CHAPTER 3

RESEARCH METHODOLOGY

The chapter presents the objectives required to fulfil the current needs of the study along with the hypothesis development. It is important to mention the methodology adopted to fulfil the objectives of this study so as to highlight how the data has been collected and processed with the help of various tools and techniques. It also guides researchers to conduct similar studies in future in the domain of Talent Management. This chapter, therefore, deals with the research approach, research design, sampling design, research instrument, and data collection procedure adopted to conduct the study. Specific details such as variables measured, the scale of measurement and results from the pilot testing are also discussed. Towards the end, this chapter also explains and discusses various statistical tests used for analysing the data that has been collected.

3.1 Need of the Study

The literature on Talent Management as discussed in section 2.2.1, makes an assumption that employees with the status of talent will always react positively toward Talent Management practices (Gelens et al., 2013; Malik & Singh, 2014). Organisation also expects positive employee-level outcomes such as increased level of job satisfaction, commitment, motivation, and intention to stay with the organisation from the talented employees as a result of these practices. However, the Talent Management literature also conceptually proposes that the exclusive approach to Talent Management leads to dissatisfaction, stress, insecurity, etc., among non-talented employees. However, the literature fails to empirically ascertain whether Exclusive Talent Management practices actually evoke negative reactions among non-talented employees (Swailes, 2013; De Boeck et al., 2018). Further, it is also not very clear whether talented employees only react favourably and showcase positive outcomes in the organisation. It is argued that too many expectations and performance pressure may lead to stress and burnout among talented employees (De Boeck et al., 2018). How talented and non-talented employees perceive the practice of workforce discrimination under the exclusive approach to Talent Management are mostly theoretical concepts and there is little knowledge about their reactions (O'Connor & Crowley-Henry, 2017). Further, big and global hotel companies rely on the

Exclusive Talent Management strategy to fulfil their organisational goals (Baum, 2008). Therefore, studying the effects of such Talent Management practices on the big hotel employees in a developing country like India becomes even more necessary.

Unlike the Exclusive Talent Management practices that impose serious implications on the perception of fairness in the minds of employees, the inclusive strategy of Talent Management pays more attention to the concept of justice and ethics in the organisation by treating all employees equally. Though organisations adopt the inclusive approach to Talent Management to ensure justice, they still create a difference in their human resource processes disguised under the inclusive approach. Managers refrain from communicating the status of talent to the employees because of the fear of giving rise to the perception of negative reactions (Sonnenberg et al., 2013). Also, if the status of talent is not disclosed, employees perceive injustice from the differentiation practices in the organisation (Sonnenberg et al., 2013). The difference in the human resource practices may make employees perceive a different level of justice and support in the organisation. And this in turn may have a different bearing on the attitudes of talented and non-talented employees in the organisation. This basic assumption that Exclusive Talent Management creates a difference in the attitudes of talented and non-talented employees from the perception of their ethical consideration, and the support received from the organisation still continues to exist. It, therefore, becomes even more important to verify whether the difference in the attitudes and behaviours of talented and non-talented employees is because of the perception of justice and organisational support. Research on the effects of Talent Management as well as employees' perception of justice and support towards Exclusive Talent Management is still lacking, and this issue is an important avenue of research on employees' reactions (De Boeck et al., 2018).

3.2 Objectives of the Study

The current scenario in the field of Talent Management fails to take into account employees as a critical element in devising and implementing Talent Management practices. This calls for greater research by placing attention on employees. Therefore, the following objectives have been formulated for this study keeping in mind the various research gaps identified in the literature (section 2.3) pertaining to employees' attitudes and their perceptions toward the Exclusive Talent Management practices.

i. To assess the attitudes of employees towards the exclusive approach to Talent Management in the hotel industry.

   a) To evaluate the relationship between Exclusive Talent Management practices and employees' attitudes.

   b) To evaluate the difference in the attitude of talented and non-talented employees.

ii. To assess the relationship between the exclusive approach to Talent Management with perceived justice and perceived support in the hotel industry.

   a) To evaluate the relationship of Exclusive Talent Management practices with the perception of justice and perception of support.

   b) To evaluate the difference in the perception of justice as well as the perception of support among talented and non-talented employees.

iii. To determine the role of perceived justice and perceived support in the formation of employees' attitudes in the hotel industry.

