

CONTRIBUTIONS AND RECOMMENDATIONS

This chapter deals with the contributions of the present study to the field of Talent Management literature and also provides recommendations for future avenues of research in the area of Talent Management. The first section of this chapter deals with the theoretical contributions of the study toward the exclusive approach to Talent Management practices and the corresponding attitudes of the employees. The second section of this chapter brings out important implications for the managers in adopting and implementing the exclusive approach to Talent Management practices. The third section provides remarks for the practitioners as well as provides guidelines for academicians to conduct future research in studies relating to Talent Management practices.

7.1 Theoretical Contributions

This study provides an in-depth understanding of the meaning of the term talent for the hotel industry in the Indian context. Talent has been defined keeping in mind different competencies that are crucial for this industry at different managerial positions. This study adds to the field of TM by presenting a Talent Competencies Model in the hotel industry and also elaborates on the relevance and significance of these competencies across different managerial positions. Further, the finding of this study highlights the consequences of the exclusive approach to TM practices and suggests a corrective course of action so as to have an effective TM system. This study significantly expands the knowledge by framing a Talent Management Model for the hotel industry.

This study has significantly contributed to the field of Talent Management by bringing both groups of employees into the limelight and examining the effect of Exclusive Talent Management practices on them. This study is the first of its kind that has combined the affective, behavioural, and cognitive components of attitudes and has empirically studied different attitudes of hotel employees toward the practice of Exclusive Talent Management. The study has analysed the individual relationship of Exclusive Talent Management with each and every employee outcome such as affective organisational commitment, satisfaction, engagement, motivation, trust, intention to remain with the organisation, organisational citizenship behaviour, work effort, psychological contract

fulfilment, and job stress. This study not only takes into account the positive attitude but also considers the negative attitudes of employees arising from the practice of Exclusive Talent Management. So far only conceptual and qualitative studies have been conducted to assess the negative reactions such as stress from the practice of Exclusive Talent Management and no quantitative study was found in this direction. This study therefore significantly contributes to the field of Talent Management by investigating the positive and negative employee-level outcomes in the hotel industry from the practice of the exclusive approach to Talent Management. The results of this study contribute theoretically as well as guide practitioners to the fact that the practice of Exclusive Talent Management leads to both positive as well as negative employee attitudes in hotels.

Past studies have only focused on the attitude of the talented group of employees and the attitudes of non-talented employees have been largely ignored by both academicians and practitioners. Although a handful number of studies exist in the field of Talent Management that compare the attitude of both talented and non-talented employees in an organisation, no such comparative study has been specifically conducted in the hotel industry that marks and compares the difference in the attitudes of talented and non-talented employees. This study, therefore, adds to the field of Talent Management literature by taking samples of both talented and non-talented employees from the hotel industry and, thereby, comparing the difference in the attitudes between the two groups of employees. This study theoretically contributes to the understanding that Exclusive Talent Management practices create a difference between talented and non-talented hotel employees with respect to their positive attitudes such that talented hotel employees perceive a higher level of positive attitude in comparison to non-talented hotel employees.

This study not only compares the difference in the attitude of talented and non-talented hotel employees but also compares the difference in the hotel employees' perception of justice and organisational support. By evaluating the role of perceived justice and perceived support, this study has also significantly contributed to the ethical perspective of Talent Management literature. The study contributes both theoretically as well as practically to the understanding that perceived justice and perceived support are the two important factors that mediates the relationship between Exclusive Talent Management practices and both positive and negative attitudes of employees in the hotel industry.

Practitioners must aim to strive for higher organisational justice and organisational support to attain an effective Talent Management system in the organisation.

7.2 Managerial/ Practical Implications

This study brings out significant learning for hotel managers by highlighting the employee-level outcomes from the practice of Exclusive Talent Management. The results of this study show that non-talented employees have a lower perception of justice as well as perceive lower support from the organisation, which leads to the formation of a negative attitude. Hotels implement Exclusive Talent Management practices to not only retain their high-performing and high-potential employees but to also enhance the overall productivity of the organisation. Talented employees receive a large amount of investment for their growth and development, deliver competent results, have greater intentions to stay, and showcase positive attitudes in the hotels. By disproportionately investing in the employees, managers completely risk the concept of ethics in their culture by inviting the notion of unfairness and injustice from non-talented employees. Line managers and Talent Management practitioners can completely reverse this scenario into an effective Talent Management system by openly communicating the intent of exclusive practices and the objectives of the organisation. Managers must foster an understanding among all employees that the organisation cannot take the sole responsibility of providing competency training and development to all employees because of financial limitations. Managers must channelise their thinking in the organisation so that only those employees who display their potential and achieve higher performance will be considered for such competent training. Also, employees who want to be a part of the talent pool must prove their potential and credentials in the hotels.

Managers identify talent for their hotels through performance evaluation processes that are conducted either once or twice a year. Such assessment of talent must be backed up with sufficient reasons as to why an employee is considered or not considered as a talent. There must be a provision of a proper feedback system, and managers must aim to reduce the misconception an individual may have about talent and Talent Management practices in the hotel. Also, hotels must ensure that an individual identified as a talent must aim to synergise team performance and also boost the performance of other employees in the group. Managers can achieve higher performance for all employees in a group by pairing talented employees and average performers together. By doing so, hotels can also reduce

the perception of unfairness and injustice by encouraging non-talented employees to learn from the talented employees and understand the importance of unique performance that can help them achieve the status of talent.

