

**ASSESSMENT OF EMPLOYEES' ATTITUDE TOWARDS  
EXCLUSIVE APPROACH OF TALENT MANAGEMENT: A STUDY  
OF HOTEL INDUSTRY IN DELHI**

**A Thesis Submitted in part fulfilment of the requirements  
for the degree of**

**Doctor of Philosophy**

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**May, 2023**

# DISCUSSION OF FINDINGS AND SUGGESTIONS

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The first section of this chapter discusses the findings about the definition of talent and Talent Management practices in the hotel industry in Delhi. The next three sections discuss the findings from the respective objectives. Section 6.2 deals with the first objective of the study and discusses the attitude of both talented and non-talented employees toward Exclusive Talent Management practices. The chapter then moves toward Section 6.3, which deals with the second objective and discusses the relationship of Exclusive Talent Management practices with perceived justice and perceived support. Section 6.4 throws light on the findings of the third objective and discusses the mediating role of perceived justice and perceived support in the formation and manifestation of employees' attitudes towards Exclusive Talent Management practices. After critically analysing the scenario of Talent Management in hotels and the findings from all three objectives, Section 6.5 provides plausible explanations and suggestions to improve the overall Talent Management system in the hotel industry. Lastly, this chapter ends with the conclusion of the study.

### 6.1 Talent Management in Hotel Industry

The intent of Human Resource manager is always to hire the best possible candidate or talent for a job. There are certain parameters, which are considered relevant at the time of hiring a new recruit or hiring employees for staff-level positions. This includes basic educational qualifications, technical and departmental knowledge, experience, communication skills, personality, right attitude and behaviour, adaptability, and hospitality. Such skills and abilities are indeed important for all employees in the hotel industry. As we move upwards in the organisational ladder towards the associates, team leaders, and supervisors, there is an additional requirement to cater to other critical skills. This includes the ability to manage teams, leadership qualities, flexibility, empathy towards team members, and willingness to accept changes. Further, managerial talent in the hotel industry involves entrepreneurial skills and the ability to solve problems and take quick, informed, and feasible decisions. These skills can be further categorised into technical, human, and cognitive skills (Katz, 2009).

- Technical skills enable an individual to perform required technical activities by acquiring professional qualifications and technical and departmental knowledge. Such skills can not only be acquired through basic qualifications but also by gathering experiences and achieving specialisation through vocational and on-the-job training programs.

- Human skills are concerned with understanding individuals or groups and the ability to work with them in an efficient manner. Such skills enable an executive to interpret, respond, and behave in a desired manner. Highly developed human skills involve being aware of own attitude and beliefs and accepting the viewpoint of others.

- Cognitive skills demand integrating diverse interests and different departments of the organisation towards a common objective. Such skills enable an individual to view the organisation as one entity by encompassing different economic, political, and social environment factors. Individuals with such high cognitive skills possess strategic intent and excellent decision-making ability.

Technical skills find relevance in the day-to-day operations of the organisation, which are very important for the staff level employees and almost non-existent for the managerial positions. Human skills, on the other hand, are crucial for employees across all managerial positions in order to effectively handle customers in hotels as well as deal with subordinates, peers, and supervisors. As we move upwards across the organisational ladder, technical skills become less relevant and cognitive skills emerge to be most crucial for managers. Based on the different types of skills and managerial positions, this study defines talent in the hotel industry as those employees who can achieve higher performance by possessing the required competencies at each managerial level. Further, to move upwards in an organisational hierarchy, talent must acquire the next higher competencies. Therefore, the study provided further insights into the definition of talent by presenting the Talent Competencies Model for the hotel industry (Figure 6.1). This model presents the competencies, i.e., characteristics and skills, which are required to be possessed by an individual under different managerial positions to be classified as talent in the hotel industry.

