumbai had an inventory of 13,726 branded hotel rooms- it's next to Delhi NCR (New Delhi, Noida and Gurugram together) which had an inventory of 22,159 branded units against all India inventory of 128,163 units. (Source: Hotelivate). For Mumbai, by year 2023 another 4039 branded units will be added which is approximately 29% hike.

Amongst the premium hotels, Mumbai hotel market achieved highest occupancy in recent years, second

highest of average room revenue of Rs 7,740/- and best performing RevPAR in cities in India. (Darsini, 2019). Average occupancy in Mumbai upscale hotels was more than 76% with RevPAR above Rs 6000/- in 2018. (str, 2019)

As per Indian hotel survey 2015-16 conducted by Federation of Hotels and Restaurant Association of India (FHRAI) roughly 1.9 to 2.1 employee per room are employed in luxury properties in India, with these estimations it can be concluded that as of now roughly 27500 employees are working in luxury hotels in Mumbai. The number of staff working in hotel industry can be much more if hotels of 4-, 3-, 2- and 1-star and unorganized sector are taken into consideration.

HOSPITALITY TRAINING AND EDUCATION IN MUMBAI

Institute of Hotel Management and Catering Technology managed by central government offers under graduate degree in hospitality with total 368 seats (nchm.nic.in). University of Mumbai also offers degree in hospitality studies with 26 colleges affiliated to it with roughly 3000 students passing out every year. There are around 6 deemed to be universities in and near Mumbai offering degree in hospitality. With so many students being inducted as fresher in hotel industry, the industry loses a large number of fresher towards cruise liners, merchant ships, call-centers, retail industry, abroad placements, marketing and sales etc., so there remains a dearth of talent in industry. Although metros like Mumbai are favorites amongst many students from II and III tier cities as they want to commence their careers with well acclaimed international and national brands but high accommodation and living costs is a big deterrent. Thus, talent attraction and talent retainment remains one of the main challenges to the hotels in Mumbai.

The main objective of this paper is to identify the factors that attract youngsters to hotels so that the hotels can choose the best available talent amongst them.

II.LITERATURE REVIEW

“Talent refers to those who go above and beyond” and for luxury hotels friendly environment, open access culture, teamwork, compensation, succession, training and development helps retain the talent

(Marinakou, 2019). As far as career choice is concern, two main drivers are psychological and sociological (Brown, 2002). While psychological factors are individual choices, sociological factors can be divided into two sub-factors: demographic (example-gender, socio-economic status of family) and environmental (such as social influences, impact of family members, community values etc.) (Johnson, 2002).(Cothran, 1999), (Nores, 2010), (O'Mahony, 2001), (Singaravelu, 2005) and (Wong, 2010) also found out in their studies that recommendation of others impacted the career decision of students. *Thus, literature supports the fact that social references influence career decisions of students and this can be a factor taken for study*

Jenkins in his study found out that most of hospitality students want to join hotel industry after completing their degree and are interested in joining chain hotels (Jenkins, 2001). Chaung et al revealed in their study that career intentions of students in hospitality were associated with students' work experience, transfer status and outcome expectations (Ning-Kuang Chuang., 2010). Chaung et al pointed out variables like current employment status and career outcome expectation as predictors of hospitality graduates retention in the industry (Ning Kuang Chuang., 2013). *Thus, the literature suggests that another factor for study can be students' ambitions towards career outcomes.*

Kim et al concluded in their research that factors like advancement chances and job security influenced the most towards the choice of students (Peter B. Kim., 2013). Barron, (2007) established that pursuits like salary and job security were factors of choosing an establishment. Seongseop Kim et al concluded their research with findings that good salary and job stability play a significant role in students' choice of career (Seongseop (Sam) Kim., 2016). *Thus the previous researches suggests that job security and rewards are important factors of talent attraction.*

Sabuncu et al found out in their study that talent in hospitality industry can be retained by maintaining healthy and professional work practices that helped staff to gain professional competencies (Kerem U. Sabuncu, 2016) whereas (Jennifer, 2013) established the fact that institutional culture has an impact on the talent management in hospitality sector. Seongseop Kim et al also supported the fact that good working environment influences students' career choice

