

RESULTS AND FINDINGS

This chapter presents the findings from the interviews conducted with the human resource managers of different hotels in Delhi pertaining to the definition of talent and various Talent Management practices. These interviews were conducted before undertaking the survey with the employees. The details of such interviews are presented in this study so as to provide readers with a glimpse of the definition of talent in hotels and the corresponding Talent Management practices. This chapter then presents the test results of different objectives of the study. Section 5.2 deals with the relationship between Exclusive Talent Management practices and two different factors of attitude (Positive and Negative attitude) generated from the factor analysis. For this objective, individual relationships of different variables of attitudes have also been checked with each practice of Exclusive Talent Management. Further, differences in the attitude of the talented and non-talented employees have also been assessed. Section 5.3 deals with the relationship of Exclusive Talent Management practices with perceived justice and perceived support, and further, the differences between the two groups of employees have also been assessed. Section 5.4 deals with the mediating role of perceived justice and perceived support in the overall Exclusive Talent Management framework and the attitudes of employees. The chapter ends with a summary of the findings from the interviews as well as the findings of the objectives of this study.

5.1 Talent Management in Hotel Industry

The recordings and the notes of the interviews were analysed through content analysis. Content analysis is a research method that provides a systematic and objective means to make valid inferences from verbal, visual, or written data in order to describe and quantify specific phenomena (Downe-Wamboldt, 1992). To do so, researcher repeatedly read all the notes and heard the recorded interviews to get familiar with the responses. The audio recordings were then transcribed and coded in Nvivo software to extract relevant information pertaining to two important research questions i.e. What is the definition of Talent in hotels and what are the Talent Management practices in hotels? This is presented in following sections:

5.1.1 Talent in Hotels

The interviews with the managers revealed that they aim to recruit employees with certain criteria in the first place. These criteria were mostly the same for all the hotels for entry-level and staff-level jobs. Further, there are additional requirements to qualify as talent as they move upward across higher organisational positions. Following are the excerpts from the interviews which suggest how talent is defined in the hotel industry.

“For a fresher candidate, we look for educational background, technical knowledge required for department-specific tasks, communication skills, presentability, energy, and body language. Along with these parameters, we also assess the experience in the form of the number of years they have contributed to the hotel industry and the brands they have worked with in past if the candidate is not new to this industry. Right attitude and behaviour is a must for all employees who are looking for jobs in hospitality.” (Director - Human Resources, Hotel C)

“We define talent as those who possess the right attitude, education, passion, ability to tolerate changes and respond well towards industry adaptability. One must also know how to take the team along and function together, i.e., they must be efficient enough in managing and leading a team, must be open to learn, and be flexible and take quick and correct decisions to respectfully serve the guests.” (Human Resource Manager, Hotel F)

“Talents are those who go beyond and above their duty with the right attitude. Talents possess a sort of ownership, entrepreneurship, and team handling experience within them, which make them rise above all others.” (Human Resource Manager, Hotel J)

“We acknowledge education, experience, personality, attitude to learn, and technical knowledge while hiring an individual in our hotel. There are certain values that we hold in our organisational culture and expect employees to work according to these values such as professionalism, teamwork, integrity, hospitality, etiquette, humility, empathy, leadership, and ability to take up responsibilities.” (Human Resource Manager, Hotel H)

“We usually hire post-graduate candidates with some prior experience in supervisory and managerial positions in functional departments such as finance, human resource, sales, and marketing. Experience, teamwork, communication skills, leadership,

problem-solving, department-specific knowledge, and entrepreneurial skills are crucial for employees working in operations.” (Human Resource Manager, Hotel L)

“Talent doesn’t come with a degree for a hotelier. Though we hire candidates who are at least graduate, we lay greater emphasis on qualities such as experience, communication skills, presentability, hospitality, and human orientation. For associate jobs, we even consider candidates with industrial trainee certificates as they undergo practical situations in their internships and possess relevant knowledge about their concerned departments. Experience of three years and above is mandatory in our hotel for new recruits who are looking for the position of team leaders and supervisors and also for those who are looking for upgradation.” (Human Resource Manager, Hotel O)



Figure 5.1: Word Cloud of Talent Characteristics

Talent in the hotel industry is viewed as an individual who possesses certain characteristics. These characteristics include basic educational qualifications, technical and departmental knowledge, experience, communication skills, personality, right attitude and behaviour, adaptability, hospitality, ability to manage a team, leadership qualities, flexibility, empathy towards team members, willingness to accept changes, entrepreneurial skills, ability to solve problems, and take quick, informed, and feasible decisions.

