CHAPTER 2

LITERATURE REVIEW

This chapter deals with various works of literature that advance the field of Talent Management. The chapter starts with a discussion on various theories that form the base of Talent Management practices. In the subsequent sections, considerable focus has been on examining HR outcomes from the practice of Exclusive Talent Management. HR outcomes have been studied in the form of employees' attitudes and behaviours. This chapter aims to provide a review of works of literature that relates to the perception of employees towards the practice of exclusive TM and also identifies factors that play a crucial role in shaping the attitudes and behaviours of the employees. Since this research study primarily focuses on the employees' perspectives arising from the exclusive TM practices, therefore, only those studies have been taken into consideration that targets employees as the research population either in the empirical studies or focus on individual employees in building the conceptual framework. Apart from the relevance to the topic of the study, those works of literature have been considered for review, which were accessible and available in the English language.

2.1 Theories Underpinning the Practice of Talent Management

Talent Management, as a practice, derives its foundation from different theories. These theories not only guide the conceptual thinking and formulation of Talent Management but also provides a pathway to implementing such practices in an organisation. For instance, the Resource-Based View Theory answers 'what' is a talent for an organisation, Social Exchange Theory channelises thinking towards 'why' Talent Management practices should be implemented in an organisation, and signalling theory helps in understanding 'how' the process of Talent management actually takes places and 'how' the employees showcase different attitude and behaviour in an organisation. Further, Organisational Justice Theory provides a better understanding of why employees respond differently under the practice of Exclusive Talent Management. All these theories are discussed below in detail.

2.1.1 Resource-Based View (RBV) Theory

Not only Talent Management but human capital management, knowledge management, and learning and development all emerge from the RBV theory. This theory states that there are certain resources in an organisation that are not only rare and valuable but also cannot be imitated or substituted by others (Barney, 1991). One such important resource for the organisation is the human resource who can deliver competent results that are not only unique but are also hard for others to replicate. Only a few employees with their knowledge, experience, risk-taking ability, and wisdom achieve superior performance, enhanced productivity, and innovations in an organisation and such individuals are referred to as talent in an organisation. Also, these human resources or talents are a critical source of achieving a competitive advantage in the organisation (Boxall, 1996).

The essence of considering talent as an important resource under this theory is to make organisations better than competitors by recruiting talented employees and enhancing their potential through rigorous talent strategies and policies (Bowman & Hird, 2014). Talent Management, as a practice, has evolved to fulfil goals, achieve superior performance, and attain a competitive advantage that is sustainable for the organisation. Talent Management practices allow organisations to identify the human capital or the talent who possesses the right competencies, skills, and potential, and who continues to remain committed for the long term. Identification of such talented employees' forces organisations to further build competencies and incorporate talent developmental activities in cultivating the inimitable and unique capital for achieving sustainability. This also makes sense for the organisation to invest in the most promising talents in the organisation from the point of view of labour economies and reduce unnecessary costs (Lin, 2006). Therefore, Talent Management practices emerge from the RBV theory and emphasise identifying and developing unique employees who are a valuable and inimitable source of sustainable competitive advantage.

2.1.2 Social Exchange Theory

The employment relationships, norms of reciprocity, and workplace behaviour are guided by the principles of social exchange theory. Molm (1994) describes mutual and complementary arrangements as the defining characteristics of this theory. In a workplace setting, employees enter into an interdependent relationship with the employers and both

parties commit to following the norms of reciprocity. This social exchange theory states that the action of one party leads to a rewarding reaction by the other party (Cropanzano & Mitchell, 2005). In other words, when an employee provides exceptional service to an organisation, it becomes an obligation for the organisation to provide compensation through monetary or socio-emotional rewards. Such social exchange relationships and rules of reciprocity have implications for an individual's behaviour and informational choices (Gallucci & Perugini, 2003). Strong exchanges between the parties generate effective work behaviour and positive employee attitudes in an organisation.

Similarly, the relationship between talents and the organisation is viewed from the lens of social exchange theory. Organisations, through the practice of Talent Management, aim to identify, develop, and reward talented employees in the organisation. Therefore, it is expected from the talents to reciprocate this corporate investment by showcasing positive outcomes in the organisation (Björkman et al., 2013). Under the rules of reciprocity, talent must not only drive sustainable competitive advantage but also display a positive attitude and behaviour in an organisation (Khoreva et al., 2017). It is due to the underlying principle of social exchange theory that TM is expected to build positive attitudes and behaviours such as motivation, commitment, extra-role behaviour, satisfaction, work engagement, and retention for the identified talent (De Boeck et al., 2018).

2.1.3   Signalling Theory

Employees exhibit certain behaviour to reduce the information asymmetry and increase their likelihood of being selected by the employing organisation. Spence (1973) in his seminal work on the labour market highlighted that high-quality employees can easily be differentiated from low-quality employees by signalling the information of their higher education. Signalling only higher education is not the point of difference between the high-quality and low-quality workers, but signalling any observable characteristics of an individual that the signaller expects from the receiver can create a difference. Therefore, signals are the ways to induce desired attitude and behaviour by defining various characteristics regarding the quality and intent of the work. In the organisational behaviour and studies, it is evident that recruiters or managers signal the quality and intent of work that is to be done. Employees, being the receiver, constantly respond to these signals in order to reduce information asymmetry or lack of such defining characteristics to remain differentiated (Connelly et al., 2011). This process of signalling largely shapes the attitude

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and behaviour of the receiver based on how they perceive the meaning of such signals (Nishii et al., 2008; Guest et al., 2020).