(Seongseop (Sam) Kim., 2016). *Thus, the literature suggests that healthy internal work environment is an important factor towards talent attraction and talent retention and it can be further taken for study.*

Seongseop Kim et al in their research found out that learning and development culture plays significant role in students' choice of career (Seongseop (Sam) Kim., 2016). Training opportunities and career development opportunities were two main factors towards retention of talent (N. Suhasini., 2013). Bhawana Pande et al conducted research on five international hotels in Lucknow and training was one of the major factors contributing towards satisfaction of fresher (Bhawana Pande, 2020). *So, there is enough literature to suggest that learning & development culture is one of the key factors to attract talent and it can be a factor of study.*

1. Hypothesis of the Research

Interaction with industry experts and with the help of the literature, five main factors were identified which were developed into hypotheses for the study, furnished as under:

H1: Relationship between students' choice of establishment to commence career and social references (family, friends and relatives)

H2: Association between students' choice of establishment to commence career and career outcome.

H3: Relationship between students' choice of establishment to commence career and Job security & rewards being offered.

H4: Relationship between talent attraction and healthy internal work environment pertaining to freshers from hotel management institutes.

H5: Association between attracting attraction to an organization and learning and development culture of the establishment.

2. Method

Qualitative research was conducted on the responses as received by the final year hospitality degree students enrolled under different hospitality programs affiliated to different universities in Mumbai and its

suburbs. Due to lockdown as imposed by government because of COVID 19 epidemic from third week of March 2020, almost all the colleges were conducting online classes. Final year students (semester V) were approached for the study.

2.1 Approach

Students were approached through their course coordinators or faculty members. There were three sets of questions asked from them. The questions were given well in advance and were:

1. Given a chance, name any four hotels you want to call for campus interview at your college as you want to commence your career with any of these hotels.(The names should be in order of preference, most preferred first and least preferred last)
2. Give any three to four reasons as why you have selected these hotels. (Reasons for each hotel to be furnished separately.)
3. For the reasons you have furnished in answer of question 2, where do you get the information from?

Towards the demographic profile- age, gender, family income, department of hotel interested working in and long term career prospects were recorded from respondents.

2.2 Sampling Procedure

Random sampling were taken from students enrolled under different universities, mainly sample were collected from state university and some deemed to be universities.

Around 252 students volunteered for interviews which were arranged online over different virtual meeting platforms/ video calls. As most of the students are attaining online classes, they were well versed with technology.

Out of all respondents, 18 wanted to go for higher studies, so they were not considered for study. Total 234 students were selected for final round of interviews.

2.3 Information Collected

The demographic profile of respondents were:

Profile	Details	No. of respondents	%age	Remarks
Age (in years)	20	124	52.99	52.99% students were of 20 years that means they took admission immediately after passing grade 12 th . This shows hospitality programs are popular in Mumbai.
	21	52	22.22	
	22	30	12.82	
	23 and above	28	11.97	

Family income (in INR)	Up to 20000	88	37.61	Students with higher family income were from a specific college with dual degree options, one with Indian open university and second with an European University. This shows foreign degree program are popular with higher family income group.
	20001 to 50000	82	35.04	
	50001 to 80000	46	19.66	
	80001 and above	18	7.69	
Preferred department	Food Production	126	53.85	Rooms division was most preferred by female students (10 students), while only 2 female preferred food production.
	F&B service	58	24.79	
	Rooms division	32	13.68	
	Others	18	7.69	
Long term career prospects	Shipping	62	26.50	Being port city, Mumbai is major manpower provider to cruise and merchant navy vessels. Good number of students wanted to settle abroad and they feel that they can get the opportunity of foreign placement from Mumbai.
	Migrating abroad	64	27.35	
	Higher position in hotels	68	29.06	
	Entrepreneurship	40	17.09	
Location	Mumbai	156	66.67	Study revealed that almost 70% students from outside Mumbai wanted to commence their career from Mumbai as the city has more job opportunities, brands of hotels and career outcome.
	Outside Mumbai	78	33.33	
Gender	Male	206	88.03	--
	Female	28	11.97	

Table 1: Demographic profile of respondents and its comparative study.