The findings of the study suggest that perceived justice and perceived support are the two important mediators that shape the attitude of hotel employees toward Exclusive Talent Management practices. Human Resource managers must direct their energies on building an effective system to enhance support and provide justice to all employees. However, employees in certain countries and cultures may perceive higher injustice from such an exclusive approach to Talent Management practices, whereas employees in other cultures may consider exclusive strategies more appropriate to regard and reward their significant contribution. Therefore, managers must analyse the culture in which a hotel is operating and, thereafter, implement the most suitable approach to Talent Management. Hotels operating in such a societal culture that holds the performance of the employees at utmost importance and, further, accepts the fact that resources are bound to be unequally distributed in the organisation based on performance (e.g., high power distance and individualistic cultures) can easily adopt Exclusive Talent Management practices. However, those organisations, which operate in a country that considers egalitarian culture and holds the rule of equality for the allocation of resources (e.g., low power distance and collectivistic cultures), can adopt the inclusive approach to Talent Management.

Managers usually prefer the exclusive approach over the inclusive approach to Talent Management practices. This is because it allows the organisation to save costs by investing only in promising employees. Those organisations that follow the inclusive approach to Talent Management but also want to save costs and those organisations operating in a mixed culture of collectivism and individualism can choose to adopt a blended mode of Talent Management practices with both inclusive and exclusive approaches. Such blended or mixed approach can ensure organisations manage their financial constraints by adopting exclusive strategies in their expensive growth and development practices and adopting inclusive strategies by providing equal opportunities to all employees to display their potential and higher performances to some extent so that they can be considered for such expensive training, development, or preferential rewards.

7.3 Limitations of the Study

This study is focused on the effects of Exclusive Talent Management practices on only employee-level outcomes and has ignored the impact of such practices on the financial outcomes of the hotel industry. The present study is one of its kind that aims to simultaneously study the different components of employees' attitudes in the hotel industry, and as a result, the study had some limitations in it. First of all, this study has relied upon the archival data of the past one-year performance assessment to identify talent, which was gathered from the human resource managers and the line managers of each hotel. Such archival data may be sometimes considered biased. Moreover, the dependent, independent, and mediator variables considered for the study were measured with cross-sectional self-reported data from the employees through the questionnaire method, and to date, there has hardly been any longitudinal study in the field of Talent Management that has attempted to collect data over a period of time. Since the study was based on archival data and was designed to be cross-sectional, it was statistically tested for the common method biases and no such concerns were found that could possibly affect the measurement model for the study.

Secondly, the possibility of reverse causality cannot be eliminated in the study, i.e., it might be possible that the individual showcasing a higher level of positive attitude is actually identified as a talented employee in the hotel. However, this study believes the presence of cyclical causality, i.e., the status of talent/non-talent actually determines the attitudes of employees at the time of data collection on the foundations of various theories such as Resource-Based View Theory, Social Exchange Theory, Signalling Theory, and Organisational Justice Theory.

Thirdly, setting the study in the context of the hotel industry may have influenced the findings of the study. This is because this industry is highly characterised by longer working hours, challenging work roles, and directly handling customers, which creates a lot of pressure, stress, and burnout among the employees. Lastly, the data was collected post three months of the COVID-19 pandemic situation of uncertainty and persistent turmoil, and it is assumed that this factor might have affected the attitude of all the employees.

7.4 Recommendations for Future Research Direction

This study has attempted to bridge many research gaps in the Talent Management literature by placing prime attention on the employees in the organisation. The study has focused on assessing the attitude of talented and non-talented employees towards the Exclusive Talent Management practices solely in the hotel industry in Delhi. Although the findings of the study are quite relevant from the perspective of hotels, there is still a greater need for further research to examine this relationship from the context of different industries. This is because every industry is different in its nature and type of employment. Comparative studies across industries or in-depth studies in a particular industry can be conducted to portray a wider picture of the Exclusive Talent Management practices and employees' attitudes towards it. Also, studies can be undertaken to compare and contrast the inclusive and exclusive approaches to Talent Management adopted by different organisations or industries.

This study discusses that even the culture of a society can play a dominant role in shaping employees' perception of justice and fairness towards Exclusive Talent Management practices. The mediating role of different dimensions of culture such as power distance, collectivism, masculinity and uncertainty avoidance can also be explored in the relationship between employee's attitude and Exclusive Talent Management practices. Such studies can be conducted in different geographical locations for both hotel industries as well as other industries in general. These studies may also point out why certain practices are able to achieve greater success in one nation whereas the same practices continue to struggle in other nations. This may also bring out interesting findings as to whether talented and non-talented employees perceive different levels of justice and showcase different levels of positive attitudes under different national contexts or not.

This study has also found that talented and non-talented employees do not differ in negative attitudes toward the Exclusive Talent Management practice in the hotel industry. Further, the researcher is apprehensive and believes that the pandemic situation may have resulted in higher levels of stress for both talented and non-talented employees or the nature of the hotel industry is such that the employees work under too much stress and pressure. Future studies can be conducted to examine whether the uncertainty during the pandemic period has resulted in a higher level of stress for hotel employees or identify reasons as to why there is a high level of stress among hotel employees. Further, studies can be conducted

to examine other negative attitudes of employees that may arise and can be dependent on the Exclusive Talent Management practices. It is also necessary to conduct more empirical studies in assessing the negative attitude of both talented and non-talented employees to validate and generalise this specific finding of the study.