5.1.2 Talent Management Practices in Hotels

The individuals who were interviewed revealed that they incorporate various activities and policies for three broad Talent Management practices, i.e., identifying talent, training and developing talent, and retaining talent for their hotels. Every hotel aims to hire the best candidate who displays maximum potential, skills, and knowledge. Once the candidate is hired, hotels conduct orientation/induction training and assign them suitable tasks. After a certain period of time, when the new recruits are familiar with the culture of the hotel, the line managers assess their work and performance and then make a decision about their career and growth. If the candidate has performed satisfactorily, their probation period is confirmed and their temporary tenure is converted into permanent. However, if the candidate doesn't meet the expectations of the organisation, they are considered for reassessment in the next period or a decision about their termination is made. The following excerpts suggest Talent Management practices in the hotel industry:

“We have implemented formal Talent Management practices in our hotel. When a candidate is hired, we enrol them in a buddy programme where an existing employee hand-holds and assists the new employee for a maximum period of six months to make them comfortable and gel well with the hotel. It is usually after three months that we start evaluating the performance.” (Assistant Human Resource Manager, Hotel D)

“Observations take place by line managers, Human Resource managers and General Managers in their everyday rounds and interactions with the employees. Both new and old employees are allowed to share their experiences and discuss the problems and challenges they are facing in their task.” (Human Resource Manager, Hotel B)

“Before identifying talents, we ensure that the new recruits are given enough time. For the first three months, we check whether they are opening up with their mentor/supervisor and if they are willing to explore their career and progress for their own exposure.” (Human Resource Manager, Hotel H)

Once the new recruit is familiar with and well accustomed to the norms of the hotel, the process of evaluating the performance begins. Different hotels adopt different methods of assessment but such an evaluation is conducted for every hotel either once or twice a year. Hotels undertake assessments of both existing employees as well as new recruits at regular intervals.

“Performance is evaluated twice a year. Every employee undergoes survey tests to initially assess themselves on various parameters like performance, attitude, emotions, and so on. The survey forms are submitted to the Head of the Department and the Human Resource Manager who cross-check the responses filled in with the actual performance of the employee. The team even provide counselling session if there is a difference in the self-assessment and the assessment done by the team.” (Human Resource Manager, Hotel E)

“We identify managerial talent through their performance in various psychometric tests and three rounds of interviews each with Human Resource Managers, Head of the Department and the General Manager. These interviews vary with brainstorming sessions and situation-based critical questions, which test their decision-making ability. For the position above managers, we undertake psychometric tests with Mettle Assessment software. Such assessment is not related to the last 10 years of work and contains psychological questions that have to be answered in a time frame of 90 minutes.” (Human Resource Manager, Hotel A)

“We have SAP-Human Resource in place that involves a three-step level of reviews of performances of employees and also includes experts from outside for the assessment.” (Human Resource Manager, Hotel H)

“Overall performance is evaluated under a three-box rating scheme purely done by the Learning and Development Cell and the Head of the Department. Employees are segregated as Needs Improvement, Solid Talents, or Top Talents from this evaluation system. If the employee is labelled as non-performing consecutively three times, he/she is categorised as Needs Improvement. Proper skills and training are imparted to match their job roles so that they are classified as Solid Talents. The shift from Solid Talent to Top Talent is made after continuous evaluation for a certain period of time and such employees are also provided movement upwards in the organisational culture.” (Human Resource Manager, Hotel K)

“Questionnaires are distributed, which are first evaluated by the executive themselves and the Assistant Manager for staff level jobs. Such self-evaluation forms are shared with the Head of the Department and then the calibrations happen. The Human Resource department makes special training plans for the identified people and later assigns them tasks, which are to be performed within a stipulated time. Employees are

assessed for the core values and their performance in the hotel. Employees in higher positions like the General Manager undergo psychometric tests and the Heads of the Departments are assessed through behaviour-based interviews.” (Human Resource Manager, Hotel N)

After assessing the performance of employees, the hotels implement training and developmental activities for their employees. Basic and mandatory training is provided to all employees in their early stages of tenure as well as from time to time to meet other challenges. However, specialised and unique training is provided to employees based on their performance.