Summary of student’s choice of hotels on the basis of their preferences- most preferred first and least preferred the last is as below:

S. No	Name of hotel	1 st Choice		2 nd Choice		3 rd Choice		4 th Choice		Total	
		No.	%age	No.	%age	No	%age	No.	%age	No.	%age
1.	Taj group of hotels, Mumbai	72	9.55	40	5.31	22	2.92	28	3.71	162	21.49
2.	J.W Marriott’s, Mumbai	48	6.37	44	5.84	12	1.59	22	2.92	126	16.71
3.	Hyatt Hotels, Mumbai	12	1.59	4	0.53	20	2.65	34	4.51	70	9.28
4	Oberoi, Mumbai	8	1.06	28	3.71	6	0.80	26	3.45	68	9.02
5	Leela, Mumbai	2	0.27	18	2.39	30	3.98	12	1.59	62	8.22
6	Trident, Mumbai	2	0.27	6	0.80	30	3.98	8	1.06	46	6.10
7	Maratha Sheraton, Mumbai	8	1.06	20	2.65	16	2.12	0	0.00	44	5.84
8	The Park, Navi Mumbai	6	0.80	2	0.27	10	1.33	8	1.06	26	3.45
9	Radisson, Mumbai	8	1.06	0	0.00	6	0.80	10	1.33	24	3.18
10	The Lalit, Mumbai	4	0.53	6	0.80	6	0.80	8	1.06	24	3.18
11	Royal Tulip	0	0.00	6	0.80	8	1.06	8	1.06	22	2.92
12	Sofitel, Mumbai	2	0.27	4	0.53	6	0.80	6	0.80	18	2.39
13	ITC, Goa	4	0.53	0	0.00	12	1.59	0	0.00	16	2.12
14	Renaissance, Mumbai	4	0.53	4	0.53	2	0.27	2	0.27	12	1.59
15	Four Seasons, Mumbai	2	0.27	4	0.53	6	0.80	0	0.00	12	1.59
16	St. Regis, Mumbai	2	0.27	0	0.00	4	0.53	4	0.53	10	1.33
17	Four Points, Navi Mumbai	2	0.27	4	0.53	2	0.27	0	0.00	8	1.06
18	J.W Marriott’s, Pune	2	0.27	0	0.00	0	0.00	2	0.27	4	0.53
	TOTAL	188	24.93	190	25.20	198	26.26	178	23.61	754	100.00

Table 2: Students’ preferred choice of hotels to commence their career and its comparative study. Apart from it : Westin Pune was 4th choice for 22 students, Fairmount Jaipur was 2nd choice for 12 students, Leela Udaipur was 1st choice of 6 students and 2nd choice of 2 student, Novotel was 3rd choice of 4 students and 4th choice for 6 student. Orchid Mumbai was 1st choice of 8 students and 2nd choice

of 4 students. Umaid Bhavan Jodhpur, Udaivillas Jaipur, J.W Marriott’s Mussoorie, Gateway hotels Nashik, Sea Princess Mumbai, Radisson Blu Delhi, Express Inn Nashik, Taj Vivanta Bangalore, Taj Vivanta Delhi, Oriental hotel, ITC and Le Meridian from New Delhi and Le Meridian, Kochi were also amongst choices for few students

The next question asked to students were the reasons to select the hotels as favorite to commence the career, the students were restricted to mention

maximum of four reasons for their choice of hotel/s. The summary of reasons as furnished by students were:

S. No	Particulars	Taj Group	J.W. Marriott's	Hyatt	Oberoi	Leela	Trident	Sheraton	The Park	Radisson	The Lalit
1	Social influence/ reputation	84	90	44	44	42	28	34	16	18	14
2	Career Outcome	64	68	36	42	34	22	28	12	12	12
3	Internal occupational status	24	16	12	0	0	6	14	10	0	0
4	Job security	20	12	0	4	4	2	4	0	0	0
5	Salary/ financial rewards	24	12	0	4	2	4	0	8	0	0
6	Learning & development culture	72	80	42	36	36	24	28	0	10	10
7	Helpful staff	36	0	4	18	4	6	0	4	6	8
8	Skills development	66	44	18	16	18	16	14	6	4	8
9	Good HR practices	48	48	30	34	34	28	24	14	10	12
10	Want to work with professional chefs	18	0	0	10	0	0	6	0	0	0
11	Relatives/ Friends working there	28	10	8	12	10	10	4	4	2	2
12	Location- near my house/ well connected with public transport	36	28	14	10	14	8	0	10	12	10
13	Safety & security	4	20	18	0	0	6	2	2	2	2
14	Domestic chain- chances of promotions	20	0	0	0	2	0	0	8	0	4
15	Global presence	0	12	16	0	0	0	0	0	6	0
16	Healthy working atmosphere	36	44	22	30	34	14	12	10	6	8
17	Help to get abroad placement	68	12	8	12	14	10	0	0	8	0
18	Want to work for long term & attain higher position	0	8	8	0	0	0	6	0	0	6
	Total responses received	648	504	280	272	248	184	176	104	96	96