Figure 6.1: Talent Competencies in the Hotel Industry

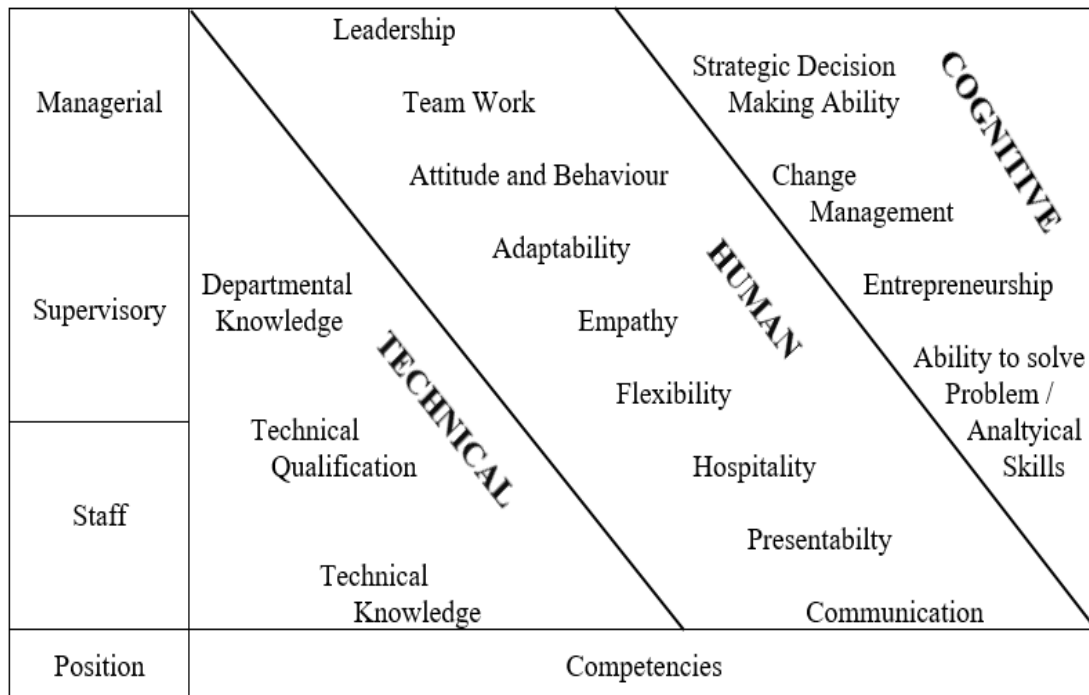


Table 6.1 defines various competencies that are presented in the Talent Competencies Model above (Figure 6.10) and explains the significance of each of these competencies for different managerial positions in hotels.

Table 6.1: Significance of Competencies across Managerial Positions in Hotel Industry

Competencies	Staff	Supervisory	Managerial
<b>Technical Skills</b>			
Technical Knowledge: Proficiency in specific procedures, methods, and processes for assigned activities	High	Medium	Low
Technical Qualification: Mandatory professional or educational qualification to perform required tasks	Medium	Medium	Medium
Departmental Knowledge: Specialised knowledge and expertise about different functions of the respective departments	Medium	High	Low
<b>Human Skills</b>			
Communication: Active listening, ability to interpret and respond to directly deal with customers/guests, and handling employees.	High	High	High

Being bilingual is also very crucial for the hotel industry.			
Presentability: Ability to present and appear in a groomed and smart way	High	High	High
Hospitality: Ability to serve guests in a friendly and welcoming manner	High	High	Medium
Flexibility: Ability to provide high services or a customer-centric approach requires talent to be flexible	Medium	Medium	High
Empathy: Developing an emotional connect with the customers as well as being empathetic towards peers and subordinates	Medium	High	High
Adaptability: Being up to date either requires learning to upgrade oneself or accepting changes towards betterment	Medium	High	High
Attitude and Behaviour: Positive attitude and acceptable behaviour towards work and guests is essential	High	High	Medium
Team Work: Collaborating and working together as a single team ensures the highest customer satisfaction and better experiences	High	High	High
Leadership: Creating a motivating environment for self and others along with the intention to reach desired goals	Low	High	High
<b>Cognitive Skills</b>			
Strategic Decision-Making Ability: Strategic thinking, forward-looking approach, and ability to make quick, informed, and feasible decisions	Low	Medium	High
Entrepreneurship: Ensuring the viability of the business as well as fulfilling the vision and mission	Low	Medium	High
Change Management: Embracing change for the larger good of the people through motivation and persuasion	Low	Medium	High
Ability to Solve Problems/ Analytical Skills: Systematically analysing and processing information toward a corrective course of action	Low	Medium	High

Further, the findings from the interviews with the Human Resource managers of different hotels suggest that individuals who are able to display the maximum of all these abilities achieve higher performance and stand out in the hotel. Human Resource teams, in consultation with the Head of the Departments, identify talent through various performance

evaluation methods in the hotel industry. Although basic and minimum training is given to all employees from time to time, specialised and unique training is imparted to those who excel with higher performance. Hotels also put efforts into retaining such talented employees through proper counselling and feedback and provide both financial and non-financial rewards in the form of awards, recognitions, and global placements. Hotels maintain proper records and document the performance assessment and appraisal given to employees from time to time, which are duly signed by the employees. Hotels communicate the status of the performance of employees and undertake Talent Management practices based on their performances. They identify high-performing and high-potential individuals from each department and then undertake Exclusive Talent Management activities, which are different from that of the non-high-potential employees in the hotels. In other words, hotels adopt the Exclusive strategy of Talent Management practices where the focus is only on a certain group of employees. A similar exclusive approach to Talent Management practices was also found to exist for the hotels in the Delhi-NCR region in a doctoral study conducted by Regi George (2021).

## **6.2 Exclusive Talent Management Practices and the Attitudes of Employees**

The exclusive practice of Talent Management has evoked serious tension among academicians and practitioners because of its applicability. This practice works on the underlying principle of workforce differentiation/segmentation and holds the view that hotels can achieve competitive advantage and long-term sustainability by dividing the entire workforce into two groups based on the performance and potential of the employees. These segmented groups are then treated differently by them because of their strategic importance and contribution toward achieving competitive advantage. Differentiated human resource techniques are applied toward the talented and non-talented employees by the hotels under the practice of Exclusive Talent Management. However, it is also to be noted that talented employees consist of a very small proportion of the organisation and range between 10% to 20% of the total employees. Organisations invest 80% of their resources in the growth and development of such talented employees. From the organisational perspective, this is indeed a feasible and cost-effective procedure to invest in talented employees and derive maximum benefits in return. However, employees subject to the practice of differentiation and segmentation under Exclusive Talent Management may perceive the practices differently and, therefore, possess different attitudes.