In a similar connotation, Talent Management practice spells out the information regarding the skills, behaviour, and competencies, which the organisation considers valuable and also provides rewards in return (Sonnenberg et al., 2014). Employees who respond to the managers with such defining characteristics are labelled as talent whereas those who fail to respond or to interpret the meaning of such signals are excluded from the TM policies. Signals play an important role not only in identifying talented employees but also in explaining how employees perceive and respond to such TM practices (Nishii et al., 2008). Exclusion of employees from the status of talent and Talent Management practices may generate undesired attitudes and behaviours. Some organisations refrain from directly communicating the status of talent for a fear of instilling negative attitudes and behaviours from those employees who are excluded from the TM practices (Sumelius et al., 2020). However, even if the information regarding the talent status is not conveyed directly to the employees, action conveys information, which induces employees to alter their behaviour (Stiglitz, 2002). In such a case, the non-recipient will perceive TM practices differently, and this may result in different attitudes between talented and non-talented employees. Therefore, signalling theory explains how talented employees perceive signals and, later, how they respond to and behave towards TM practices.

2.1.4   Organisational Justice (OJ) Theory

OJ Theory, which evolves from Adam's Equity Theory, states that an individual compares their relationship with others and any deviation from the equal treatment between that individual and other(s) could potentially lead to negative or unfavourable outcomes (Greenberg, 1990). This equity theory further applies to organisations where OJ theory explains that the employees expect the outcomes of various workplace practices to be ethical and fair. Employees compare their employment relationships with peers and any difference in the conduct of the relationship can raise an ethical issue in an organisation. Employees view equity in the organisation from their opinion of the distribution of resources and benefits (distributive justice), process and procedure of such distribution (procedural justice), treatment of interpersonal relationships (interactional justice), and also the flow and amount of information shared (informational justice) (Greenberg, 1990). If

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employees perceive injustice from any of the processes or practices that are undertaken in an organisation, employees will tend to develop unfavourable attitudes and behaviours.

Workforce differentiation and segmentation are the core of exclusive TM practices. High-performing and high-potential employees who are included in the TM practices of an organisation will view the distribution and procedures of such practices to be fair and consequently showcase positive behaviour and attitude towards work. Employees who fail to become a part of such TM practices will develop a perception of organisational injustice. Talented employees will perceive such differentiation to be fair and react in a favourable manner that can be different from other employees in the organisation (Gelens et al., 2014). Therefore, OJ theory helps in understanding why employees behave differently toward the practices of Exclusive Talent Management.

2.2 Literature Review

2.2.1 Talent Management Outcomes

HR practices incorporated by an organisation facilitate both organisational as well as individual level outcomes (Lepak & Snell, 2002). It has been well established in the literature that TM across industries allows organisations to achieve higher financial performance or outcomes in terms of sales revenue; productivity; net profit margin; earnings before interest, depreciation, and amortisation; return on assets; return on equity; return on shareholder's value and market value (Mabey & Ramirez, 2005; Joyce et al., 2007; Ringo et al., 2008; DiRomualdo et al., 2009; Kontoghiorghes & Frangou, 2009; Bethke-Langenegger et al., 2011; Joyce & Slocum, 2012; Panda & Sahoo, 2015; Subramony et al., 2018; Latukha & Veselova, 2018). Even Talent Management practices in the hospitality and tourism industry help organisations to achieve organisational competitiveness as well as build an employer brand, which is essential for a service industry (Sheehan et al., 2018). Effective implementation of Talent Management practices not only benefits the organisation in improving operational and financial performance but also helps in achieving desired employee attitudes.

Employees identified as talents tend to generate a positive outcome that is considered favourable by the organisation. Talent also wants the organisation to practice such differentiated HR practices so as to acknowledge and reward their superior contribution to the organisation (Huselid et al., 2005). Despite such acknowledgement and elitist practices, talented employees may still showcase unfavourable outcomes such as

stress and burnout in the organisation from the practice of exclusive TM under in three different instances. Firstly, as organisations expect talented employees to outperform every time in each and every task, this may give rise to a feeling of persistent pressure within them to achieve higher excellence (Dries & Pepermans, 2008; Tansley & Tietze, 2013). Such higher expectations actually develop a fear of failure within talented employees and result in job stress (Höglund, 2012). Secondly, the organisation possesses the power to remove the status of talent in case these talented employees perform poorly and do not meet the expectations of the organisation. Removal of talent status implies further loss of opportunities, privileges, and resources available to talented employees. Such a series of losses, which is termed a 'loss spiral', can negatively affect talented employees giving rise to stress and burnout (Malik & Singh, 2018). Thirdly, it has been argued that after a certain period of time, talented employees reach a saturation level where the elitist or preferential treatment fails to motivate them (Malik & Singh, 2018). There may also arise a situation where talented employees feel that they deserve more and more. However, this desire for a 'gain spiral' may become unfeasible from the organisational point of view because of constraints on resources (Dries & De Gieter, 2014; Gelens et al., 2015). In any of these situations, talented employees will be frustrated and develop an unfavourable attitude such as stress. This phenomenon has been termed as 'talent paradox' by Daubner-Siva et al. (2018) and 'talent curse' by Petriglieri and Petriglieri (2017) because identification of talent may lead to both positive as well as negative outcomes.