3.3 Hypotheses Development

This section discusses different hypotheses which are developed to meet the objectives of the study.

Objective 1: This objective aims to examine the relationship of Exclusive Talent Management practices with employees' attitudes and then aims to examine the difference in the attitude of talented and non-talented employees in the hotel industry. Four different hypotheses are framed as:

H1: There is a significant relationship between the exclusive approach to Talent Management and the positive attitudes of employees.

H2: There is a significant relationship between the exclusive approach to Talent Management and the negative attitudes of employees.

H3: There is a significant difference between talented and non-talented employees with respect to their positive attitude toward Exclusive Talent Management practices.

H4: There is a significant difference between talented and non-talented employees with respect to their negative attitude towards Exclusive Talent Management practices.

Objective 2: The second objective aims to study the relationship between the exclusive approach to Talent Management practices with the employees' perceptions of justice and support in the hotel industry. This objective also takes into consideration the difference in the perception of justice as well as the perception of support among talented and non-talented employees. For this objective, the following four hypotheses are proposed:

H5: There is a significant relationship between the exclusive approach to Talent Management and perceived justice.

H6: There is a significant relationship between the exclusive approach to Talent Management and perceived support.

H7: There is a significant difference between talented and non-talented employees in their perception of justice from the Exclusive Talent Management practices.

H8: There is a significant difference between talented and non-talented employees in their perception of support from the Exclusive Talent Management practices.

Objective 3: The third objective aims to determine the mediating role of Perceived Justice and Perceived Support in the relationship between Exclusive Talent Management and the attitudes of employees in the hotel industry. To analyse this objective, following four hypotheses are proposed:

H9: The relationship between Exclusive Talent Management and Positive Attitude is mediated by Perceived Justice.

H10: The relationship between Exclusive Talent Management and Positive Attitude is mediated by Perceived Support.

H11: The relationship between Exclusive Talent Management and Negative Attitude is mediated by Perceived Justice.

H12: The relationship between Exclusive Talent Management and Negative Attitude is mediated by Perceived Support.

3.4 Scope of the Study

Geographical Scope: The study is confined to 5-Star Deluxe, 5-Star, and 4-Star hotels located in the region of Delhi, which were identified from the website of the Ministry of Tourism, Government of India. Only 5-Star Deluxe, 5-Star and 4-Star hotels were selected for the study because Talent Management practices are quite prevalent in these categories of hotels. Also, Delhi has been selected as the study area of this research because it represents the largest number of existing room inventory and a large number of employees are working in these hotels. This study focuses only on the employees and includes employees from all levels of the management, i.e., managerial, supervisory, and staff.

Academic Scope: There are three different academic scopes of this study. Firstly, the study analyses the positive and negative attitudes of the talented and non-talented employees toward the exclusive approach to Talent Management and then examines the difference in their attitudes. This study relies on the existing literature in the field of Talent Management to identify different types of attitudes of the employees. Secondly, the study aims to explore the relationship of Exclusive Talent Management practices with the employees' perceptions of justice and support received from the organisation. Management perspective has been kept out of the purview of this research and takes into consideration the attitudes and perceptions of only employees regarding the Exclusive Talent Management practices in the hotels. Lastly, this study presents an integrated framework to study whether perceived justice and perceived support affect the attitudes of employees towards the Exclusive Talent Management practices in the hotel industry.

3.5 Research Approach

There are two different types of approaches in which research can be conducted. First is the inductive approach where the researcher observes a specific pattern or trend and then focuses to examine the trends by framing hypotheses. On testing the hypotheses, the research draws a general theory or conclusion with the help of a small sample size. Such an approach that involves moving ahead from bottom to top is also called a bottom-up approach. The second type of approach, i.e., the deductive approach begins on the premise of a general theory where the researcher firstly frames the hypotheses, then conducts research to test the hypotheses, and finally proceeds to the confirmation of the theory with

the specific sample size. The deductive approach is sometimes also called a top-down approach because it begins from the general premise and ends with more specific theories. This study uses a deductive approach to initially understand the general theoretical knowledge about employees' attitudes to Exclusive Talent Management practices by conducting an exhaustive review of the literature. The research problem was then identified from the literature and hypotheses were formulated to test various assumptions and propositions.