Table 3: The summary of reasons as furnished by students towards their preferred choice of hotels to commence their career.

The above-mentioned data, if represented as percentage between total responses received by a hotel/ hotel chain against the responses of individual factor shall be as:

S. No	Particulars	Taj Group	J.W. Marriott's	Hyatt	Oberoi	Leela	Trident	Sheraton	The Park	Radisson	The Lalit
1	Social influence/ reputation	13.0	17.9	15.7	16.2	16.9	15.2	19.3	15.4	18.8	14.6
2	Career Outcome	9.9	13.5	12.9	15.4	13.7	12.0	15.9	11.5	12.5	12.5
3	Internal occupational status	3.7	3.2	4.3	0.0	0.0	3.3	8.0	9.6	0.0	0.0
4	Job security	3.1	2.4	0.0	1.5	1.6	1.1	2.3	0.0	0.0	0.0
5	Salary/ financial rewards	3.7	2.4	0.0	1.5	0.8	2.2	0.0	7.7	0.0	0.0
6	Learning & development culture	11.1	15.9	15.0	13.2	14.5	13.0	15.9	0.0	10.4	10.4
7	Helpful staff	5.6	0.0	1.4	6.6	1.6	3.3	0.0	3.8	6.3	8.3
8	Skills development	10.2	8.7	6.4	5.9	7.3	8.7	8.0	5.8	4.2	8.3
9	Good HR practices	7.4	9.5	10.7	12.5	13.7	15.2	13.6	13.5	10.4	12.5
10	Want to work with professional chefs	2.8	0.0	0.0	3.7	0.0	0.0	3.4	0.0	0.0	0.0
11	Relatives/ Friends working there	4.3	2.0	2.9	4.4	4.0	5.4	2.3	3.8	2.1	2.1
12	Location- near my house/ well connected with public transport	5.6	5.6	5.0	3.7	5.6	4.3	0.0	9.6	12.5	10.4
13	Safety & security	0.6	4.0	6.4	0.0	0.0	3.3	1.1	1.9	2.1	2.1
14	Domestic chain- chances of	3.1	0.0	0.0	0.0	0.8	0.0	0.0	7.7	0.0	4.2

	promotions										
15	Global presence	0.0	2.4	5.7	0.0	0.0	0.0	0.0	0.0	6.3	0.0
16	Healthy working atmosphere	5.6	8.7	7.9	11.0	13.7	7.6	6.8	9.6	6.3	8.3
17	Help to get abroad placement	10.5	2.4	2.9	4.4	5.6	5.4	0.0	0.0	8.3	0.0
18	Want to work for long term & attain higher position	0.0	1.6	2.9	0.0	0.0	0.0	3.4	0.0	0.0	6.3
	Total responses received	100	100	100	100	100	100	100	100	100	100

Table 4: The summary of reasons as mentioned in table-3, represented in percentage.

The last question asked was how they get the information furnished above, students were restricted to maximum of two sources of information providing best possible information. Summary of means of information and its comparative percentage is as below:

S.No.	Particulars	No. of responses	Comparative percentage
1	Social references (family, friends, relatives)	96	22.22
2	Professional references (faculty, alumni, interaction with professionals)	58	13.43
3	Own observation (during out door catering, industrial training, part-time jobs)	86	19.91
4	Social media platforms	76	17.59
5	Company websites	32	7.41
6	Search engine- internet	60	13.89
7.	Print media (newspapers, hospitality publications and magazines)	24	5.56
	Total	432	100.00

Table 5: Sources of information for students towards the hotels of their preferences as furnished in table 3

3. Hypothesis testing

To check the hypothesis most popular reasons to students' choices were arranged in descending order. There were total 18 factors mentioned by students. As per the law of averages, each factor should get

5.56% ratings from respondents. A rating equal and above 5.57% can be taken as strong support and scores of 5.55% or less can be taken as weak support for factors.