The practice of the exclusive approach to TM which works on the underlying principle of workforce discrimination and follows differentiated HR techniques in an organisation, may also generate negative or unfavourable outcomes for non-talented employees. This is because the organisation in the practice of exclusive TM creates a pool of talent which comprises at most 15% of the organisation's total workforce (Meyers, 2016) and renders the majority of the employees non-talented or inferior in some ways (Painter-Morland et al., 2019). The organisation then follows differential management of employees and also disproportionately allocates the organisation's resources toward managing two groups of employees (Cappelli, 2008; Collings & Mehalli, 2009). Organisations usually follow the Pareto principle of investment wherein they invest 80% of their resources in just 20% of the talented employees in the organisation (Swailes, 2013). Differentiating employees to achieve the strategic objectives is just one side of the organisation whereas the other side raises negative perceptions about fairness among the employees (Gelens et

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al., 2013). Differentiating employees as talented and non-talented can pose major challenges to both the implementation as well as the effectiveness of the TM practices (Sumelius et al., 2020). Down and Swailes (2013) raised the concern for ethics in Talent Management practices arguing that the discrimination among employees may be dehumanising and lead to lower self-efficacy among those who are excluded. Apart from talented employees, non-talented employees may also experience disappointment and frustration and, therefore, display unfavourable or negative attitudes in the organisation (Malik & Singh, 2014; Swailes & Blackburn, 2016; Malik & Singh, 2018). Since the focus of this study is on examining the employee-level outcomes from the practice of TM, this section aims to review various works of literature that have focussed on employee-level outcomes from the practice of TM.

Collings and Mellahi (2009) proposes a theoretical model that suggests that by practising differentiated HR techniques, an organisation can influence the level of motivation, commitment, and extra-role behaviour of the employees. It has been proposed that TM can help organisations boost overall performance by focusing on practices such as identifying pivotal talent positions, creating a pool of talent, and practising differentiated HR architecture for their development and retention. However, this model fails to understand the relationship between talents and non-talents and also avoids taking into consideration the reactions of non-talents towards the differentiated system.

Providing rewards to the employees is an important practice under Talent Management. A study conducted by Tymon, Stumpf and Dohc (2010) explored the role of intrinsic rewards given to the employees under TM practices to assess outcomes such as retention, career success, and satisfaction of 4811 professional-level employees from 28 Indian organisations. It was found that by providing intrinsic rewards under TM, the organisation portrays a good image and earns a socially responsible reputation in the market. This further helps the organisation to increase employees' morale, commitment, excellence in performing work tasks, job satisfaction, and loyalty that ultimately contribute to one's pride in an organisation. An employee intrinsically feels motivated and also supports such intrinsic rewards in the organisation by experiencing meaningful work, choice, progress, and competence.

A web-based survey involving executives and managers from 138 Swiss companies found that those organisations which focus on talent development and talent retention

practices have statistically impacted various employee-level outcomes such as job satisfaction, motivation, commitment, and trust in leaders (Bethke-Langenegger, 2011). Moreover, TM practices that are aligned with organisational strategies have a significant impact on outcomes such as company attractiveness, attainment of organisational goals, customer satisfaction, and profits.

Hoglund (2012) in a study surveyed 126 employees from ten Finnish, two Swedish and five Norwegian MNCs to find out the relationship between HRM practices and human capital within a Talent Management framework. The theory of psychological contract was applied to assess what employees perceived about rewarding talent qualities and the need to develop skills. The results highlighted human resource practices being positively related to an employee's perception of talent incumbents (employer's commitment to providing career and promotion opportunities) and psychological contract obligation partially mediates this relationship. The differential treatment on the basis of talent status has a significant effect on the motivational level of employees and the obligation to develop skills further. The author also expresses concern over the lack of research that examines the positive and negative consequences of employee attitudes and behaviours and, therefore, stresses the need to compare the reaction of both talents and non-talents to better understand the field of TM.

Investment in talents and developing talents not only generates positive attitudes for the employees but also brings favourable implications to their behavioural aspects. Chami-Malaeb and Garavan (2013) in a study examined talent investment and leadership development practices with respect to two behavioural outcomes, i.e., affective commitment and intention to stay for 238 high-potential employees from nine Lebanese organisations with the help of a structured questionnaire. The results highlighted that both talent and leadership development practices have a positive impact on employees' affective commitment and intention to stay with the organisation.

Björkman et al. (2013) in a study aimed to examine the perception of 769 managers and professionals regarding their talent status and attitudinal outcomes such as commitment, identification with the organisation, and turnover intentions by collecting data from nine Nordic multinational corporations. The study found that employees' perception of being identified as talented is largely associated with increased performance, higher commitment, support for strategic priorities, and lower turnover intention in comparison to

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those who do not perceive themselves as talented. A qualitative study involving 20 high-potential employees and 11 Director-HR from nine different organisations found that information symmetry and strategic ambiguity in the high-potential programs lead to different psychological contract expectations in the employment relationship (Dries & De Gieter, 2014). When the employees are included in such a program, they expect organisational support, career guidance, and special treatment with adequate financial and psychological rewards. On the other hand, the organisation expects high-potential employees to be proactive, outperform consistently, and be realistic in their career planning, i.e., they also take efforts in managing their own careers and do not have unrealistic expectations of rapid career advancement. Although the organisation, by doing so, is able to instigate the tendency of achievement within high-potential employees, they also run the risk of low morale and health issues. Consequently, employees develop a feeling of insecurity, anxiety, burnout, and fears about self-career management. This study, however, did not collect data from non-high-potential employees in the organisation, and the data, which was collected for high-potential employees, could not be measured qualitatively.