3.6 Research Design

A research design refers to a framework to conduct research in an effective and efficient manner so as to solve the research problem. This empirical study adopts an exploratory research design to gather qualitative data whereas adopts a descriptive research design to collect quantitative data. Exploratory research was used to study the area of Talent Management and uncover the deeper problems in the field. This was specially done by reviewing literature and through informal communication with the hotel managers and employees to check the feasibility of the study. A more formal approach was adopted by collecting primary data from the in-depth semi-structured interviews with the personnel of the human resource department of each hotel to understand the meaning of talent and to ensure that formal Talent Management practices prevail within the hotel industry. The purpose of such interviews was to ensure that the information gathered from the literature relates well to what is followed practically.

Quantitative research enables the researcher to logically understand a scenario by collecting and analysing larger samples from the population. A descriptive research design was adopted for all of the objectives, i.e., to study the attitudes of employees and their perceptions of Exclusive Talent Management. Primary data has been collected for the dependent, independent, and mediator variables by administering a structured questionnaire to the employees. The researcher has also collected secondary data, i.e., data available from the past assessment evaluation reports and in consultation with the human resource manager to identify the talented and non-talented employees in the hotel. The research variables and the relationship between the variables which were earlier identified through exploratory research were then explained through casual research design, where a structural equation model was designed to study the cause-and-effect relationship between the constructs.

3.7 Sampling Design

The process of sampling helps the researcher to execute the plan for collecting the data for the study. This usually involves defining the target population or the universe to whom the study is intended, determining the sampling frame, selecting appropriate sampling techniques, and finally, estimating the appropriate sample size for the study. This section discusses the sampling design adopted for conducting interviews as well as surveys for the study.

The researcher contacted the human resource department of various 5-Star Deluxe, 5-Star, and 4-Star hotels from the list obtained from the Ministry of Tourism, Government of India. The human resource departments of 5-Star Deluxe, 5-Star, and 4-Star hotels were contacted because big hotels usually have a formal human resource department as well as Talent Management strategies and programmes (Marinakou & Giousmpasoglou, 2019). The human resource department of these hotels is better informed about formal Talent Management practices and possesses all relevant information pertaining to the study. The researcher contacted them via phone calls and LinkedIn and then sent a formal email explaining the nature and purpose of the study. A follow-up call was also done to assure them of the genuineness of the study, and further, the template of the interview and the questionnaire were also shared as per their request. After obtaining the consent, the researcher requested an appointment and proceeded to conduct the study. A total of 15 hotels agreed to participate in the study and a survey across these hotels was conducted. Further, it is difficult to estimate the sample size of the number of interviews that should ideally be conducted, but according to Guest et al. (2006), a minimum of 12 interviews is considered adequate. The researcher conducted 15 interviews, i.e., one interview per hotel, and also observed saturation and repetition in the responses so gathered.

To gather qualitative information about the organisational definition of talent and Talent Management practices, semi-structured interviews were conducted with Director - Human Resource or Human Resource Manager or individuals nominated by the Human Resource Manager. The participants nominated by the Human Resource Manager were also engaged and involved in designing and implementing the Talent Management practices in their hotels. The interviews took place either at the premise of the participant's hotels or online through Google Meet. The details of the participants such as their gender, position, category of the hotel to which they belong, and the mode in which the interview was

conducted are provided in Table 3.1. Each interview lasted for 30-35 minutes and was recorded with the permission of the participants, and the researcher took notes of the interviews, which were not allowed to be recorded.