“The Training and Development department of the hotel provides technical, behavioural, and soft skills training to all employees at entry level or lower managerial level, i.e., staff. Training Need Analysis is conducted and designed exclusively for the target audience such as higher managerial levels and job positions that are critically important.” (Human Resource Manager, Hotel G)

“Training conversation is initiated for all associates where they themselves identify the areas where they require training. However, Individual Development Plan is made for the non-high-potential employees from each department where the Human Resource team prepares and assesses the right of training required by such employees. As the case may be, we provide both internal as well external training to them.” (Training and Learning Manager, Hotel A)

“We have specialised Management Development Training that is provided to the employees depending on their managerial positions as well as their performance in the organisations. Every Head of the Department nominates a few employees from their department for such specialised training and the Human Resource department oversees the performance of the employee and finally takes call for the inclusion of the employees in this training.” (Human Resource Manager, Hotel M)

The high-performing employees in the hotels are provided with various rewards and incentives so as to retain them under the practice of Talent Management. Rewards are considered crucial for the retention of talents not only because it aims to solve the financial purpose but also because it provides a sense of recognition and acknowledgement to such talented employees.

“We follow the practice of a competitive pay scale in the region and this pay is not dependent on the gender specification but solely determined by the work and performance. Those who work harder for the organisation are offered higher incentives.” (Assistant Human Resource Manager, Hotel I)

“We not just offer the best financial rewards to them but also boost and encourage the non-high-potential employees by nominating them for the employee of the month and providing recognition by awarding them in our annual events.” (Human Resource Manager, Hotel D)

“Although we have efficient pay and incentive structure, we also provide a chance for self-appraisal to talented employees. Those who satisfy at least three out of ten checklist items are given further appraisals.” (Human Resource Manager, Hotel K)

“Proper counselling and feedback are provided to the female employees who are willing to leave jobs for marriage or maternity-related purposes. We usually retain such employees by placing them under different branches as we are located in multiple cities. We also retain other talented employees in our chain of hotels by placing them globally.” (Human Resource Manager, Hotel O)

These excerpts from the interview conducted with the Human Resource department state that the hotel organisations in this study rely on the exclusive approach to Talent Management in identifying, developing, and retaining talent or high-performing employees in their organisation. Initially, the hotels provide a fair chance to all employees who are recruited into the organisation by providing assistance through orientation programs, basic and mandatory training from time to time, and minimum salary packages. However, the Human Resource managers, along with the respective Head of the Departments, continuously monitor, evaluate, and assess the performance of the employees at regular intervals quarterly, half-yearly, or annually. These performance assessment reports are properly documented, signed by the concerned authorities, and also communicated to the employees. Depending on the performance, the talented or the high-performing employees are identified, segmented/differentiated from the average or the non-high-potential employees and are considered for various Talent Management practices. Such evidence support that the Exclusive Talent Management strategy is quite prevalent for hotels in Delhi, India.

5.2 Exclusive Talent Management Practices and the Attitudes of Employees

This section 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 were proposed as follows:

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.

5.2.1 Relationship of Exclusive Talent Management Practices with the Attitudes of Employees

The study adopted regression weights generated from the path analysis in the structural model to test hypotheses 1 and 2, which are represented in Table 5.1. The standardised estimates are the standardised regression weights that signify the relationship between the dependent and the independent variables in the structural model. The standard error of coefficient (SE) is a measure of the efficiency of the independent variable in predicting the dependent variable such that the smaller the SE value, the more efficient the independent variable. Critical Ratio (CR) is the significance test of the path coefficient, which is calculated by dividing the estimate by the Standard Error. A significant path is obtained when $p < 0.05$.

Table 5.1: Significance of the relationships

Relationship	Standardised Estimate	Unstandardised Estimate	SE	CR	P	Label
ETM→ Positive Attitude (H1)	0.462	0.406	0.042	9.712	0.001***	X
ETM→ Negative Attitude (H2)	0.208	0.298	0.079	3.782	0.001***	Y

Table 5.1 indicates that the p-value is significant for both the relationships and also the standardised estimates are positive. Therefore, we accept hypotheses 1 and 2 and conclude that there is a significant positive relationship between the exclusive approach to Talent Management with positive as well as negative attitudes of employees. In other words, the practice of Exclusive Talent Management leads to the formation of both positive and negative attitudes among the employees.