Quantitative research from five large Belgian NPO organisations involving 49 high-potential employees and 54 non-high potential employees was taken into consideration by Dries et al. (2014) to examine how organisational ratings of high-potential and non-high-potential employees affect their perception of the psychological contract. The study found that the self-perceived employability of an individual has no relationship with the perceived psychological contract pertaining to the timeframe. However, employees who perceive themselves to be more employable perceive a positive psychological contract with respect to their performance. Further, the study concluded that organisational identification with potential status enables high-potential employees to perceive a positive psychological contract fulfilment from the employer side pertaining to both timeframe and performance obligation as compared to non-high potentials.

A large number of Talent Management practices targeted toward talented employees with differentiation strategies statistically have a positive effect on psychological contract fulfilment (Sonnenberg et al., 2014). However, this relationship is negatively moderated by incongruent talent perceptions in an organisation. Incongruent talent perception arises when an individual considers himself talented but the organisation doesn't consider so, or when the organisation considers an individual as talented and the

individual is unaware of it. The author suggests that to achieve the intended result of TM practices, the differentiation strategies adopted toward the targeted individuals must be communicated to them.

Further, the relationship between Talent Management, work engagement, and service quality orientation was also assessed in a South African Higher Education Institution for 60 support staff (Barkhuizen et al., 2014). The study found a significant and positive relationship between TM dimensions and work engagement. However, there was no significant relationship between TM and service quality orientation in this study.

A web-based survey was conducted in 11 Nordic MNCs that aims to examine the influence of talent identification on the attitude of high potential employees and further study the role of corporate socialisation mechanism in this relationship (Khoreva et al., 2015). The findings suggested that both self-identification and organisational identification of talent positively predict higher commitment to building competencies and increasing performance demand. However, talent identification via corporate socialisation mechanism statistically doesn't predict higher commitment in building competencies but enhances more acceptance towards increased performance demand of high-potential employees. Therefore, the study points out that organisations should inform high-potential employees about their talent status, and the socialisation mechanism does influence the attitude of high-potential employees in accepting high-performance demands.

Building a culture of high performance with a talented mind-set helps to attain desired employee-level outcomes. A study conducted by Luna-Arocas and Morley (2015) aims to explore the effects of a competency-based talent mind-set on job satisfaction and job performance for 198 public and private employees working in the city and province of Valencia, Spain. The model so developed was tested empirically, and it was found that when a comprehensive system is institutionalised in an organisation and employees are involved in a competency-based talent mindset, then such a mind-set directly affects the level of job satisfaction and indirectly affects job performance.

Being included or excluded from the talent pool has severe effects on the employees' psychology. Seopa et al. (2015) surveyed 195 employees across three different organisations from three different sectors (the automotive manufacturing sector, the mining sector, and the financial services sector) in South Africa. The study also compared the

attitudes such as organisational citizenship behaviour, trust, and turnover intention of talents with the non-talents. The findings concluded that employees who are considered talented have a positive effect on psychological contract and organisational commitment. However, the trust and intention to stay with the organisation are not dependent on the fact that an employee is a considered talented.

Talent Management practices help organisations to build a high-performance culture. A study undertaken to examine high-performance culture in automobile and telecommunication sectors of US revealed that practices such as talent attraction and talent retention statistically predict a high-performance culture and further such a culture is positively related to employee-level outcomes like job satisfaction, commitment, and motivation (Kontoghiorghes, 2016).

Talent Management practices also have a favourable positive impact on the organisational citizenship behaviour of the employees. A study conducted by Mensah & Bowle (2018) with the help of a questionnaire empirically confirmed that TM has a positive relationship with both job satisfaction and organisational citizenship for 232 talented employees working in the Ghanaian banking sector. The study further stated that the person-organisation fit partially mediates the relationship of TM with job satisfaction and organisational citizenship behaviour. However, this study failed to consider other variables such as job performance, quit intentions and organisational commitment.

Alferaih et al. (2018) in a study surveyed 521 talented employees at various managerial and non-managerial positions in 54 five-star hotels in 6 cities in Saudi Arabia to examine the effect of direct (extrinsic reward, role conflict, and job satisfaction) and indirect factors (organisational commitment, talent retention, and talent engagement) on turnover intention. The results found significant support for the positive impact of TM on organisational commitment, talent retention, and talent engagement.

In a systematic review of literature by De Boeck et al. (2018), it was found that talented employees perceive positive affective, behavioural, and cognitive reactions towards the practice of ETM along with negative affective reactions such as burnout and stress. The study also proposed that TM creates significant differences between talented and non-talented employees. This is because talent status may be perceived differently by

the employees and all efforts must be made to carefully analyse their attitudes. The study directs the need for future research to critically explore this aspect in the field of TM.

A conceptual model proposed in a study states that, at an individual level, Talent Management practices affect employees' affective (satisfaction, commitment, motivation, engagement, stress), behavioural (extra-role performance, work effort, turnover), and cognitive (psychological contract fulfilment or violation) reactions towards such practices (Meyer, 2019). The study stresses the need to integrate the role of proactive behaviour into the TM system in achieving the desired outcomes for the organisation.

Though non-talented employees have largely remained out of the scope of TM research, one study was found that aims to examine the experiences and behaviour of those employees who are not part of the talent pool by interviewing 15 employees and managers in a small hotel chain of England where TM strategies are one of the key priorities, and they follow workforce segmentation (Kichuk et al., 2019). The findings revealed that the non-talented employees experience frustration and mistrust in the hotel. Further, they also have the least expectations of career development and higher intention to quit the hotel.