Table 3.1 Profile of the Interviewees

Participant Code	Gender	Job Position	Hotel Category	Hotel Code	Mode of Interview
1	Female	Training and Learning Manager	5-Star Deluxe	A	Face-to-Face Interview
2	Male	Human Resource Manager	5-Star Deluxe	B	Online Interview
3	Female	Director Human Resource	5-Star Deluxe	C	Face-to-Face Interview
4	Male	Assistant Human Resource Manager	5-Star Deluxe	D	Face-to-Face Interview
5	Male	Human Resource Manager	5-Star Deluxe	E	Online Interview
6	Female	Human Resource Manager	5-Star Deluxe	F	Face-to-Face Interview
7	Male	Human Resource Manager	5-Star Deluxe	G	Face-to-Face Interview
8	Female	Human Resource Manager	5-Star Deluxe	H	Online Interview
9	Female	Assistant Human Resource Manager	5-Star	I	Face-to-Face Interview
10	Male	Human Resource Manager	5-Star	J	Face-to-Face Interview
11	Male	Human Resource Manager	5-Star	K	Face-to-Face Interview
12	Female	Human Resource Manager	5-Star	L	Online Interview

13	Male	Human Resource Manager	4-Star	M	Face-to-Face Interview
14	Female	Human Resource Manager	4-Star	N	Face-to-Face Interview
15	Male	Human Resource Manager	4-Star	O	Face-to-Face Interview

The questions pertaining to the interview schedule are presented in Appendix 2. The interviews were designed in such a manner that the first few questions involved asking the participants how talent is defined for their hotels. After grasping the information on talent, the researcher proceeded with the next set of questions such as whether they practice any form of Talent Management practices and if so, the details of these practices. Once the managers confirmed that they implement Talent Management practices for their hotels, the researcher then gained information on the strategies and approaches followed in these Talent Management practices.

To gather data from the employees with the help of a survey method, the study adopted the following sampling design:

3.7.1   Population

In this study, all employees working with the 5-Star and 4-Star hotels in Delhi were considered as the population. As per the Ministry of Tourism, Government of India, 43 hotels were listed as 5-Star Deluxe, 5-Star, and 4-Star as on 22-11-2019. The employees from all levels of management (i.e., managerial, supervisory, and staff) were considered as the population because the practice of Talent Management is shared throughout the organisation across all levels (Huges & Roges, 2008). The target population determines the total number of individuals from which the sample is to be drawn. This involves specifying the elements, sampling units, time frame, and the extent of the study that are mentioned below.

Element: Employees working in the hotel industry from managerial, supervisory, and staff levels represented the elements of this study.

Sampling Unit: As per the Ministry of Tourism, Government of India, 43 hotels have been listed as 5-Star Deluxe, 5-Star, and 4-Star and are considered as the sampling units of this study.

Time: The time frame for the collection of data for this study is from October 2020 to May 2021.

Extent: Delhi is selected as the study area for this research.

The Indian Hotel Industry Survey 2016-17, conducted by the Federation of Hotel and Restaurants Association of India (FHRAI) in cooperation with Hotelivate, presents an average number of employees per hotel for the different categories, which is represented in Table 3.2. Based on the findings of the report, the size of the population was estimated to be approximately 12,843 employees for this study.

Table 3.2: Average number of employees per hotel

Particulars		5-Star Deluxe	5-Star	4-Star
Managers	Male	41.6	26.2	15.1
	Female	9.7	4.3	2.2
Supervisors	Male	57.8	39.1	21.9
	Female	11.8	4.7	3.4
Staff	Male	208.6	138.7	92.1
	Female	37.6	19.4	11.8
Average number of employees per hotel		**367.1**	**232.2**	**146.5**
Total number of hotels		25	12	6
Total number of employees in each category		**9177.5**	**2786.4**	**879**

Source: The FHRAI Indian Hotel Industry Survey, 2016-17

3.7.2 Sampling Technique

Employees in the hotel industry usually work in shifts. Further, not all employees were called for work after the pandemic period because of the imposition of government

guidelines of a minimum number of working employees at that given period of time. Most of the top managers and employees in the functional departments were working from home and visited the office only once or twice a week. Therefore, the researcher handed over the questionnaires to the respective human resource teams who then distributed them to the employees at their convenience and depending on the availability of the employees. The researcher also shared Google Forms at the request of a few hotels in order to avoid human touch because of the fear of the spread of COVID-19. Such a technique helped the researcher to collect data with ease and convenience. Further, the status of talent was obtained from the human resource managers and the respective line managers from the past one-year assessment of employees' performance evaluation reports.

