

Organizational commitment, talent management and performance in hospitality industry

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Abstract

This paper's primary rationale is to investigate the impact of talent management practices (TMP) on organisational performance (OP) in the hospitality industry. Further, the study also tends to approach the mediating role of organisational commitment (OC) between TMP and OP within the hospitality Industry. The questionnaire method has been administered to gather the data from 440 managers and employees of selected two and three-star hotels. Statistical tools, i.e. EFA, CFA and SEM, were utilised to analyse the data. The study finds that TMP significantly and positively influences OP. Further, the study also verified that OC acts as a mediator between TMP and OC. The study has been restricted to North India, which includes two and three stars properties only; it should be extended in other sectors in the future. This study has significant value because it identifies that good exercise of TMP in hotels will lead to high performance. The present research indicates the practice for a more thorough TMP as it creates more committed employees, which enhances their performance by escalating their skills, capabilities, and knowledge and builds up self-confidence among them, which is an advantage today's competitive market.

Keywords:

Talent management practices; organisational commitment; organisational performance; hospitality industry

1 Introduction

In today's cut-throat competition in the market, talent is the central aspect of every organisational success (Sivathanu & Pillai, 2019). In every organisation, a talented employee builds a performance of an organisation and is the arch to the victory of competitiveness (Powell & Gifford, 2019). Hence, it is called "mantra" for every service industry (Metha & Modi, 2017). Nowadays, many organisations are facing a shortage of talented employees (Rathore, 2018) and for this reason, are determined solid holding talent with an enhanced required skill practice to be implemented for the betterment of overall performance in the organisation. Further, man powers are essential to the service sector (Mburu, 2018) and returns of competent human resources are a menace to organisational development. Prassl (2018) revealed that appropriate administration and invention of enthusiasm in human resources promise to evade negative returns.

Dedicated workforce reflects on the organisation's performance and high intensity of commitment regarding job satisfaction, inspiration, presentation, creativeness, and shrinks absence and yield (Mabaso, 2017). Through the upper level of promise and commitment of workers propose superior levels of organisational performance. Khan (2018) opined that the present scenario faces various challenges in the market, the shortage of accessibility of extremely competent and trained workforce and to preserve capable human resources are the main concern for the hospitality industry. Besides, that workforce who is continuously working with a company for so many last year's turns out to be more dynamic as they become more proverbial with the job culture. They also encourage other staff to be more reliable, emotionally involved and affianced towards the industry.

Many companies presently invest a huge extent of action in talent management practices that support the managers and employees and take satisfaction even as operational for their industry. These days, all organisations have a talent management system (TMS) either by design or by default (Heinen & O'Neill, 2004). Those multinational companies provide talent management practices (TMP), are more likely to do better than their colleague (Cappelli, 2008) because its strategies hold organisational missions and vision (Puvitayaphan, 2008). Monetary resources are generally accessible and no longer provide as a hurdle that detaches contender. Innovative skill, process, and technologies can be simulated by contenders and produce merely provisional economic advantages.

Further, it is considered prime gadgets for manpower and competitive assistance (Veselova et al., 2018). It is a double-cross process, where both employees and company are progressive (Iles et al., 2010; Horvathova & Durdova, 2010). Therefore, the service sector requires comprising in their business tactics (Puvitayaphan, 2008) and directs it inattentive and effectual ways (Bano et al., 2010).

In addition to this, there is a need to accentuate its forecasting rather than the following role (Groves, 2011). Shortage of skilled workers, insufficiency, talent scarcity, work direction and vicious rivalry from international and domestic competitors, make

talent management essentials for organisations at every stage (Paul, 2018; Piansoongnern & Anurit, 2010). This deficiency is generally due to advancement, growth, and collection of activities, altering insufficient growth (Lehmann, 2009). To prevent this dilemma, the hotel must associate and consider their TMP deliberately with their employees (Bano et al., 2010) to boost the hotel sector's efficiency.