For assessing the attitudes of the employees toward Talent Management, a review of the existing literature highlighted three important findings. Firstly, it was found that most of the studies conducted so far in the hotel industry and in general have adopted a qualitative research design and very few studies have opted for the quantitative research methodology. Secondly, the quantitative studies conducted in assessing the reactions of employees have largely focused only on the positive attitudes and behaviours ignoring the potential negative effects and cognition of the employees. Thirdly, an assumption is made that the practice of Exclusive Talent Management creates a difference in the attitudes of talented and non-talented employees but has not been assessed. After an extensive review of the literature, a quantitative research methodology was considered essential to locate the difference between talented and non-talented employees with respect to both positive and negative attitudes.

Two different hypotheses were proposed, firstly, to examine the relationship of Exclusive Talent Management practices with positive employees' attitudes (H1), and secondly, with the negative attitudes of employees (H2). These hypotheses were tested using the regression weights obtained from the path analysis in AMOS. The p-value for both the path X (Exclusive Talent Management → Positive Attitude) and Y (Exclusive Talent Management → Negative Attitude) is less than 0.05 and the standardised regression estimates are also positive. We accept both the hypotheses and state that there is a significant and positive relationship between Exclusive Talent Management practices and positive and negative attitudes of employees. This means that as organisations adopt more and more Exclusive Talent Management practices, both positive and negative attitudes of employees rise in the organisation. Since the factor analysis resulted in the clubbing of different variables of employees' attitudes into positive and negative, this study has also estimated the individual relationship of each variable of employees' attitudes with the Exclusive Talent Management practices through the correlation and regression analysis in SPSS. The test result highlighted that the Exclusive Talent Management practices have a significant and positive effect on all variables of employee attitude considered in the study, 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.

Further, to examine the difference in the attitudes of talented and non-talented employees towards Exclusive Talent Management practices, another two hypotheses were formulated. The first proposed that there is a significant difference between talented and non-talented employees in their positive attitudes toward Exclusive Talent Management practices (H3). To test the hypothesis, a multi-group analysis was conducted in AMOS to check the difference between the two groups of employees using the nested model comparisons statistics. The p-value of the test was less than 0.05, which resulted in the acceptance of the hypothesis (H3) that there is a significant difference between the talented and non-talented employees with respect to their positive attitudes. The presence of this difference between the employees can be directly linked to the notion of workforce discrimination and the Pareto principle of disproportionate investment, which is based on the status of talent in the organisations. Organisations justify their disproportionate investment in employees by highlighting the constraint over both financial and managerial resources. With limits to finance, organisations consider the cost-benefit index and incur a substantial cost as well as invest managerial attention for those who in return can guarantee maximum benefits to the organisations. This divide between the employees, which is created by the practices of Exclusive Talent Management, results in the generation of different levels of positive attitudes by the employees.

Another hypothesis proposed to check the difference in the negative attitudes of talented and non-talented employees toward the Exclusive Talent Management practices (H4), was again tested from the nested model comparisons statistics. However, the test statistics did not result in a significant p-value, and therefore, the hypothesis (H4) could not be accepted. Although the standardised regression estimates from the path analysis depict that Exclusive Talent Management practices are significantly related to the formation of negative attitudes of employees, but no difference exists between talented and non-talented employees with respect to their negative attitudes. In other words, negative attitudes, i.e., job stress, arises for all employees as the organisation incorporates more Exclusive Talent Management practices and segments the workforce. It might be possible that the employees in the hotel industry experience higher job stress because the nature of the hotel industry is such that it involves challenging work roles, handling customers directly, and working for longer hours. Talented employees also perceive job stress in order to lead the organisation toward long-term strategic success. Work pressure arises within talented employees to fulfil the expectations of the organisation and to constantly outperform their peers. The practice



of workforce segmentation and discrimination under the exclusive approach to Talent Management also causes stress for non-talented employees because of the differential treatment, which leads to the perception of unfairness. Likewise, non-talented employees also perceive job stress because of no or little managerial attention and investment toward their career advancement, personal growth, and recognition of other needs.

The study has also estimated the individual difference between talented and non-talented employees with all of the variables of employees' attitudes using the independent t-test in SPSS. The test statistics highlighted that there exists a significant difference between the two groups of employees for their levels of affective organisational commitment, satisfaction, engagement, motivation, trust, intention to remain with the organisation, organisational citizenship behaviour, work effort, and psychological contract fulfilment. Similar results were obtained for variable job stress, which indicated that the two groups do not significantly differ in their levels of job stress.