3.7.3 Sample Size

For determining the sample size, the following three parameters were taken into consideration:

Roscoe's rule of thumb – The rule suggests that the sample size between 30-500 is justified in behavioural research. This is because a sample size larger than 30 adheres to the advantages of the central limit theorem and with a sample size smaller than 500, sample error will not exceed 10% of the standard deviation (Hill, 1998).

Sample size using Krejcie and Morgan (1970) – The US National Education Statistical table was also considered to determine the sample size, which is the most accepted method in Social Science. Since the population is finite, the required sample size for the study based on Krejicie and Morgan (1970) must be 372 or above. The following formula has been prescribed:

$$S = \frac{x^2 \times N \times P \times (1-P)}{d^2(N-1)} + [x^2 \times P \times (1-P)]$$

where,

S = required sample

x^2 = the table value of chi-square for 1 degree of freedom at the desired confidence level (3.841)

N = the population size

P = the population proportion (assumed to be .50 since this would provide the maximum sample size)

d = the degree of accuracy expressed as a proportion (.05)

Sample size from similar studies – In the field of Talent Management, researchers have focused mainly on qualitative studies, and not much quantitative studies have been conducted. Studies conducted so far present inconsistent methodological research designs (Gallardo-Gallardo et al., 2015; Bhatia & Baruah, 2020). Only one relevant study could be found that follows a quantitative research design and has been conducted in the hotel industry in Saudi Arabia across 54 5-Star hotels in six cities that surveyed 521 employees from both managerial and non-managerial positions at various levels (Alferaih et al., 2018). Apart from the Talent Management studies in hotel industries, Talent Management research were conducted in other industries with a sample of 138 executives and managers in Swiss companies (Bethke-Langenegger, 2011), 126 employees from Finnish, Swedish, and Norwegian MNCs (Hoglund, 2012), 238 high potential employees from nine Lebanese organisations (Chami-Malaeb & Garavan, 2013), 769 managers and professionals from nine corporations (Björkman et al., 2013), 49 high-potentials and 54 non-high-potentials from five large Belgian NPO organisation (Dries et al., 2014), 198 public and private employees working in the city and province of Valencia Spain (Luna-Arocas, & Morley, 2015), 195 employees from automotive manufacturing and mining and the financial services sector in South Africa (Seopa et al., 2015), 556 employees from automobile and 600 employees from telecommunication sectors in US (Kontoghiorghes, 2016), 232 talented employees from Ghanaian banking sector (Mensah & Bowle, 2018), 321 talented employees from five different industries, industrial machinery and services, pharmaceutical wholesaler, banking, media, and IT services (Ehrnrooth et al., 2018), 232 samples of employees from parastatal institutions, and 145 employees from banking institutions in Ghana (Mensah, 2019). Looking at the samples of different studies in Table 3.3 and the minimum sample size determined by Krejcie and Morgan (1970), a sample size between 372 to 769 was considered suitable.

Table 3.3: Sample size from similar studies

Similar Studies	Sample Size
Bethke-Langenegger, 2011	138
Hoglund, 2012	126
Chami-Malaeb & Garavan, 2013	238
Björkman et al., 2013	769
Dries et al., 2014	103
Luna-Arocas, & Morley, 2015	198
Seopa et al., 2015	195
Kontoghiorghes, 2016	556 and 600
Mensah & Bowle, 2018	232
Ehrnrooth et al., 2018	377
Alferaih et al., 2018	521
Mensah, 2019	232 and 145

3.8 Research Variables

The researcher identified 16 variables that were considered important to carry out the objectives of this study. Items for each of these variables were adopted from the established scales, which were considered relevant for this study. Table 3.4 represents various research variables included in the study along with the source from which it was adopted.