Talent management (TM) is a course that develops and preserve impending high player that assist in accomplishing the organisational objective (Aggarwal, 2018). Furthermore, TM is not only an initiative to make sure that same ability with the superlative talent is in the accurate position at the workplace in any organisation, but TM also amplifies and improve their knowledge, proficiency and reimburse them with the right compensations even monetary or non -financial settlement to boost their loyalty and commitment to the industry. Mehta and Modi (2017) examined TM as the execution of incorporated approach intended to attain efficiency through the betterment of progression for developing, attracting and preserving people with the accurate skills and ability to congregate existing and future organisations' needs. In addition to this, the workforce is considered the essential benefit of any service sector and the industry's prime aspect to stay alive. The number of forces required to exertion and generate their services is the industry's basic needs and the excellence of that product knowledge; skills and services are the actual need and tend to improvise organisational commitment and performance.

The relationship between the variables of the present study, i.e. talent management practices (TMP), organisational performance (OP), and organisational commitment (OC) has also been observed throughout the previous research studies (Shanker et al., 2017; Ingram, 2016; Kontoghiorghes, 2016; Wiley, 2014). Various other research studies (Hongal & Kinange, 2020; Kaleem, 2019; Mehta & Modi, 2017; Alias & Hassan, 2014) have also revealed the relationship between TM and OP, but still, there is a shortage of research regarding present study constructs in the hospitality industry, especially in the hotels of two three-star of Northern India. Thus, the proposed study will bridge all the possible research gaps in the preceding literature. This study investigates the impact of TMP on OP in two and three-star hotel properties in North India.

The present study examines the impact of TMP on OP. It explores the essential dimensions of TM in the hospitality industry, which significantly determines the very existence of various state economies' hospitality and tourism sectors. The TMP specified in the present study will create more committed employees, which will enhance employees' performance by escalating their skills, capabilities, knowledge and will also build up self-confidence among them, which is an advantage in today's competitive market. Further, the study also explores the mediating role of OC between TMP and OP in the hospitality industry. In the last, this study has theoretical and managerial contributions/ implications that will assist in implementing and executing TMP in the organisations around the globe.

2 Literature Review

2.1 Talent Management Practices (TMP), Talent Identification (TI), Talent Development (TD), Succession Planning (SP) and Talent Retention (TR)

Talent management (TM) is a mounting meadow and precisely part of exercise hold by broad investigation and a set of principles. It is a practice that engages the organised recognition of key pose, expansion, and preservation of a talent group in an organisation (Sumardi & Othman, 2009). In addition to this, "It as an organisational activity, which starts with the systematic identification of key positions (through talent review and talent evaluation), creation of talent pool for these positions (through internal talent segmentation and talent nomination), followed by succession planning, development, and retention of the talent, i.e., the high performers, who help in achieving organisation's strategic priorities as well as a sustainable competitive advantage" (Jyoti & Rani, 2014, p. 227). The primary footstep in TMP is the detection of appropriate persons within an organisation, who have the proficiency and knowledge to prolong the organisation's sustainable and extreme welfare (Piansoongnern et al., 2011; Agrawal, 2018). Talent management is generally composed of three main elements: recruitment, development, care, and retention, in terms of motivation and engagement (El Dahshan et al., 2018)).

Once the talented employees are recognised, the expansion of high potential and performing employees turns into the main module for planned talent management to fill up the essential talent spot (Gao, 2019). Talent retention (TR) is also measured as a podium factor of talent management (Davids et al., 2017), and its battle begins at the hiring stage (Bhatnagar, 2007). These days a hotel mainly focuses on the retention and attraction of the preeminent talent at all organisation points (Erdoğan, 2019). Another main component of TM is to certify capable employees' succession forecasting in a queue with overall organisational ambition (Hartmann et al., 2010; Bhatnagar, 2007). It is familiar and utilised as the base of talent management (Piansoongnern & Anurit, 2010). Talent retention aims to encourage employees to remain in the organisation for a maximum time. All modern organisations have realised the importance of attracting, developing and retaining their talent to survive in the competitive market. Therefore, three elements that shape talent management are recruitment and development, including planning and retention. Based on this, the following hypothesis has been framed:

Hypothesis 1: Talent Management Practices are reflected through Talent Identification, Succession Planning, Talent Development and Talent Retention.