In the review of the study to assess the development of research on Talent Management specifically across the hospitality industry, Shugla and Busser (2019) highlighted a dearth of quantitative evidence of TM discourse. In this meta-review of studies, it was found that various organisational and employee-related factors along with global trends shape the organisational practices of TM. The research framework proposed in the study stated that such organisational practices of TM affect various employee-related outcomes (such as psychological contract, commitment, attitudes, job satisfaction, engagement, trust, turnover intention, perceptions of justice, and organisational citizenship behaviour), which in turn shape organisational outcomes, societal outcomes, and customer outcomes.

2.2.2 Role of Perceived Justice in Shaping Employees' Outcomes

Employees showcase different attitudes in the organisation because of their perception of justice from the exclusive TM practices that involve preferential treatment and unequal distribution of resources (Gelens, et al., 2013; Swailes, 2013; Guest, 2017). The concepts of workforce differentiation and perceived organisational justice have been combined together to comprehend the difference in the attitudes of employees towards the

exclusive TM practices. The difference in the attitude of talented and non-talented employees is significantly attributed to the theory of Organisational Justice (Gelens et al., 2014). Organisational Justice Theory, which evolves from Adam's Equity Theory, states that individuals compare their relationship with others in the organisation and any deviation from the equal treatment between that individual and other(s) could potentially lead to negative or unfavourable outcomes (Greenberg, 1990). Greenberg (1990) argued that both distributive justice and procedural justice focus on the fairness of the outcome distribution. When it comes to distributive justice, what matters is how fairly the end results are distributed. On the other hand, procedural justice focuses on whether the means used to achieve those results were fair. (Greenberg, 1990). Since workforce differentiation and segmentation are the core of exclusive TM practices, Organisational Justice Theory explains how TM practices can differently affect the attitudes and behaviours of talented and non-talented employees in an organisation. Very few studies so far have focussed on the influence of organisational justice in shaping employees' attitudes towards TM practices, and these studies are discussed below.

Different employees have different reactions to talent management practices. To understand these reactions, Gelens et al. (2013) introduced workforce differentiation and perceived organisational justice as a framework for exploring exclusive Talent Management practices. The study found that when more resources are invested in talented employees, they perceive higher distributive justice and have more positive reactions than non-talented employees.

Gelens et al. (2014), with 203 respondents from an organisation examines how different aspects of organizational justice (distributive and procedural) affect job satisfaction and work effort among employees deemed to have high potential. The study revealed that both job satisfaction and work effort were significantly higher for high potentials as compared to non-talented employees. Within the high-potential employees, senior high-potentials statistically reported higher work effort in comparison to junior high-potentials, but there was no difference between them with respect to job satisfaction. The findings suggested that employees identified as high-potential perceived a higher distributive justice than employees who were not. Further, the perception of distributive justice fully mediates the relationship between organisational identification of high potential and job satisfaction. Also, people put more effort into their work when they

perceive the workforce differentiation procedures to be fair. However, if they perceive that the differentiation is unfair, they are less likely to put in the extra effort. Therefore, perceived procedural justice moderates the relationship between perceived distributive justice and work effort. The study outlines the future need for multi-level research to examine the causality and generalise the findings because the study may have been influenced by the organisational culture and organisational communication of potential status.

A conceptual paper by O'Connor and Crowley-Henry (2017) aims to explore the relationship between organisations' Exclusive Talent Management practices, employees' perceptions of fairness from the exclusive TM practices, and the corresponding impact on employee engagement. The findings suggest that employees identified as talented perceive distributive justice more favourably and exhibit a higher level of engagement as against employees who are identified as non-talented. However, the findings have to be tested empirically through surveys.

In advancing the theoretical concept, Narayanan et al. (2019) aim to explore how organisational justice plays a role in creating a relationship between Talent Management and employee retention. The study proposed that organisational justice (distributive, procedural, informational, and interpersonal) directly affects the relationship between exclusive TM practice and employee retention in an organisation. Further studies are needed to validate whether organisational justice creates a bridge between exclusive TM and employee retention.

To gather the theoretical understanding behind different employees' reactions toward the practice of Exclusive Talent Management, Bhatia and Baruah (2020) conducted an in-depth review of literature based on the existing works of literature and the study proposes that the perception of both procedural and distributive justice within employees plays a mediating role which can possibly explain different employees' reactions. Further, the study provides direction for future research to validate this proposition through empirical findings.

Malik and Singh (2020) also classify different employee-level outcomes from the inclusive-exclusive perspective where they suggest that combining the TM approach with equity perception will have a bearing on the effectiveness of TM. It has been hypothesised

that the exclusive TM practices will lead to favourable attitudes (such as engagement, less burnout, satisfaction, and commitment) only when employees perceive higher equity and justice in the organisation, and employees will have an unfavourable attitude when they perceive higher inequity and injustice. The propositions put forward have not been tested and require further validation through empirical studies.

A critical review of literature conducted by Kwon and Jang (2021) highlights various downsides of exclusive TM from the point of view of ethics and organisational justice. Exclusive TM practices consider employees as means to an end and, therefore, violate the essence of ethics in an organisation. The study envisages that very few empirical studies have been conducted that examine the relationship between exclusive TM practices and ethics and, therefore, suggest the need to conduct future research in this direction.

Interviews conducted for profit organisations in France revealed that exclusive TM practices result in perceived injustice among employees with regard to distributive and procedural justice (Peterson et al., 2022). The study discusses that when employees perceive that the organisation do not practice fairness in its policies and procedure, employees develop frustration, anger, jealousy, and hostility because of such injustice done to them. It is because of the perception of injustice that employees react or behave differently towards such exclusive TM practices.