Table 3.4: Research Variables

Variables	No. of Items	Reference
Identifying Critical Positions	3	Jayaraman et al. (2018)
Competence Training and development	6	Jayaraman et al. (2018)
Reward Management	3	Jayaraman et al. (2018)
Affective Organisational Commitment	3	Allen & Meyer (1990)
Job Satisfaction	3	Fernandes & Awamleh (2006)
Engagement	3	Schaufeli & Bakker (2006)
Work Motivation	3	Chiang & Jang (2008)
Trust	3	Tzafrir & Dolan (2004)
Psychological Contract Fulfilment	3	Rousseau (2008)
Intention to remain with the organisation	3	Kehoe & Wright (2013)
Organisational Citizenship Behaviour	3	Kehoe & Wright (2013)
Work Effort	3	De Cooman et al. (2009)
Job Stress	4	Gok et al. (2017)
Procedural Justice	3	Colquitt (2001)
Distributive Justice	3	Colquitt (2001)
Organisational Support	3	Rhoades, Eisenberger & Armeli (2001)
TOTAL	**52**	

3.9 Questionnaire Development

A questionnaire was designed with the help of various research variables identified from the literature. The questionnaire for this study was divided into four broad sections to study the employees' attitudes toward Exclusive Talent Management practices (Refer

Appendix A). The first section consisted of the details of the demographic profile of the respondents namely age, gender, education, hotel, job position, and department. The second section involved statements pertaining to the practices of Exclusive Talent Management such as identifying critical positions, competence training and development, and reward management. The third section consisted of items with reference to different types of attitude, i.e., affective organisational commitment, satisfaction, engagement, motivation, trust, intention to remain with the organisation, organisational citizenship behaviour, work effort, psychological contract fulfilment and job stress. Finally, the last section was designed to capture employees' perceptions of justice and support in the organisation.

3.9.1   Measurement

The questionnaire consisted of multiple items that were used to reflect various constructs related to Exclusive Talent Management, positive attitude, negative attitude, perceived justice, and perceived support. All the items were measured using the six-point Likert scale ranging from strongly disagree (1), slightly disagree (2), disagree (3), agree (4), slightly agree (5) and strongly agree (6). The six-point Likert scale has been preferred over the five-point Likert scale because it offers the researcher the benefits of approaching normal distribution with no neutral points (Leung, 2011). Moreover, the five-point Likert scale has been criticized from the viewpoint that such a scale cannot be considered an interval scale (Leung, 2011).

3.9.2   Pilot Testing

A pilot study was conducted before actual data was collected for this study. This was primarily done to identify the potential problems in the research instrument, i.e., the questionnaire, and rectify them. The questionnaire was tested by obtaining feedback from 98 employees from three different hotels and participants from all levels of management were included. The data so collected was tested for its reliability using Cronbach's alpha value, and the value of each variable was above 0.7 (Table 3.5), which indicates that the scales were reliable. The questions pertaining to the demographic profile of the respondents remained the same.

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Table 3.5: Reliability in the Pilot Testing

Variables	No. of Items	Cronbach's Alpha Value
Exclusive Talent Management		
Identifying Critical Positions	3	.710
Competence Training and Development	6	.717
Reward Management	3	.773
Positive Attitude		
Affective Organisational Commitment	3	.708
Job Satisfaction	3	.706
Engagement	3	.720
Work Motivation	3	.749
Trust	3	.701
Psychological Contract Fulfilment	3	.702
Intention to Remain with the Organisation	3	.710
Organisational Citizenship Behaviour	3	.733
Work Effort	3	.773
Negative Attitude		
Job Stress	4	.944
Perceived Justice		
Procedural Justice	3	.720
Distributive Justice	3	.702
Perceived Support		
Organisational Support	3	.712

3.10   Data Collection Process

The collection of data for this study involved four different steps. Firstly, the researcher contacted the heads of the human resource departments of different hotels via phone calls and then a formal email was sent to them explaining the nature and purpose of the study. A follow-up call was also done to assure them of the genuineness of the study. Further, the template of the interviews and the questionnaire were also shared with the managers as per their request. Secondly, after obtaining the consent, the researcher requested an appointment and proceeded to conduct the interviews. The human resource managers who confirmed in the interviews that their hotels have formal Talent Management practices were considered for the study. Thirdly, the questionnaires were handed over to the human resource managers who then distributed them to all employees working in six different departments such as Front Office, Housekeeping, Food & Beverage, Human Resource, Sales & Marketing, and Finance. Due to the pandemic, some of the hotels requested the online mode for filling up the questionnaire and the researcher accepted to do so by sending a link to Google Forms. Lastly, the status of talent of the participating employees was marked in consultation with the respective line managers and the human resource managers for those employees who successfully participated in the survey. The talents were identified from the past one-year assessment of performance evaluation reports which were properly documented by all hotels. Human resource heads and the participants were assured that confidential information such as the name of the participants and the name of the hotel will not be disclosed anywhere and their participation in this study is voluntary.