2.2 TMP and OP

TM and OP model distinguishes different TM components segments and connects them to workforce performance, which prompts OP (Optimis, 2011). Achievement of any association relies emphatically upon having talented people. TM advances workforce efficiency and effectiveness in work association (Kehinde, 2012; Lucy et al., 2015; Goswami, 2016). Late patterns in HRM are consistently setting off the workforce's performance and the organisations (Goswami, 2016). TM should be viewed as fundamental for accomplishing the organisation's objectives and goals if it is managed appropriately in a thorough manner (Milky, 2013). Payambarpour and Hooi (2015) believed that TM is a cycle of interrelated organisational exercises, for example, identifying, selecting, developing and retaining the talented representatives and guarantee their improvement that will contribute towards worker commitment prompting to better OP. Hajy et al. (2013) found a positive critical relationship between's TM and employee performance in public hospitals, were as Mary et al. (2015) found a similar relationship in private sector organisations.

Moreover, Arif and Uddin (2016) investigation identified a positive connection between TM and OP in the retail area. On the other hand, Moghtadaie and Taji (2016) indicated that the elements of talent development and talent attraction are generally pertinent in improving faculty member's performance. Numerous other researchers (for example, Kehinde, 2012; Kumar & Sankar, 2016; El Dahshan et al., 2018) likewise expressed that TM makes a critical positive effect on OP. Moreover, Ogbari et al. (2018) demonstrated that TM plays a vital role in OP's determination. So, based on the above literature, the following hypothesis has been framed:

Hypothesis 2: Talent management practices significantly influence organisational performance.

2.3 TMP and OC

TMP plays an essential role to attain the organisational goals (Bhatnagar, 2007). Further, it is a fundamental approach for recognising, developing, preserving and retaining talent (Agrawal, 2018). Mishra and Kumar (2019) opined that TM contains manpower management like employment, assortment, and enrolment. Srivastava and Bhatnagar (2008) examined that talent acquirement recovers the output and competence of the administration. In addition to this, TMP better the manager mark and attain economic compensation (Williamson & Harris, 2019). TMP consists of reliable actions like identifying, choosing appropriate individuals, budding and retaining the workforce to achieve the business's goals and expanding their presentation skills (Nankervis, 2013). TMP enhances the employees' potential and ability that make it easy to attain the cut-throat competition in the market (Puvitayaphan, 2008). In TMP, career and development opportunities enlarge job fulfilment, higher rate retention of managers and employees in a hotel (Langenegger, 2010) that improve an organisation's performance. An efficient level of performance is determined by better commitment is

not just having high-quality talents in the organisation; better commitment also directs to a high level of constancy among employees (Wood, 1999).

In every organisation, committed employees are considered expensive assets of an organisation whose robust assurance improved satisfaction towards the job and amplifies motivation, creativity, and performance, and decreased nonexistence and turnover (Mosadeghrad et al., 2008). Besides the high level of commitment and passion of employees proposes the efficient version of an organisation, commitment has various forms practised by employees' diversity (Elizur & Kosolowsky, 2001). Allen and Meyer (1990) classified commitment into three types, i.e. normative, continuance and affective. Normative commitment is the ethical quality commitment that constrains a worker to stay with an organisation or the compulsion considered by an employee to continue with an organisation. The continuance is the commitment to an organisation since of the costs related to taking off an organisation. Affective commitment is an emotional, passionate connection and sentiments towards an organisation. Researchers broadly connect this three-component commitment model to quantity OC (Pan et al., 2018; Masud & Daud, 2019).

Talent management is established to guarantee that the right talents with the leading skills are within the right place at work. Moreover, talent management centre on creating and improving talents and reimburse them with the appropriate compensations to boost their loyalty and commitment towards the organisation, which in turn will diminish turnover of the employees and enlarge efficiency of work to form the distinctive and the most excellent esteem to realise competitive advantage over competitors (Malkawi, 2017). On the other hand, Kwakye and Otbu (2016) stressed the significance of talent retention and talent development to attain a high employee commitment level. Furthermore, Kontoghiorghes (2016) signifies that talent retention and attraction are essential elements to enhance OC. Moreover, various other studies (e.g. Vural et al., 2012; Nobarieidische et al., 2014; Halvaei & Ejlali, 2015; Malkawi, 2017; Abazeed, 2018; Kalra, 2018) also identified a positive relationship between OC dimensions and TM components. So, based on the literature, as mentioned earlier, the following hypothesis has been framed.