Further, the study has also assessed which group of employees had higher or lower levels of positive attitudes using the Chi-Square group difference test. The standardised regression estimates for the talented group of employees were higher than non-talented employees for their positive attitude. This is because talented employees feel that the organisation, by identifying their positions, is more concerned with their competence training, development, rewards, recognition, career advancement, and personal growth. Non-talented employees do not perceive similar things in the organisation to that extent and, therefore, showcase a lower level of positive attitudes such as affective organisational commitment, satisfaction, engagement, motivation, trust, intention to remain with the organisation, organisational citizenship behaviour, work effort, and psychological contract fulfilment in comparison to talented employees.

### **6.3 Exclusive Talent Management Practices, Perception of Justice and Perception of Support**

In building the theoretical and conceptual model, the literature suggests that employees differ in their perception of Exclusive Talent Management practices. These differences in their perceptions are with regard to the concept of fairness, justice and support received in the organisation. Also, till now, it is being assumed that talented and non-talented employees differ in their perception of justice and support towards the practice

of Exclusive Talent Management. An in-depth review of the literature conducted for this study found very few works of literature pertaining to the variables of perceived justice and perceived support. With more conceptual studies and fewer empirical studies, the relationship of Exclusive Talent Management practices with perceived justice and perceived support could not be validated and generalised. Therefore, this study aims to explore the relationship between Exclusive Talent Management practices and the employees' perceptions of justice and support and later also examine the difference between talented and non-talented employees in their perceptions of justice and support.

To study the relationship of Exclusive Talent Management practices with perceived justice and to further examine the difference between talented and non-talented employees in their perception of justice, two different hypotheses were framed, which proposed that there is a significant relationship between the exclusive approach to Talent Management and perceived justice (H5) and also, there is a significant difference between talented and non-talented employees in their perception of justice from the practice of Exclusive Talent Management (H7). The study tested the first hypothesis (H5) using regression weights obtained from the path analysis in AMOS. The p-value for path A (Exclusive Talent Management → Perceived Justice) is less than 0.05. Therefore, we accept the hypothesis (H5) and state that there is a significant relationship between Exclusive Talent Management practices with perceived justice. Further, multi-group analysis was conducted in AMOS to check the difference between the two groups of employees in their perception of justice using the nested model comparisons statistics. The p-value of the test was less than 0.05, which resulted in the acceptance of the hypothesis (H7), which states that there is a significant difference between talented and non-talented employees in their perception of justice.

The researcher also conducted Chi-Square group statistics to infer which group perceived a higher level of justice. The findings reveal that talented employees perceive higher levels of justice from the practice of Exclusive Talent Management and non-talented employees perceive lower levels of justice. As hotels follow elitist practices that are limited to just talented employees, these talented employees feel important in the organisation and consider Exclusive Talent Management practices as just and fair. Talented employees feel that their handwork and exceptional performances in the organisation are being regarded and rewarded. However, in the absence of such differentiated human resource practices,

talented employees will think that their performance is not being acknowledged, which may lead to talent turnover (Huselid et al., 2005). Non-talented employees on the other hand perceive a lower level of justice because of the discriminatory practices and lesser organisational investment in them.

The study also proposes to examine whether there is a significant relationship between the exclusive approach to Talent Management and perceived support (H6) and also if there is a significant difference between talented and non-talented employees in their perception of justice from the practice of Exclusive Talent Management (H8). The study tested the hypothesis (H6) using regression weights obtained from the path analysis in AMOS. The p-value for path A (Exclusive Talent Management → Perceived Support) is less than 0.05. Therefore, we accept the hypothesis (H6) and state that there is a significant relationship between Exclusive Talent Management practices with perceived support. This suggests that employees perceive support from both the organisation as well as the immediate supervisors from the practice of Exclusive Talent Management.

Further, multi-group analysis was conducted in AMOS to check the difference between the two groups of employees in their perception of support using the nested model comparisons statistics. The p-value of the test was less than 0.05, which resulted in the acceptance of the hypothesis (H8) that there is a significant difference between the talented and non-talented employees in their perception of support. The researcher also conducted Chi-Square group statistics to infer which group perceived a higher level of support. The findings reveal that talented employees perceive higher levels of support from the practice of Exclusive Talent Management in comparison to non-talented employees in the organisation. Organisations expect talented employees to outperform and go beyond their assigned duties in achieving the desired results. In doing so, talented employees receive greater managerial attention and support to fulfil the objectives of the organisations and, therefore, they perceive higher organisational and managerial support. On the other hand, non-talented employees perceive lesser support from the organisation because they are not conferred the status of talent and feel that they do not significantly contribute towards building the competitive advantage of the organisation. As a result, they perceive that both the organisation as well as supervisors ignore their opinions and are not concerned about them in comparison to the talented employees in the organisation.

#### **6.4 Mediating Role of Perceived Justice and Perceived Support**

The present study has established that employees differ in their attitude regarding the practice of Exclusive Talent Management. Also, the employees differ in their perception of justice and support in the organisation. However, till date, it is not clear whether the difference in the attitude toward Exclusive Talent Management practices is because of the differences in the perception of justice and support. Perceived justice and perceived support are considered to be the most important factors in understanding employees' attitudes toward the practice of Exclusive Talent Management. This study, therefore, proposes to validate a structural equation model that explores the role of perceived justice and perceived support in the relationship between Exclusive Talent Management practices and attitudes of employees, i.e., both positive and negative attitudes.