The summary of the analysis as done for five factors (Hypotheses) under study is as below:

S. No.	Particulars	Total responses	percentage	Remarks
1	Social influence/ reputation	414	19.13	H1: Social references (family, friends and relatives) plays a significant role towards career decisions of students. Hypothesis 1 is accepted
2	Learning & development culture	338	15.62	H5: There is significant relationship between students' choice of establishment to commence career and learning and development culture of the establishment. Hypothesis 5 is accepted
3	Career Outcome	330	15.25	H2: There is significant relationship between students' choice of establishment to commence career and career outcome. Hypothesis 2 is accepted
4	Healthy working atmosphere	216	9.98	H4: There is significant relationship between students' choice of establishment to commence career and healthy internal work environment Hypothesis 4 is accepted
5	Salary/ financial rewards	54	2.50	H3: There is significant relationship between students' choice of establishment to commence career and Job security and rewards being offered. With both the factors scoring less than 5.55%, no relationship exists between the factors and their impact hence hypothesis 3 is rejected
	Job security	46	2.13	
6	Good HR practices	282	13.03	Apart from factors under study, these factors also were listed by students as and found to have strong support.
7	Skills development	210	9.70	
8	Location- near my house/ well	142	6.56	

	connected with public transport		
9	Help to get abroad placement	132	6.10

Table 6: Testing hypothesis under study.

III.RESULT AND CONCLUSION

Out of 18 preferred hotels, first 10 hotels accounted for 86.47% of respondents’ choices and considered for further analysis, which is as follows:

- 1 Taj Group of Hotels (Indian Hotels Co. Ltd.): Manages The Taj Mahal Palace and Taj Mahal Tower at Apollo Bunder, Taj Lands End- Bandra, Taj Santacruz- Mumbai airport, Taj Wellington Mews-Colaba, President- Cuffe Parade and Beach House Madh Island (www.tajhotels.com) The Taj Mahal Palace is the group’s signature property opened for business in 1903. Since then Taj is synonym of luxury in Mumbai. Other reason for its popularity is backing of famous TATA group- one of the oldest business house in country known for employee friendly policies and one of the biggest spender on CSR activities (Simona 2013). Taj Lands End was most preferred by students followed by Taj Mahal Palace and Taj Santacruz. Many students had emotional attachment to this chain as their parents/family member have worked/are working with this chain. Most of the students had visited the place for ODC or IT.
- 2 Marriott Corporation is managing JW Marriott at Sahar and at Juhu, ITC Maratha- Sahar airport, Lakeside Chalet and Renaissance at Powai, ITC Grand Central- Parel (www.marriott.com). Juhu property was choice of most of students followed by Sahar property. Brand image and employee friendly policies were main attraction for this chain. One of the students said that “they go out of the way to help their employees”, another mentioned “Staff efforts are recognize there”. Again, most students had done ODCs and IT in these hotels.
- 3 Global Hyatt Corp is operating Grand Hyatt- Vakola and Hyatt Regency- Sahar airport in Mumbai (www.hyatt.com) Most of the students chose Vakola property many mentioned the serene atmosphere there as the positive point of hotel. Many student felt that it’s a good place for skills development.
- 4 East India Hotels is running Oberoi Hotel and Trident at Nariman point and Trident Bandra-Kurla (www.eihtd.com) International occupation status

was mentioned as one of the reason- “Chefs are treated with respect” is mentioned by many students. Two students told that monetary incentives are good but most of students were worried about their tough selection process.