Though factor analysis has resulted in the clubbing of various inter-correlated variables of attitudes into positive and negative, this study also analyses the individual variables of attitudes such as affective organisational commitment, satisfaction, engagement, motivation, trust, intention to remain with the organisation, organisational citizenship behaviour, work effort, psychological contract fulfilment, and job stress. These variables are dependent on the Exclusive Talent Management practices, i.e., identifying critical positions, competence training and development, and reward management. Correlation and regression tests have been conducted to identify the relationship between the Exclusive Talent Management practices and attitudes of employees and to determine the effect of the independent variable on the dependent variable. These tests have been conducted for each variable of employees' attitudes in SPSS, which is represented in Table 5.2.

R-value indicates the correlation between the dependent and the independent variables. From Table 5.2, it can be seen that there is a positive and significant relationship between various Exclusive Talent Management practices on employees' attitudes such as affective organisational commitment, satisfaction, engagement, motivation, trust, intention

to remain with the organisation, organisational citizenship behaviour, work effort, and psychological contract fulfilment. Although, individually there is no significant relationship between identifying critical positions and job stress among the employees, together the Exclusive Talent Management practices have a significant and positive relationship with job stress.

R Square, which refers to the square of the coefficient, signifies the proportion of the variances in the dependent variable caused by the independent variable. This means that Exclusive Talent Management practices explain 40.1% of the variance caused in affective organisational commitment, 45.6% of the variance in satisfaction, 42.1% of the variance in engagement, 42.9% of the variance in work motivation, 40.9% of the variance in trust, 43.6% of the variance in psychological contract fulfilment, 43.4% of the variance in intention to stay, 39.1% of the variance in organisational citizenship behaviour, 45.8% of the variance in work effort and 23.2% of the variance in job stress.

Table 5.2: Regression Estimates in SPSS

Dependent Variables		Affective Organisational Commitment	Satisfaction	Engagement	Work Motivation	Trust	Psychological Contract Fulfilment	Intention to Stay	Organisational Citizenship Behaviour	Work Effort	Job Stress
		Significance value									
(Constant)		.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
Independent Variables	Identifying Critical Positions	.000	.015	.002	.004	.000	.003	.009	.002	.011	.073
	Competence Training and Development	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	Reward Management	.010	.001	.001	.000	.016	.000	.000	.000	.000	.018
R		.633	.675	.649	.655	.640	.661	.659	.625	.677	.482
R Square		.401	.456	.421	.429	.409	.436	.434	.391	.458	.232
Std Error of Estimate		.79438	.83979	.83469	.84365	.84871	.81353	.82389	.87155	.85843	1.17653

5.2.2 Difference in the Attitudes of Talented and Non-Talented Employees

Multi-group analysis was conducted to examine the status of talent (i.e., talent and non-talent) on two different paths (i.e., Exclusive Talent Management → Positive Attitude and Exclusive Talent Management → Negative Attitude) in AMOS. The fit of the two models, i.e., unconstrained (where the path is allowed to vary) and constrained (where the path is forced to be equal across groups) were compared directly from the Nested Model Comparisons statistics.

Table 5.3: Assuming Unconstrained Model to be correct

Model	DF	CMIN	P	NFI Delta-1	IFI Delta-2	RFI rho-1	TLI rho2
Constrain ETM → Positive Attitude	1	32.029	.000	.001	.001	.001	.001
Constrain ETM → Negative Attitude	1	.070	.792	.000	.000	.000	.000

For the path Exclusive Talent Management → Positive Attitude, the chi-square difference value for the two models is 32.029, with 1 degree of freedom as represented in Table 5.3. Since the value is significant at the 0.05 level ($p < 0.05$), we can say that the two groups, i.e., talented and non-talented employees differ significantly in the path of Exclusive Talent Management → Positive Attitude (accept H3). However, for path Exclusive Talent Management → Negative Attitude, the chi-square difference value for the two models is 0.070 with 1 degree of freedom and the corresponding p-value is not significant. Thus, it can be said that the two groups do not significantly differ from each other in the path of Exclusive Talent Management → Negative Attitude (reject H4).