In exploring the role of perceived justice in the relationship between Exclusive Talent Management and the attitudes of employees, two different hypotheses were proposed, i.e., perceived justice mediates the relationship between Exclusive Talent Management and positive attitude (H9) and perceived justice mediates the relationship between Exclusive Talent Management and negative attitude (H11). Since the direct effect of path X (Exclusive Talent Management  $\rightarrow$  Positive Attitude) and path Y (Exclusive Talent Management  $\rightarrow$  Negative Attitude) was significant along with the indirect effect of paths A and B (Exclusive Talent Management  $\rightarrow$  Perceived Justice  $\rightarrow$  Positive Attitude) and paths A and B1 (Exclusive Talent Management  $\rightarrow$  Perceived Justice  $\rightarrow$  Negative Attitude), this resulted in the partial mediation of perceived justice in both the relationships. Therefore, both the hypotheses (H9 and H11) were accepted. It can be stated that perceived justice mediates the relationship of Exclusive Talent Management practices with both positive and negative attitudes of the employees. It can be inferred that talented employees perceive workforce segmentation and unequal distribution of resources as just and fair because of their supreme contribution toward competitive advantage and the long-term success of an organisation. Talent wants differential treatment for their contribution and, hence, the practice of differentiated techniques under Exclusive Talent Management makes them perceive higher procedural and distributive justice. On the other hand, non-talented employees perceive this workforce discrimination under Exclusive Talent Management as unjust and unfair. As a result, they perceive lesser justice towards Exclusive Talent Management practices. Therefore, the proposition that perceived justice mediates the

relationship between Exclusive Talent Management and the attitudes of employees has been empirically supported in this study.

The study also examines the mediating role of perceived support in the relationship between Exclusive Talent Management and Positive Attitude (H10) and in the relationship between Exclusive Talent Management and Negative Attitude (H12). The direct effect of path X (Exclusive Talent Management → Positive Attitude) and path Y (Exclusive Talent Management → Negative Attitude) was significant, but the indirect effect was significant only for paths C and D1 (Exclusive Talent Management → Perceived Support → Negative Attitude) and not for paths C and D (Exclusive Talent Management → Perceived Support → Positive Attitude). This resulted in the partial mediation of perceived support only in the relationship between Exclusive Talent Management practices and the negative attitude of the employees and no mediation effect of perceived support in the relationship between Exclusive Talent Management practices and the positive attitude of the employees. Therefore, only H12 was accepted and H10 could not be supported in this study. Thus, it can be inferred that the presence of organisational support in the implementation of Exclusive Talent Management practices, doesn't affect the positive attitude of the employees. However, the absence of organisational support leads to the formation of negative attitudes among all employees.

## **6.5 Suggestions**

The empirical findings of the study have highlighted that the exclusive approach to Talent Management leads to the formation of both desired and undesired employee attitudes in the hotels. Also, talented employees perceived a higher level of positive attitude than non-talented employees from the practice of Exclusive Talent Management. The researcher suggests that the hotels should try to motivate non-talented employees by inculcating practices that aim to encourage learning from the A players or the talents. Hotels can have regular discussions where talented employees can share their experiences in handling guests, providing quality services or solving customer grievances. Such learning can also take place in the hotels by allowing talented and non-talented employees to work in teams. Such practices can lead to the inclusion of non-talented employees and uplift their affective, cognitive, and behavioural components of attitude and reduce the elitist culture in the hotels. This will not only engage employees in the hotels but also boost the performance of individual employees as well as the organisation as a whole. The researcher

further suggests that hotels can reduce the level of stress among talented employees by providing flexibility in terms of both work and time. They must be assured that failure to achieve one target or failure to attain success in a single task will not debar them from the status of talent and other privileges that they enjoy. Apart from the talented employees, hotels should also aim to reduce the level of stress among non-talented employees by extending managerial and supervisor support to them. This is because the study has found that perceived support affects the negative attitude, i.e., job stress from Talent Management practices.

Also, the study has found that there is a significant and positive relationship between Exclusive Talent Management practices and employees' perceptions of justice. However, talented employees perceive a higher level of justice from the Exclusive Talent Management practices in comparison to non-talented employees. The researcher suggests that employees' perceptions of justice or injustice are dependent on the context in which an organisation operates. Societal cultural values influence Talent Management practices and have implications in organisations (Scholz, 2012; Cooke, 2021). This study critically analyses the findings of the study and interprets that such perception of justice may be dependent on the dimensions of cultural values (such as power distance and collectivism-individualism) identified in Hofstede's national culture.