2.2.3 Role of Perceived Support in Shaping Employees' Outcomes

Apart from the perception of justice, the perception of organisational support also helps in understanding why talented and non-talented employees behave differently under exclusive Talent Management practices. The concept of organisational support has been merged with the practices of exclusive Talent Management from the point of view of signalling theory. Relational signalling theory, first proposed by Lindenberg, follows the assumption that human behaviour is goal-directed as well as context-dependent (Six, 2007). What employees receive from the organisation is directly reflected back into the organisation through their actions. Perceived organisational support is the belief that the organisation will help employees to effectively do their jobs and manage difficult situations (Rhoades & Eisenberger, 2002). Moreover, employers or supervisors act as an agent between the organisation and employees. Therefore, employees believe that supervisors

will value them and be concerned about them, and hence, they also expect supervisor support (Eisenberger et al., 2002).

In a study conducted by Du Plessis et al. (2015), the causal relationship between management support towards Talent Management and its impact on the turnover intentions of 135 Generation Y employees was validated by administering a questionnaire through convenience sampling. The results showed that perceived organisational support is significantly related to Talent Management practices, perceived supervisor support, and intention to quit, whereas perceived supervisor support is also significantly related to Talent Management practices and intention to quit.

To determine how perceived organisational support, affect the relationship between talented employees and their affective commitment, Gelens et al. (2015) undertook two studies in Belgium organisations with different 'talent' populations involving 203 and 195 respondents. The findings from both studies revealed that talented employees perceived higher organisational support, and it mediated the relationship between the employees' designation as talent and affective commitment in both studies. However, a positive relationship between affective commitment and perceived organisational support could be established in only one study.

To explore the differences in work-related attitudes of those who are members and non-members of the talent pool, Swailes and Blackburn (2016) interviewed 17 employees from the chemical processing industry in Northern Europe (ChemCo) and later surveyed them through a standard questionnaire. It is very difficult to generalise the findings of the result because of the small sample size. However, the study reported that the employees who were excluded from the talent pool received lower support from the organisation, stronger feelings of unfairness and had lower expectations of the organisation's interest in them. Whereas employees who belonged to the talent pool were more positive about their future prospects and perceived higher organisational and supervisor support and satisfaction with development activities.

King (2016) devised a model that aims to examine employee perception of strategic Talent Management that follows differentiated human resource practices. The study proposed that differentiated Talent Management practices affect various employee, organisation, and team outcomes. Such outcomes in an organisation are affected because

of the perception of the exchange, perception of the relationships, and perception of organisational as well as supervisor support extended in an organisation.

De Boeck et al. (2018) and Bhatia and Baruah (2020) both have framed a conceptual model wherein they propose that perceived support from the organisations as well as the supervisors bridge the relationship of employees' attitudes towards the Exclusive Talent Management practices. The mediating role of perceived support in the field of Talent Management has been explained through the social exchange theory and signalling theory. Both studies stress the need of exploring the role of perceived support in Exclusive Talent Management practices and call for future research in this direction.

Gupta (2020) in a study aims to explore the casual relationship of Talent Management dimensions such as perceived organisational support (POS) and perceived supervisor support (PSS) on the turnover intentions of Generation Y employees by undertaking a survey of 284 employees working in 5-Star hotels across India. The Pearson correlation analysis found a positive association of Talent Management practices with both POS and PSS whereas there was a negative association between employees' perception of Talent Management practices and their intention to quit. Further, the multiple regression analysis found that POS and PSS do not mediate the relationship between perceived Talent Management practices and intention to quit. However, the findings of this study challenge other empirical studies in this direction.

Many studies propose that perceived organisational support has the tendency to mediate the relationship between Talent Management practices and employees' attitudes in an organisation (Mensah, 2015; Mensah et al., 2016). Evidence collected from the banking sector in Ghana showed that perceived organisational support actually mediated the relationship between Talent Management practices and employees' attitudes such as affective commitment and quit intention (Mensah, 2019). However, the study collected data from only talented employees and suggests future researchers must examine the mediating role of perceived organisational support from both talented and non-talented employees.

A study conducted by Kravariti et al. (2022) in the public sector of Bahrain revealed that line managers' support for development fully mediates the relationship between Talent Management practices and individual talent performances in the government organisation. However, there exists an indirect relationship between Talent Management practices and

individual talent performances with respect to organisational support for developmental activities. The study took place in the context of public government organisations, which usually adopt the exclusive approach to talent development activities, and calls for research in both public and private organisations from other geographical contexts.

2.3 Conceptual Model

It has been identified from the review of literature that Talent Management tends to generate various forms of desired or positive employee attitudes in an organisation. This includes affective organisational commitment, satisfaction, engagement, motivation, trust, intention to remain with the organisation, organisational citizenship behaviour, work effort and psychological contract fulfilment. The literatures also suggest that the elitist culture followed under the Exclusive Talent Management practices divides the workforce into two groups that are treated differently. These two groups are classified into talent (High Performers, High Potential, A Players, Star Players) and non-talent (Average Performers, non-high-potential employees, B players, C players) by the organisation. The organisation adopts differentiated human resource practices pertaining to the training, development and compensation for the two groups. Such a differentiated technique allows organisations to invest in the most critical talent, which in turn helps to attain sustainable competitive advantage. However, those considered non-talented will be disappointed and frustrated. Eventually, they will experience job stress and may display lower levels of positive attitude in the organisation. Apart from non-talented employees, talented employees may also work under the immense pressure of too high expectations and may experience job stress. Thus, the practice of Exclusive Talent Management may lead to both positive and negative employee-level outcomes in the organisation.