Since there is a significant difference between the employees on the status of talent, the researcher was also interested in examining which group had a stronger or weaker effect on the relationship between Exclusive Talent Management practices and the attitudes of employees. The relationship strength is determined from the standardised regression estimate, which is represented in Table 5.4.

Table 5.4: Chi-Square Group Difference

Relationships	Talent	Non-Talent	Group Difference
	Standardised Estimate (t-values)	Standardised Estimate (t-values)	$\Delta\chi^2/1df$ Estimates
Exclusive Talent Management → Positive Attitude (Path X) (H3)	0.799 (9.017)	0.311 (5.601)	32.029*
Exclusive Talent Management → Negative Attitude (Path Y) (H4)	0.195 (2.192)	0.177 (2.639)	.070 ns

Model Fit Across the Groups: $\chi^2 = 5126.021$, $df = 2532$, $p < 0.001$, CFI = 0.930, RMSEA = 0.037, *= $p < 0.001$, ns = not significant

The relationship of Exclusive Talent Management → Positive Attitude across both groups demonstrates that talented employees have a much stronger relationship than non-talented employees. Also, the Chi-Square group difference on the path Exclusive Talent Management → Positive Attitude (X) was significant. We can, therefore, say that talented employees (0.799) perceive a greater positive attitude towards the practice of Exclusive Talent Management as compared to non-talented employees (0.311).

Moreover, the Chi-Square group difference on the path of Exclusive Talent Management → Negative Attitude (Y) was not significant and we can conclude that talented and non-talented employees do not differ in their negative attitude towards Exclusive Talent Management.

Similar results were also generated by independent t-tests, which were conducted in SPSS to determine the difference in the attitude of talented and non-talented employees in the hotel industry. Table 5.5 represents the test results, which indicate that the talented employees differ from the non-talented employees with respect to affective organisational commitment, satisfaction, engagement, motivation, trust, intention to remain with the organisation, organisational citizenship behaviour, work effort, and psychological contract fulfilment. However, there was no significant difference between the two groups with respect to job stress.

Table 5.5: Independent Samples T-Test

Independent Samples Test						
		Levene's Test for Equality of Variances		T-test for Equality of Means		
		F	Sig.	t	df	Sig. (2-tailed)
Affective Organisational Commitment	Equal variances assumed	.106	.745	-3.422	733	.001
	Equal variances not assumed			-3.463	627.818	.001
Satisfaction	Equal variances assumed	.440	.507	-2.559	733	.011
	Equal variances not assumed			-2.599	635.031	.010
Engagement	Equal variances assumed	.014	.905	-2.865	733	.004
	Equal variances not assumed			-2.885	618.034	.004
Work Motivation	Equal variances assumed	2.264	.133	-2.918	733	.004
	Equal variances not assumed			-2.994	654.301	.003
Trust	Equal variances assumed	.007	.934	-2.398	733	.017
	Equal variances not assumed			-2.402	607.143	.017
Psychological Contract Fulfilment	Equal variances assumed	.067	.796	-2.586	733	.010
	Equal variances not assumed			-2.606	619.527	.009
Intention to Stay	Equal variances assumed	.071	.791	-2.613	733	.009
	Equal variances not assumed			-2.645	628.343	.008
Organisational Citizenship Behaviour	Equal variances assumed	.181	.670	-3.045	733	.002
	Equal variances not assumed			-3.043	602.933	.002

Work Effort	Equal variances assumed	.213	.645	-1.981	733	.048
	Equal variances not assumed			-1.998	621.389	.046
Job Strain	Equal variances assumed	.003	.955	-1.548	733	.122
	Equal variances not assumed			-1.553	610.001	.121

5.3 Exclusive Talent Management Practices, Perception of Justice, and Perception of Support

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 were 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.

5.3.1 Relationship between Exclusive Talent Management Practices and the Perception of Justice and Perception of Support

The study adopted regression weights generated from the path analysis in the structural model to test these hypotheses, which are represented in Table 5.6. The standardised estimates are the standardised regression weights that signifies the relationship between the dependent and the independent variables in the structural model. The standard error of coefficient (SE) is a measure of the efficiency of independent variables in

predicting the dependent variable such that the smaller the SE value, the more efficient the independent variable. 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 is obtained when $p < 0.05$.