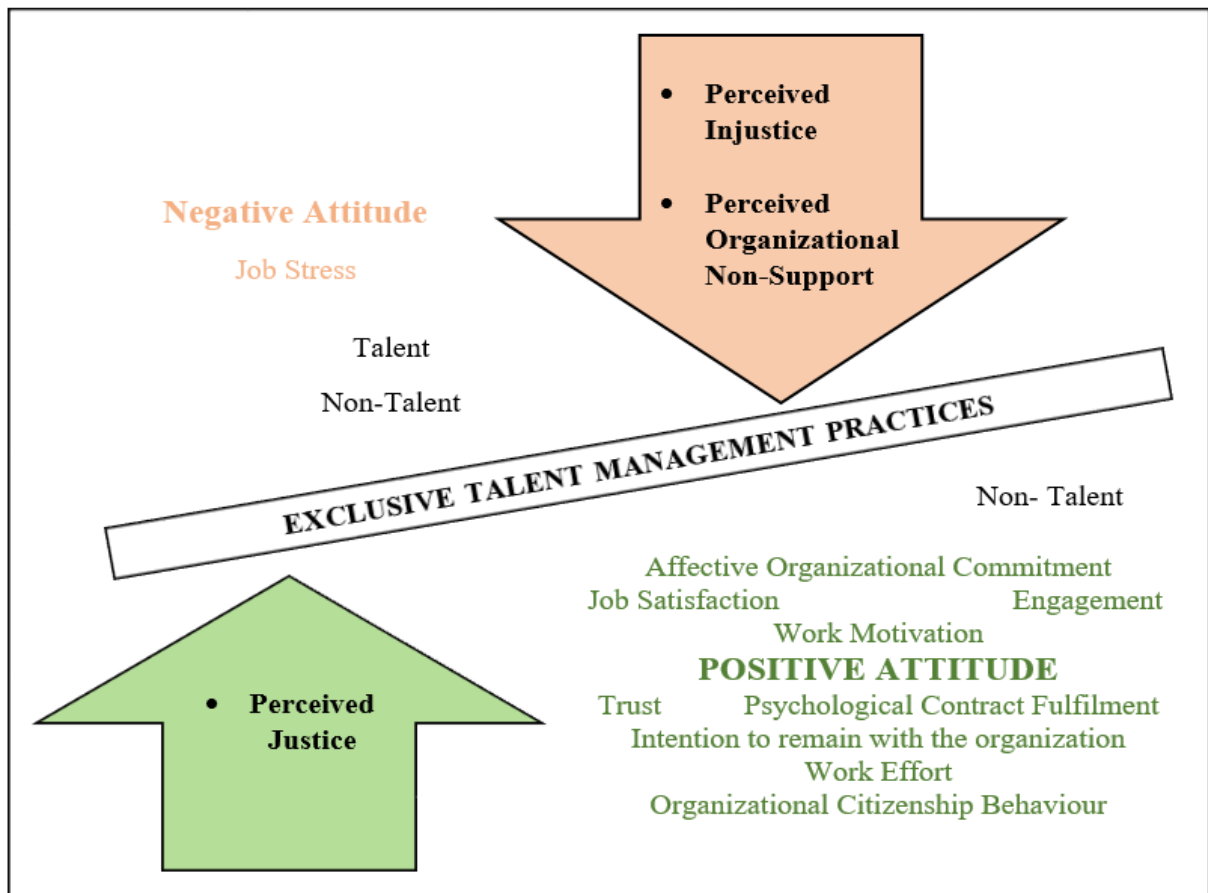
Culture is defined as the collective programming of cognitive ability, which helps individuals to distinguish themselves from other individuals or groups of individuals (Hofstede, 1991). India is high on the power distance dimension estimated by Hofstede, which means that there is a general belief among Indians that individuals differ from each other, and further, they accept that the power is distributed unequally in society (Hofstede, 1994). There is a general acceptance of inequality among employees in high power distance countries, and individuals do not question the people in power (Hofstede, 2011). Since the study was undertaken in India to assess employees' attitudes and perceptions of organisational justice, this study does not result in the perception of organisational injustice from the Exclusive Talent Management practices as Indian employees whole-heartedly accept this inequality from the context of the prevailing culture.

However, it was found that differences exist between talented and non-talented employees in their perception of organisational justice. The study also found that in comparison to talented employees, non-talented employees perceive a lower level of

organisational justice. This is because the rule of equality also holds relevance in the context of individualistic and collectivistic cultures. In collectivistic societies, organisations prefer more egalitarian or equal allocation of resources and any deviation from such egalitarian culture will lead to the perception of lower justice or injustice, as compared to organisations operating under individualist culture who prefer differential allocation of resources based on the contribution of the employees. Apart from the allocation of resources, organisations also allocate rewards to employees in an egalitarian approach under collectivistic culture, unlike individualistic culture where rewards are inferred on the level of performance of the employees. India has an intermediate culture of both collectivism and individualism. Because of their individualistic traits, non-talented employees do not completely perceive organisational injustice but perceive a lower level of organisational justice in comparison to talented employees due to the collectivistic traits embodied in their cultural beliefs.