Differentiated human resource practices may also have a negative brunt on employees' perception of organisational fairness and ethics. Talented employees may consider workforce differentiation practices as just and fair in comparison to their significant contributions and performance in the organisations and may perceive justice from the Exclusive Talent Management practices. However, these talented employees represent only a handful number of people in the organisation, and the majority of the employees, i.e., non-talented employees, may perceive workforce differentiation negatively and consider the Exclusive Talent Management practices as unethical and

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unfair. This perception of justice may play an important role in shaping employees' attitudes in the organisation.

Differentiated investment, not only in the terms of financial resources but also significant managerial attention and supervisor's interest towards the talented employees, may make non-talented employees more disconnected from the organisation. Literature suggests that the perception of support extended by the organisation may also be an important factor in understanding employees' attitudes towards the practice of Exclusive Talent Management. It can be said that the perception of justice and the extent of organisational support may largely determine whether an employee will showcase a positive or negative attitude in the organisation.

Figure 2.1 depicts the conceptual framework that has been derived from the literature and considers the Exclusive Talent Management practices as independent variables, employees' attitudes as dependent variables, and perceived justice and perceive support as the two mediators in this model. In other words, it shows that the differentiating practices followed under the exclusive approach to Talent Management lead to various types of positive and negative attitudes in an organisation and such attitudes of employees are dependent on the Exclusive Talent Management practices that are undertaken in the organisation. Further, the formation and manifestation of these attitudes are affected by the employees' perception of justice and the extent of support received from the organisation.

Figure 2.1: Conceptual model to study employees' attitudes toward Exclusive Talent Management Practices
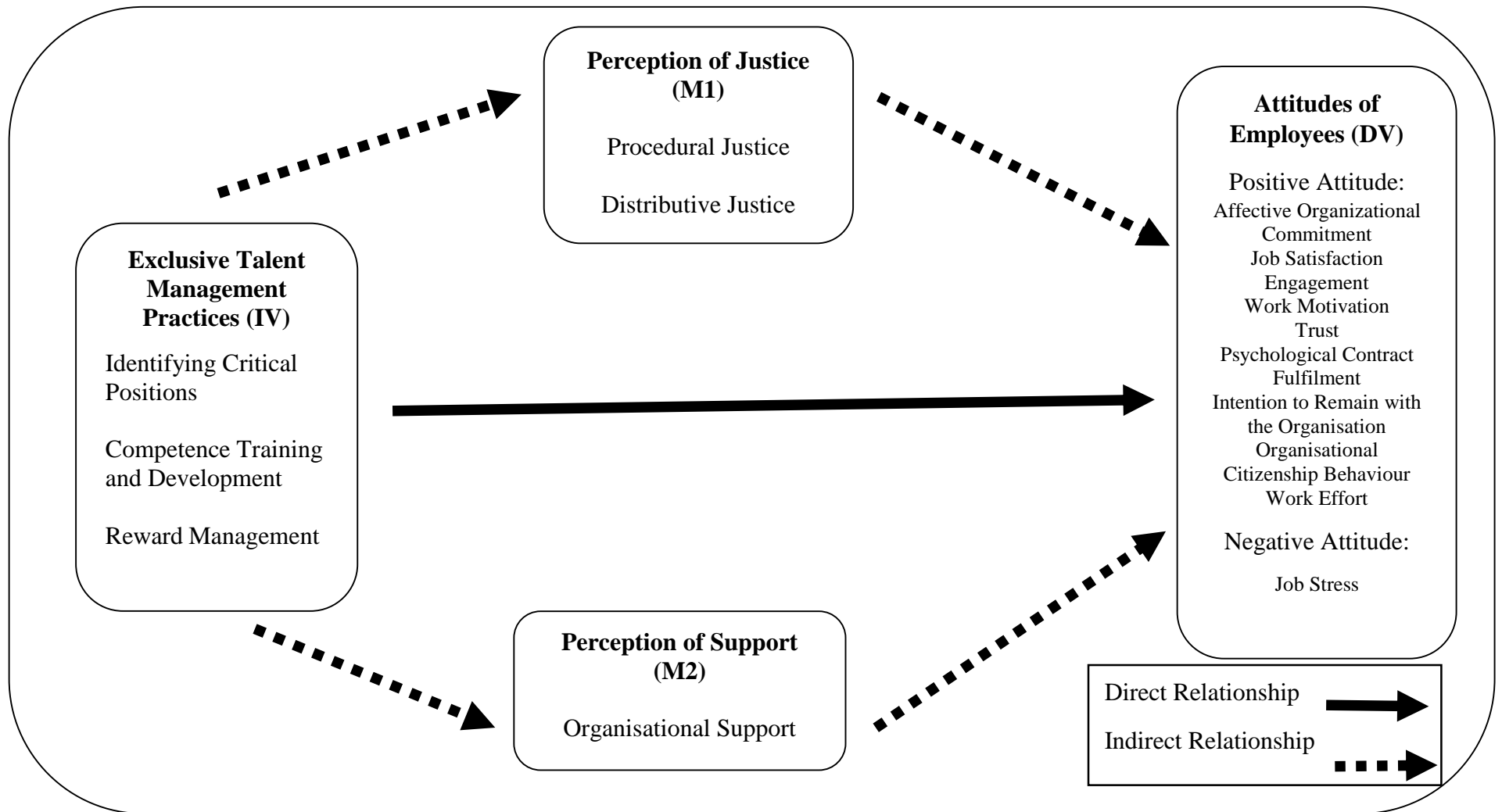
2.4 Research Gaps

Various gaps have been identified in the field of Talent Management. Firstly, it has been observed that managers, executives, and human resource professionals are the commonly targeted research population in the studies relating to Talent Management. Employees who are the key participants in the Talent Management process have largely been ignored as a research population in building conceptual as well as the theoretical framework of Talent Management (Thunnissen et al., 2013; King, 2021). As a result, research examining employee-level outcomes from Talent Management is an under-explored topic (Dries & Pepermans, 2008; Björkman et al., 2013; Meyer et al., 2014; Boeck, 2018; Meyers et al., 2019; Bhatia & Baruah, 2020).