- 5 The Leela- Mumbai is owned by Brookfield Asset Management (www.theleela.com) Hotel still enjoys its reputation as domestic chain as it was founded by Capt. C.P Krishan Nair. Few students had their relative working there and they felt that hotels offer job security to employees
- 6 The Park is operating two properties, The Park- Juhu and The Park-Navi Mumbai (www.theparkhotels.com) Many people staying in Navi Mumbai choose this property as it’s located near them. Hotel also had a reputation of good paymaster and to have good HR practices.
- 7 Radisson hotels are managing three hotels as of now in Mumbai, Radisson Blu, near airport, Radisson Mumbai-Andheri, Radisson at Goregaon (www.radissonhotels.com) Many students told that the hotel have aggressive expansion plans for India and they felt they will also grow with the chain.
- 8 The Lalit, Mumbai is part of an Indian hotel chain with the property near airport (www.thelalit.com) Skill development and friendly staff were the reasons of selection of this hotel. Apart from above mentioned reasons, as mentioned in Table 3, Social influence, career outcome, learning and development culture, skill development, good HR practices, location (near home or easily assessable), healthy working atmosphere were reasons mentioned for almost all hotels. One matter of concern for hotels is that many of students wants to join them for brand value only so that they get abroad placement easily.

IV.FINDINGS AND SUGGESTIONS

- There was no significant co-relation found between demographic profiles of students and their choice of hotels to commence their career with. It’s the personal interest of students that drives them to adopt hotels to look for job. (Jacqueline, 2012)

- To attract talent, hotels are making a conscious effort and going for talent planning and creating positive HR reputation and taking all efforts to publicize it. It can be through students recruited for industrial training (I.T) and out-door catering (ODCs), staff, social-media and mass media. At the same time students also need to prepare themselves to be fit for industry by developing attitude, psychological and skill-based competencies and knowledge (Heshan Ezzat Saad, 2018)
- For departments like food production, inspirational leadership and culture of collegiality can be very effective for attracting talent. Many hotels have successfully implemented it as it gels very well with Indian social values and cultures. Collegial talent management also helps talent retention in organizations (Bhattacharyya, 2017)
- An effective training programme towards development of soft skills and professional competencies can be a very effective way to attract talent for hotels.
- On comparing literature and actual findings of the study, it can be established that although financial benefits and job security can be a vital reason of students choosing a hospitality course, but when it comes to choose an organization to commence career with- these factors were not that important for students.
- Like hotels, Hospitality College also had brand image, college can make them more lucrative for students by different affiliations and memberships of prestigious Indian and foreign Universities and professional bodies to attract talent.
- Many students were dependent on internet to get information on hotels rather than industry professionals, whereas direct interaction with industry personnel can be more convincing towards career choice. Hotels should have more interaction with educational institutes and students to attract best possible talents. The interaction can be in the form of expert lectures, career guidance etc.
- The social media pages and review from staff plays a significant role towards the image building of a hotel.
- As per the outcome of the study, apart from social influence/reputation, learning & development culture, career outcome and healthy work environment, other important factors to attract talents were good HR practices, opportunities towards skills development, commuting time from residence to work place and opportunities towards abroad placements.

V.LIMITATIONS OF THE STUDY

The study is limited to the city of Mumbai and its suburbs only. Similar studies can be carried out for other metros, Tier-II and Tier-III cities as well as on pan India basis so that industry and academia can get an idea of students' expectations. A reverse study on hotels expectations from students as fresher and how much preparations towards their expectations were carried out by students and the support they are getting from their colleges can be carried out for mutual benefit of students, hotels and colleges.

VI.REFERENCES AND BIBLIOGRAPHY

- [1] Assante, L. H. (2009). A taxonomy of academic quality indicators for U.S based 4-year undergraduate hospitality management programs. *Journal of hospitality and tourism research*, 34, 164-184.
- [2] Barron, O. M. (2007). Career in hospitality management : generation Ys experience and perceptions. *Journal of hospitality and tourism management*, 14(2), 119-128.
- [3] Bhattacharyya, D. K. (2017). Collegial talent management practices in Indian organizations. *Journal of case research*, 8(2), 1-16.
- [4] Bhawana Pande., a. A. (2020). A study on factors affecting job satisfaction of employees in hotel industry: a study with reference to few hotels in Lucknow. *International journal of advance science and technology*, 29(9), 2034-2041.
- [5] Brown, D. (2002). *Introduction to theories of career development and choice: origins, evolution, and current efforts*. (D. B. associates, Ed.) San Francisco: Jossey-Bass: A Wiley company.
- [6] Chatterjee, S. a. (2014). Framing the emerging talent crises in India and China: a human capital