3.11   Response Rate

A total of 1200 questionnaires were distributed to employees in 15 five-star and four-star hotels who agreed to participate in the study. Such a large number of questionnaires were distributed because the average response rate for employees' research in the hospitality industry is close to 62% and approximately 64% in India (Ali et al., 2021). Out of 1200 questionnaires, only 735 were completely filled and were considered suitable for the study. The overall response rate for this study was 61.25%.

3.12   Statistical Analysis

Various statistical analyses were used for this study including both descriptive as well as inferential analyses. As the name suggests, descriptive statistics aims at describing the data collected for the study through the frequency of occurrence, measures of central tendency (such as mean, median, and mode), and dispersion (such as variance and standard deviation). Though such statistics are an important form of describing data, they fail to answer bigger research problems that involve testing a hypothesis. In such situations, inferential statistical analysis is used to identify the difference in the mean scores of sample and population or between two sample means depending on the objectives. In this study, the demographic variables such as age, gender, education, hotel, department, job position, and talent status of the participants have been analysed through the frequency of their occurrence and have also been graphically represented through pie diagrams. Further, inferential statistics have been used to test different hypotheses framed for each objective of this study. A brief description of the analyses used in the study is presented below.

3.12.1 Exploratory Factor Analysis

Exploratory Factor Analysis (EFA) is a technique to simplify a large number of inter-correlated variables into a few constructs or factors. It is based on the assumption that all variables in a study that have similar dimensions yield high correlation, whereas variables that do not share similar dimensions yield low correlations. It is a data reduction technique that allows the researcher to reduce the number of variables to only a few factors that can be easily used for the analysis. The present study consists of a very large number of variables and to determine the factors, EFA was indeed considered necessary. Factor analysis for this study was computed in Statistical Package for Social Sciences (SPSS) and involves determining the correlation matrix, identifying factors, and deciding the type of rotation for the factors.

The variables for the study were measured in the Likert scale, which allows computation of the inter-correlation between the variables. The principal component analysis method was considered appropriate to reduce data to a few constructs and extract the factors. The number of factors was determined based on the eigen values of 1 or greater than 1, as these values signify that the common or shared variance of the factor is more than the specific or unique variance. The factors of this study have been rotated through the

varimax method under orthogonal rotation, and this method is widely used as it provides the clearest separation of factors. The factor loading above the cut-off criterion of ±0.5 depicts that the variables are the representation of the factors (Hair et al., 2010).

3.12.2 Confirmatory Factor Analysis

Confirmatory Factor Analysis (CFA) is a technique to confirm that the items correctly measure the factors identified from the EFA, and further, such factors are uniquely different from each other. It resolves the problem of the indicator or item that may have loaded on more than one construct in the exploratory factor analysis by ensuring that the indicator loads to just one factor or construct. Therefore, running a confirmatory factor analysis is deemed essential to overcome the problem of cross-loading.

After generating factors from the EFA, CFA was conducted for this study to see that the items load to only one particular factor to which it belongs. A measurement model was built in Analysis of a moment structures (AMOS) that tested the covariance between the factors by linking them with two-headed arrows. The factor loading generated from the measurement model tests the direct effect of the factors or the constructs on the indicators and to provide valuable meaning to the measurement model, the standardised factor loading must be greater than 0.7, which explains at least half of the variance in the study (i.e., $0.7^2 = 0.50$) (Collier, 2020).