Table 5.6: Significance of the relationships

Relationship	Standardised Estimate	Unstandardised Estimate	SE	CR	P	Label
Exclusive Talent Management → Perceived Justice (H5)	0.736	0.82	0.045	18.414	0.002 ***	A
Exclusive Talent Management → Perceived Support (H6)	0.507	0.774	0.061	12.7	0.001 ***	C

Table 5.6 indicates that the p-value is significant for both the relationship and also the standardised estimates are positive. Therefore, we accept both hypotheses (H5 & H6) and conclude that there is a significant positive relationship between the exclusive approach to Talent Management and Perceived Justice as well as the exclusive approach to Talent Management and Perceived Support.

5.3.2 Difference Between Talented and Non-Talented Employees in Their Perception of Justice and Support

Multi-group analysis was also conducted to examine the status of talent (i.e., talent and non-talent) on two different paths (i.e., Exclusive Talent Management → Perceived Justice and Exclusive Talent Management → Perceived Support) in AMOS. The fit of the two models, i.e., unconstrained (where paths are allowed to vary) and constrained (where paths are forced to be equal across the group) were compared directly from the Nested Model Comparisons statistics.

Table 5.7: Assuming Unconstrained Model to be correct

Model	DF	CMIN	P	NFI Delta-1	IFI Delta-2	RFI rho-1	TLI rho2
Constrain ETM → Perceived Justice	1	3.948	.047	.000	.000	.000	.000
Constrain ETM → Perceived Support	1	5.635	.018	.000	.000	.000	.000

For the path Exclusive Talent Management → Perceived Justice, the chi-square difference value for the two models is 3.948 with 1 degree of freedom as represented in Table 5.7. Since the value is significant at the 0.05 level ($p < 0.05$), therefore, we can say that the two groups, i.e., talented and non-talented employees differ significantly in the path of Exclusive Talent Management → Perceived Justice (accept H7). Similarly, for the path Exclusive Talent Management → Perceived Support, the chi-square difference value for the two models is 5.635 with 1 degree of freedom and the corresponding p-value is significant. Thus, we can say that the two groups significantly differ from each other in the path of Exclusive Talent Management → Perceived Support (accept H8).

Since there is a significant difference between the employees on the status of talent, there is a need to determine which group has a stronger or weaker effect on the relationship. The relationship strength is determined from the standardised regression estimate, which is represented in Table 5.8.

Table 5.8: Chi-Square Group Difference

Relationships	Talent	Non-Talent	Group Difference
	Standardised Estimate (t-values)	Standardised Estimate (t-values)	$\Delta\chi^2/1df$ Estimates
Exclusive Talent Management → Perceived Justice (Path A) (H7)	0.801 (12.831)	0.691 (13.455)	3.948*
Exclusive Talent Management → Perceived Support (Path C) (H8)	0.642 (9.806)	0.414 (8.204)	5.635*

Model Fit Across the Groups: $\chi^2 = 5126.021$, $df = 2532$, $p < 0.001$, $CFI = 0.930$, $RMSEA = 0.037$, $* = p < 0.001$

The relationship between Exclusive Talent Management and Perceived Justice across both groups demonstrates that talented employees have a much stronger relationship than non-talented employees. Also, the Chi-Square group difference on the path of Exclusive Talent Management → Perceived Justice (A) was significant, we can therefore say that talented employees (0.801) perceive a higher level of justice towards the practice of Exclusive Talent Management as compared to non-talented employees (0.691).

Similarly, the Chi-Square group difference on the path of Exclusive Talent Management → Perceived Support (C) is also significant, and we can conclude that talented employees (0.642) perceive a higher level of support towards the practice of Exclusive Talent Management as compared to non-talented employees (0.414).

5.4 Mediating Role of Perceived Justice and Perceived Support

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 the following four hypotheses had been 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.

The researcher performed bootstrapping method to test the mediation relationships (Rungtusanatham et al., 2014; Preacher & Hayes, 2008). Since the model represents the parallel mediation with uncorrelated mediators, the bias-corrected bootstrapping method in AMOS for 5,000 bootstrap samples was performed to determine the indirect effects (Hayes, 2009). The significance of the mediation analysis was determined by generating a 95% confidence interval and the specific indirect effect is reported in Table 5.9.