Hypothesis 3: Talent management practices significantly influence organisational commitment.

2.4 TMP, OC and OP Perspective

TMP enlarges the diverse human resource design to fill a key position with the skilled and knowledgeable applicant and make sure their persistent promise to the administration (Collings & Mellahi, 2009; Sumardi & Othman, 2009). TMP is interconnected with personnel actions, which are concerned with identification, integrating, development, retention, deployment and succession planning of those talents required by the administration for the future perspective (Piansoongnern et al., 2011). TMP mainly focuses on the perfection of the organisation's staff members and

holds capable & talented employees loyal to their work (Devi, 2018). Malkawi (2017) demonstrated that TMP offers incentives and rewards that boost employee loyalty and commitment within the organisation. Moreover, TMP is incorporated with strategies that facilitate to retain and attract capable employees for the long term within the organisation. He further examined that talent development, attainment, and retention leads to OC. Additionally, OC significantly and positively influences OP (Hodgkinson et al., 2018). Hence, the following hypothesis has been framed.

Hypothesis 4: Talent management practices affect organisational performance through organisational commitment

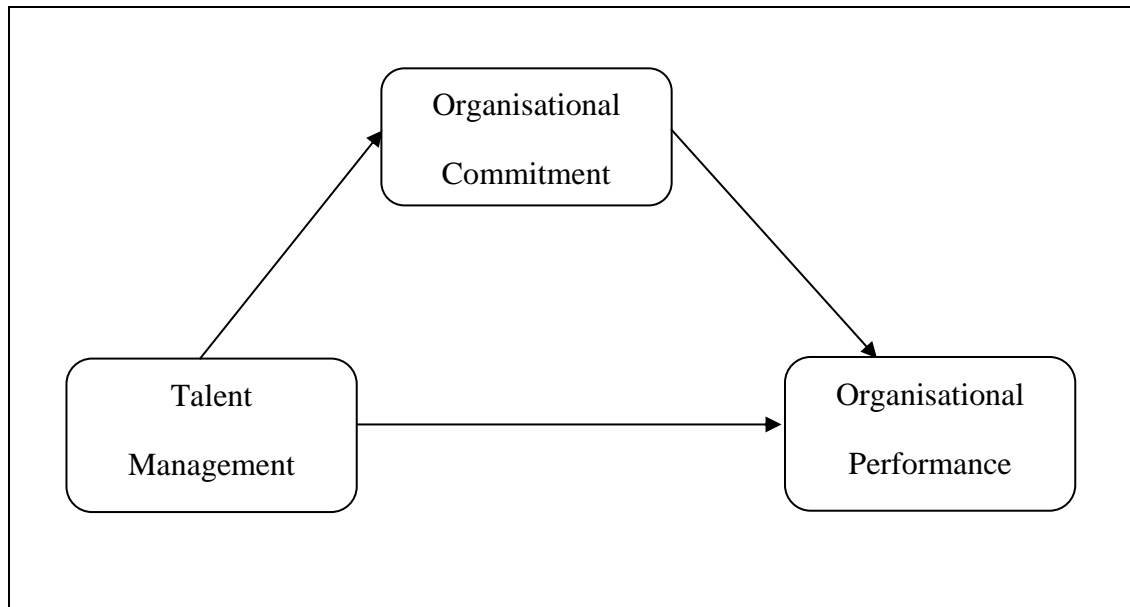


Figure 1: Based on the extant literature review, the following proposed model has been identified for the present study that shows OC as an intermediary between TMP and OP.

3 Methodology

3.1 Construct Measurement

Eighteen items have been used to measure the TMP taken from the study of Rani (2017). OC has been measured with the six-item affective commitment scale used by Saks (2006). Further, OP has been measured with eight items derived from the studies of Wang and Rafiq (2014); Chang and Hughes (2012); Gibson and Birkinshaw (2004). For the sake of uniformity, the 5-point Likert scale was used and ranged from 1 (strongly disagree) to 5 (strongly agree).