The study has also found a significant and positive relationship between Exclusive Talent Management practices and the perception of support. Moreover, employees differ in their perceptions of organisational support such that talented employees perceive a higher level of support in comparison to non-talented employees. It is not always that non-talented employees expect support in monetary or financial terms. Support extended in the form of counselling, feedback for improvement, and personal monitoring from the respective supervisors can help boost the level of perceived support by non-talented employees in the hotels. The study has also found that the perception of support does not affect the positive attitudes of employees but has an important bearing on the negative attitude of employees. This means that employees will showcase negative or undesired attitudes if the organisation fails to provide support to its employees. The researcher suggests that hotels can implement an open-door policy for handling employee grievances where an employee is free to meet top executives and get their grievances redressed easily and quickly. Such a mechanism will surely ensure a positive effect on the employee's perception of organisational support.

Figure 6.2: Balancing Employees' Attitudes from the Practice of Exclusive Talent Management



Therefore, the researcher suggests the need of balancing employees' attitudes with the practice of Exclusive Talent Management, which is represented in Figure 6.3. Hotels can influence the level of positive attitude for non-talented employees by increasing the perception of justice. On the other hand, hotels can influence the negative attitudes of both talented and non-talented employees by reducing the perception of organisational injustice and perception of organisational non-support.

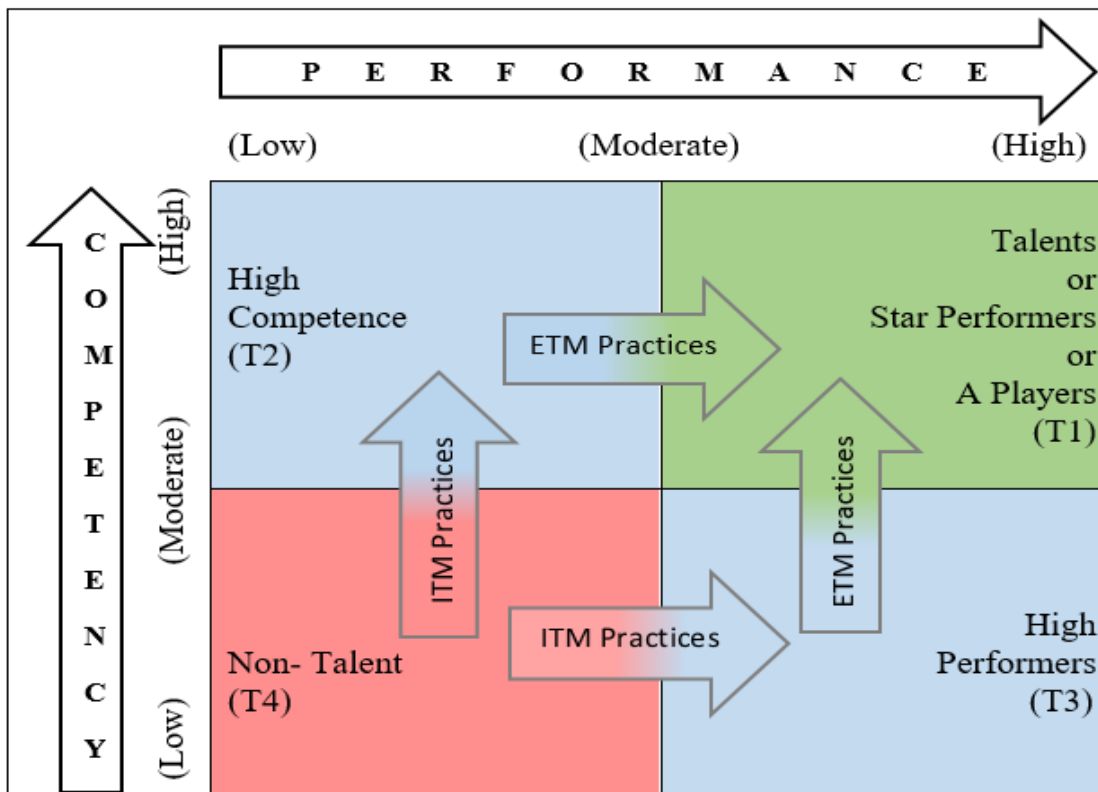
Hotels in India can influence the perception of justice and support by adopting a mixed approach to both exclusive and inclusive Talent Management practices. This is because India is a country that displays traits of both collectivism and individualism and also accepts power distance to some extent. Therefore, a single approach, i.e., exclusive or inclusive, may not be suitable in the Indian context. Hotels must not leave non-talented employees alone but rather take shared responsibility together with talented employees to grow and develop. Hotels must initially aim to inculcate inclusive Talent Management