Table 5.9: Direct and Indirect Effects

Relationship	Direct Effect	Indirect Effect	95% Confidence Interval based on Bootstrapping		P Value	Conclusion
			LOWER	UPPER		
Path 1 (A to B): ETM→PJ→PA (H9)	0.406* (9.712)	0.251	0.152	0.354	0.000	Partial Mediation
Path 2 (C to D): ETM→PS→PA (H10)	0.406* (9.712)	-0.013	-0.042	0.011	0.318	No Mediation
Path 3 (A to B1): ETM→PJ→NA (H11)	0.298* (3.782)	0.238	0.109	0.354	0.000	Partial Mediation
Path 4 (C to D1): ETM→PS→NA (H12)	0.298* (3.782)	0.216	0.133	0.313	0.000	Partial Mediation

Zhao et al. (2010) decision tree has been used to determine the type of mediation analysis. From Table 5.9, the direct effect of Exclusive Talent Management → Positive Attitude is significant along with the indirect effect of Exclusive Talent Management → Positive Attitude through Perceived Justice implying partial mediation. Whereas the indirect effect of Exclusive Talent Management → Positive Attitude through Perceived Support is not significant implying no mediation effect. The direct effect of Exclusive Talent Management → Negative Attitude is significant along with the indirect effect through Perceived Justice and Perceived Support, which signifies the partial mediation type.

The results indicate a significant specific effect for Path 1, 3, and 4 and an insignificant specific effect for Path 2, as zero is not included in Path 1, 3, and 4 CI but is included in Path 2 (Preacher & Hayes, 2008; Macho & Ledermann, 2011). Therefore, H9, H11, and H12 are supported whereas H10 is not supported.

5.5 Summary of Major Findings

The study has found a significant relationship between Exclusive Talent Management practices with each variable of positive and negative attitudes. Significant differences were also found between the two groups of employees with respect to their

positive attitudes. However, no significant difference was found in connection to their negative attitudes. Also, the relationship between Exclusive Talent Management practices and Perceived Justice and Perceived Support was found to be significant in the path analysis using regression estimate. The two groups of employees differ in their Perception of Justice and Support such that talented employees perceive a higher level of justice and support in comparison to non-talented employees. Further, the mediation analysis tested the role of both Perceived Justice and Perceived Support in the relationship between Exclusive Talent Management practices and the attitudes of employees. All the mediators partially mediated the relationships, but the study couldn't find the mediation effect for Perceived Support in the relationship between Exclusive Talent Management practices and the Positive Attitudes of employees. The following summarises the findings from the different objectives of the study:

- Exclusive Talent Management practices in the hotel industry in Delhi lead to positive employee-level outcomes such as affective organisational commitment, satisfaction, engagement, motivation, trust, intention to remain with the organisation, organisational citizenship behaviour, work effort, and psychological contract fulfilment.
- However, there is a significant difference between the two groups of employees, i.e., talented and non-talented employees with respect to all of their positive outcomes such as affective organisational commitment, satisfaction, engagement, motivation, trust, intention to remain with the organisation, organisational citizenship behaviour, work effort, and psychological contract fulfilment.
- The difference exists between them in such a manner that talented employees perceive a higher level of positive attitude from the Exclusive Talent Management practices in comparison to the non-talented employees for the hotels surveyed in this study.
- Exclusive Talent Management practices in the hotel industry in Delhi also lead to negative employee-level outcomes, i.e., job stress, along with positive employee-level outcomes. However, there are no significant differences between the two groups of employees in their level of job stress.
- Exclusive Talent Management practices in the hotel industry in Delhi have a significant impact on employees' perceptions of justice as well as perceptions of support. Further, this perception of justice and support differ for the two groups of

employees such that talented employees perceive a higher level of both justice and support in comparison to the non-talented employees.

- Further, the perceived justice was found to partially mediate the relationship between Exclusive Talent Management practices and positive attitudes of employees in the hotel industry in Delhi.
- Perceived justice was also found to partially mediate the relationship between Exclusive Talent Management practices and the negative attitudes of employees in the hotel industry in Delhi.
- Moreover, the perceived support was found to partially mediate the relationship between Exclusive Talent Management practices and the negative attitudes of employees in the hotel industry in Delhi.
- No mediation effect was found for perceived support in the relationship between Exclusive Talent Management practices and positive attitudes of employees in the hotel industry in Delhi.