Secondly, most of the studies conducted to examine the employee-level outcomes from the practice of Talent Management are conceptual studies involving a review of literature from secondary sources. Very few researchers have adopted empirical studies focussing on the employee-level outcomes from the practice of Talent Management perspective (Dries & Pepermans, 2008; Björkman et al., 2013; De Boeck et al., 2018). Empirical studies that have been conducted so far have adopted interview methods that involve very few participants and, therefore, suffer from the problem of generalisation. Also, studies focussing on the employee-level outcomes have not paid attention to differentiate between employees, i.e., talent and non-talent to assess the effectiveness of Talent Management (De Boeck et al., 2018; Kerbs & Wehner, 2021).

Thirdly, studies conducted to assess the employee-level outcomes have mostly focused on only the positive attitudes and behaviours of employees, thereby ignoring the potential negative reactions of the employees that may arise from the practice of Exclusive Talent Management (De Boeck et al., 2018; Kerbs & Wehner, 2021). The processes of linking Talent Management practices to employees' attitudes still remain a black box (Gelens et al., 2014). This is primarily because most of the outcomes of the Talent Management practices were either studied only once, which does not lead to rigorous conclusion and generalisation; or the researchers, while assessing the positive variables, have not taken into consideration all the components of attitude (i.e., affective, behaviour, and cognition) together (Aljbour, 2021). Therefore, there is a need to simultaneously investigate multiple employee-level outcomes from the practice of Talent Management.

Fourthly, it is not clear whether the difference in the attitude of talented and non-talented employees is because of the differences in their perception regarding justice and organisational support. Very few studies pertaining to perceived justice and perceived support have been found in the literature review. There are two prominent studies that have conceptualised the role of both perceived justice and perceived support in the overall Talent Management framework (e.g., De Beock et al., 2018; Bhatia & Baruah, 2020). However, these studies were review studies and failed to quantitatively test the relationship of Exclusive Talent Management practices with perceived justice and perceived support and draw wider conclusions.

Lastly, the Talent Management studies in the tourism and hospitality industry are mostly conceptual and research lacks empirical evidence (Johnson et al., 2019). Also, Talent Management studies conducted in other industries have mostly adopted a qualitative research design. Very few studies in the hospitality industry have opted for the quantitative research methodology (Shugla & Busser, 2019). Most of the qualitative studies adopted the interview method for collecting the data but the findings cannot be generalised because the number of respondents in those studies was insignificant. Whereas, studies adopting quantitative methodology also suffer from the problem of inconsistency (Gallardo-Gallardo et al., 2015). Therefore, the area of Talent Management demands empirical evidence for the assumptions and theories that have been put forward in general (Gallardo-Gallardo & Thunnissen, 2019) and specifically in the hospitality industry (Shugla & Busser, 2019).

The following summarises the research gaps that have been identified in the field of Talent Management:

- Employees have not been considered as the research population in advancing the field of Talent Management.
- The employee-level outcome from the practice of Talent Management is an under-researched topic and lacks empirical evidence.
- Employee-level outcomes have mostly focussed on the positive outcomes ignoring the negative outcomes.
- There is a lack of integrated research that examines both positive as well as negative attitudes of talented and non-talented employees arising from the Exclusive Talent Management approach.

- There is a lack of understanding of how Exclusive Talent Management practices affect perceived justice and support in an organisation.
- There is no certainty in the fact that the difference in the attitudes of talented and non-talented employees towards Exclusive Talent Management is due to the difference in the perception of justice and organisational support received.
- Talent Management research in the tourism and hospitality industry is mostly conceptual and lacks empirical evidence.

2.5 Summary

The chapter initially deals with building the theoretical premise of various practices, policies, and principles of Talent Management. It is the Resource-Based View Theory, which places utmost importance on talent and their management in the organisation. Social Exchange Theory predicts the favourable or positive outcomes from the talents in the organisation because the organisations invest large amount of resources in their growth, development, training, and retention. Signalling Theory forms the foundation of how talented employees differentiate themselves from the non-talented employees in the organisation by perceiving and responding to the signals in the organisation. Organisational Justice Theory helps in understanding that as employees perceive Exclusive Talent Management practices differently in the organisation, therefore employees behave differently based on their perception of justice and ethics.

The chapter then deals with the review of literature in the field of Talent Management with a broad focus on the extent of research done from the perspective of employees. The review of the literature highlights that the majority of the research deals with the effectiveness of Talent Management practices in measuring organisational performance and organisational expected outcomes. It is quite recent that employees are also being considered key stakeholders in Talent Management practices and employees' perceptions are being noticed in building new theories of Talent Management. Employee perception concerning ethics and fairness are also emerging issues and, therefore, become an integral dimension of this research study. This chapter highlights various research gaps that exist in the field of Talent Management and also develop a conceptual model for this study based on the review of literature.