The measurement model built for CFA is tested on the basis of the model fit indices. Multiple fit indices should be used to assess the fit of the model and must include chi-square value and associated degrees of freedom, one absolute fit index, one incremental fit index, one goodness-of-fit index, and one badness-of-fit index (Hair et al., 2010). Absolute fit indices determine how well the proposed models fit the sample data and the induce indices such as goodness-of-fit index (GFI), adjusted goodness-of-fit index (AGFI), root mean square error of approximation (RMSEA), and standardised root mean residual (SRMR). Incremental fit indices compare the proposed model with some baseline model and the common fit indices are comparative fit index (CFI), normed fit index (NFI), non-normed fit index (NNFI), relative fit index (RFI), incremental fit index (IFI), and Tucker-Lewis index (TLI). Parsimonious fit indices relate the fit of the proposed model with a number of parameters to be estimated and common indices include parsimonious normed fit index (PNFI) and Akaike information criterion (AIC). In common practice, at least one

indices of each type must be reported to determine the fit of the model. Hair et al. (2010) suggest reporting chi-square value, degrees of freedom, GFI, CFI, RMSEA, and PNFI indices for determining the fit of the model.

3.12.3 Structural Equation Modelling

Structural Equation Modelling (SEM) is a family of statistical techniques that combines multiple regression analysis, factor analysis, and multivariate ANOVA that measures the interrelationships of the variables in a specified model. SEM is considered robust analysis because, firstly, it simultaneously allows analysing the influence of independent variables on various dependent variables, secondly, accounts for and addresses errors in determining relationships, and thirdly, tests the model as a whole instead of testing individual relationships (Collier, 2020). For the purpose of this study, a structural equation model was considered necessary to analyse various paths simultaneously. The model was designed in AMOS and the fit of the model has been assessed through the same fit indices used for the measurement model, i.e., relative chi-square test, CFI, GFI, RMSEA, and PNFI.

3.12.4 Regression Analysis

Regression weights have been adopted from the path analysis to analyse the linear relationship of the independent and the dependent variables in the specified structural model. Standardised regression estimates allow the direct comparison of the relative relationship between the dependent and the independent variables. Critical Ratio (CR) is the significance test of the path coefficient, which is calculated by dividing the estimate by the standard error. The significant path or significant relationship in the study has been obtained between dependent and independent variables when $p < 0.05$ (Ho, 2014).

3.12.5 Multi-Group Analysis

Multi-Group Analysis allows checking for the difference between the two groups for the same relationship or path. For this study, different paths have been analysed for two groups of talent, i.e., talent and non-talent, and the analysis has been conducted in AMOS. To compare the difference between the groups, two models were computed. First is the unconstrained model where paths were allowed to vary across the groups. Second is the constrained model where paths were forced to be equal across the group. These two models

were then compared directly from the Nested Model Comparisons statistics. A significant chi-square difference test results in the difference between the two groups in the specified path or relationship (Hair et al., 2010; Ho, 2014).

3.12.6 Mediation Analysis

Mediation Analysis is a technique to identify the influence of a third variable in the relationship between dependent and independent variables. In other words, mediation analysis determines the indirect relationship from the independent variable to the dependent variable via the mediator variable. There can be single or multiple mediators in a structural equation model. When there are multiple mediators, the mediation can either be parallel or serial type. Parallel mediation occurs when the mediators in the model are uncorrelated or the casual relationship between them is weak whereas serial mediation occurs when the first mediator has a direct relationship with the second mediator, which together affects the dependent variable in the model. This indirect effect between the dependent and the independent variable from the mediators is called the mediation effect. Further, the effect of mediation can be of three different types depending on the direct and the indirect effect (Zhao et al., 2010). Full mediation effect is found when the indirect effect estimate is significant and the direct effect estimate is insignificant. A partial mediation effect is found when both indirect and direct effect estimate is significant. No mediation effect is found when the direct effect estimate is significant and the indirect effect estimate is insignificant.

3.13 Summary

This chapter highlights the methodology adopted to fulfil the objectives of this study. Details such as research approach, research design, sampling design, sources of data collection, and procedure of data collection have been discussed in this chapter. This chapter also highlights the research variables and the research instrument adopted for the final study after analysing the suitability of the pilot study. This chapter also discusses the various types of statistical analysis considered suitable to analyse the data in order to fulfil the objectives of this study.