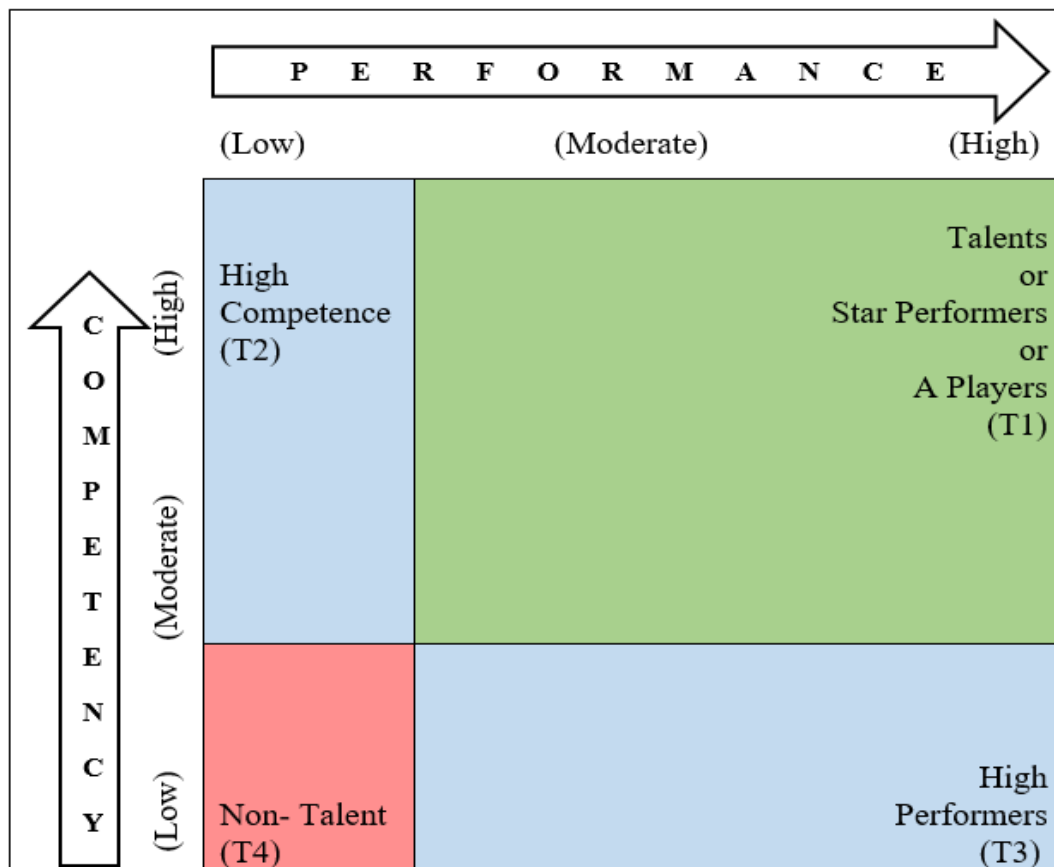
practices and provide equal opportunities for growth and development. There will be few employees who are able to possess higher competencies and showcase higher potential and performance repetitively or in a shorter span of time. Hotels must then select these individuals for Exclusive Talent Management practices to further harness their capabilities and improve performances. The researcher suggests a Talent Management model for the hotel industry in India (Figure 6.3) where the focus should be on both inclusive and exclusive approaches so as to have an effective Talent Management system in place.

Figure 6.3: Talent Management Model for the Hotel Industry in India

(a): Hybrid Approach to Talent Management



(b): Expanding the Talent Quadrant through Hybrid Approach



Hotels should inculcate inclusive Talent Management practices to improve low performance and low competencies so as to reach a moderate level of both competencies as well as performance. Workshops and generic and on-the-job training can help non-talented employees to improve their performance and build competencies to an average level. Some employees will showcase moderately higher performance but lack industry-specific competencies and skills (T3), or some employees will possess industry-specific and relevant competencies but will be unable to attain very high performance (T2). These potential employees can be exclusively considered for Talent Management practices that include competency training, higher level development, and building affective, behavioural, and cognitive attitudes. Such Exclusive Talent Management practices require detailed investigation of the knowledge, skills, and abilities of an individual and are both time-consuming as well as expensive. Therefore, such Exclusive Talent Management practices can be focused on only a few employees who exhibit a greater inclination toward hotels. Following a hybrid approach can help hotels to reduce the non-talented employees and also exponentially increase the number of talented employees (Figure 6.2b). This will

also enable hotels to achieve sustainability, competitive advantage, and desired employee-level outcomes without much deviation from their cost budgets.

## **6.6 Conclusion**

The exclusive approach to Talent Management in 5-Star Deluxe, 5-Star, and 4-Star hotels in Delhi identify talent on the basis of their performance, i.e., contribution and competency in the organisation. An individual is conferred upon the status of talent depending on their present performance and future potential. Their significant contribution to the organisation invites a large amount of financial investment along with significant managerial attention. Heavy investment in the talented category of employees in the organisation invites the situation of ostracism or exclusion for non-talented employees in the workplace. The empirical findings of the study suggest that the exclusive strategy of Talent Management that involves workplace ostracism and workforce discrimination among the employees leads to a lower perception of justice and perception of little or no support from the organisation in the minds of the non-talented employees. Such a notion of unfairness among non-talented employees makes them perceive lower levels of positive attitude in comparison to talented employees. Thus, it can be said that the way in which an employee perceives justice and support in the organisation is responsible for the formation and manifestation of attitudes of employees in the organisation. In other words, if employees perceive justice, they will display more of a positive attitude and less of a negative attitude. Also, if employees perceive organisational support from the Exclusive Talent Management practices, they will display less of a negative attitude.

# CONTRIBUTIONS AND RECOMMENDATIONS

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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.