- perspective. *South Asian Journal of human resources management*, 1(1), 25-43.
- [7] Cothran, C. a. (1999). Attitudes of adolescents towards hospitality industry careers. *International journal of hospitality management*, 18(2), 143-158.
- [8] Darsini, K. a. (2019). *Indian hotel industry- review and prospects*. Mumbai: CARE ratings.
- [9] El-Houshy, S. S. (2018). Hospitality students' perceptions towards working in hotels: a case study of the faculty of tourism and hotels in Alexandria university. *Tourism in a changing world: opportunities and challenges- The 6th scientific conference* (pp. 800-819). Alexandria: Faculty of tourism and hotels- Alexandria university, Egypt.
- [10] Heshan Ezzat Saad, .. a.-A.-A. (2018). Talent management strategies and practices in five star hotels: an exploratory study. *International journal of heritage tourism and hospitality*, 12(2), 32-49.
- [11] Jacqueline, K. (2012). Factors that influence career choice of hospitality students in Moi University, Kenya. *journal of education and practice.*, 3(14), 83-90.
- [12] Jenkins, A. K. (2001). Making a career of it? hospitality students' future perspectives: an Anglo-Dutch study. *International journal of contemporary hospitality management*, 13(1), 13-20.
- [13] Jennifer, C. N. (2013). Managing talent in the tourism and hospitality sector: a conceptual view point. *International journal of academic research in accounting, finance and management sciences.*, 3(2), 92-97.
- [14] Johnson, M. a. (2002). Career choice and development from a social prospective. In D. B. associates, *Career choice and development*, 4th edition. San Francisco: Jossey-Bass A Wiley company.
- [15] Jonathan P. Doh., S. A. (2011). Responsible leadership helps retain talent in India. *Journal of business ethics*, 98(1), 85-100.
- [16] Kerem U. Sabuncu., a. (2016). Exploring professional competencies for talent management in hospitality and food sector in Turkey. *Procedia- Social and behavioral sciences*, 443-452.
- [17] Marinakou, E.. (2019). Talent management and tetention strategies in luxury hotels; evidence from four countries. *International journal of contemporary hospitality management*, 31(10), 3855-3878.
- [18] N. Suhasini., a. T. (2013). Retention management: a strategic dimension of Indian IT companies. *International journal of management and social sciences research.*, 2(2), 12-16.
- [19] Ning Kuang Chuang., B. K.-J. (2013). Hospitality undergraduate students' career choice and factors influencing commitment to the profession. *Journal of hospitality and tourism education*, 19(4), 28-37.
- [20] Ning-Kuang Chuang., a. M.-J. (2010). Career decision making and intention: a study of hospitality indergraduate students. *Journal of hospitality and tourism research*, 34(4), 512-530.
- [21] Nores, M. (2010). Differences in college major choice by citizenship status. *The annals of the American academy of political and social science*, 627(1), 125-141.
- [22] O'Mahony, G. M. (2001). Why students choose a hospitality degree program: an Australian case study. *Cornell hotel and restaurant administration quarterly*, 42(1), 92-96.
- [23] Peter B. Kim., K. W. (2013). The new generation in the industry: Hospitality/tourism students career preferences, sources if influence and career choice factors. *Journal of hospitality and tourism education*, 22(3), 5-11.
- [24] Seongseop (Sam) Kim., J. J.-C. (2016). Hospitality and tourism management students' study and career preferences: comparison of three asian regional groups. *Journal of hospitality, leisure, sport and tourism education.*, 19(1), 66-84.
- [25] Singaravelu, H. W. (2005). Factors affecting international students career choice: a comparative study. *Journal of career development*, 32(1), 46-59.
- [26] Song Chang., a.-Y. (2015). Understanding the initial career decisions of hospitality graduates in Hong-kong: quantitative and qualitative evidence. *journal of hospitality and tourism research*, 39(1), 57-74.
- [27] str, a. H. (2019). *Indian hotel market review 2018*. Mumbai: Horwath HTL and str.
- [28] Wong, S. a. (2010). Will parental influences affect career choice? Evidences from hospitality and tourism education. *International journal of contemporary hospitality management*, 22(1), 82-102.