3.2 Sample Design and Data Collection

The primary data was based on the first-hand information collected personally from the 440 managers and employees of selected two (i.e. The Pearl, Hotel Parbhat Inn, Hotel Empire Inn, Hotel Landmark, and Hotel Oberoi) and three-star hotels (i.e. Hotel the Majestic, KC Residency, Hotel Park In, Hotel park View and Hotel Orbit) from Chandigarh which has been done in April 2019. Non-probability convenience sampling technique has been utilised to gather information from the respondents (Gupta, 2019). After verifying the data's accuracy, missing values, normality, multicollinearity and outliers, 338 responses found appropriate for the evaluation with a response rate of 76.81%. Out of the total respondents, 59 were managers, and 279 were employees. Moreover, most respondents were men (79%), 56% were between 35 and 40 years. 69% of respondents were married, 72% have professional qualifications, and about 59% have 10-20 years of work experience. Moreover, 62% of the respondents belong to the income group above Rs. 50,000.

3.3 Perception difference between Employees and Managers

The perception gap was identified between two groups of respondents, namely managers and employees, towards TMP, OC, and OP. An independent t-test was applied to demonstrate the significant difference in the average score of two respondents. Results uncover that there is no significant distinction in the perception of managers and employees compared to TMP ($t = 0.252$; $p > 0.05$), OC ($t = 0.736$; $p > 0.05$) and OP ($t = 0.510$; $p > 0.05$).

3.4 Purification of the Scale

Exploratory factor analysis (EFA) has been used to summarise and identify the various factors of talent management. Initially, TMP constructs comprised of 18 items. Three items were deleted because of factor loadings < 0.7 (Hair et al., 2009), retaining 15 item scale, which resulted in 4 factors: succession planning, talent identification, talent development, and talent retention. Furthermore, KMO value and total variance explained by all the elements came out to be above 0.70 and 60 per cent, respectively (Hair et al., 2010).

4 Findings

4.1 Measurement Model

The reliability, validity and goodness of model fit indices of the constructed model were verified using confirmatory factor analysis (CFA). The second-order model has been framed to measure all the constructs' fit indices, and the results of the study showed that all the value of fit indices was within threshold criteria (see Table 4). Table 4 shows that chi-square is < 3.0 , $GFI \geq 0.9$, $CFI \geq 0.9$, $AGFI \geq 0.8$, $NFI \geq 0.8$ are above the threshold criteria, were as RMSEA is concerned its value is \leq to 0.08 (Hu & Bentler, 1998, 1999). Composite reliability (CR) and Cronbach's alpha (α) were used to verify

reliability. The results revealed that all the values are above threshold criteria, i.e. >0.70 (Hair et al., 2009) (see Table 2). Further, discriminant validity was also proved as each variance estimate explained is more than the corresponding square correlation estimates between the factors (Malhotra, 2007) (see Table 3). Detailed results of EFA and CFA are exhibited in Table 1.

Table 1: EFA and CFA Results

| Constructs | Items | FLs | SRWs |
|----------------------------|---|------|------|
| Talent Management | | | |
| | Talent Identification (TI) | | |
| TI1 | Identify talent based on the information in hand. | .823 | .783 |
| TI2 | Use feedback from co-workers to identify talent. | .712 | .834 |
| TI3 | Talent is identified by managers by making judgments. | .865 | .897 |
| TI4 | Talent is identified through performance appraisal. | .912 | .768 |
| | Talent Development (TD) | | |
| TD1 | Develops high potential employees at every level. | .868 | .825 |
| TD2 | Recognises managers for development of the talent pool. | .756 | .851 |
| TD3 | Provide opportunities for developing skills and competence. | .736 | .832 |
| | Succession Planning (SP) | | |
| SP1 | SP is a key part of the decision framework. | .817 | .768 |
| SP2 | Promotion is based on past achievements, experiences and ability. | .786 | .879 |
| SP3 | Members of SP are viewed as credible and capable in job performance. | .846 | .887 |
| SP4 | SP is grounded in your business strategy. | .827 | .815 |
| | Talent Retention (TR) | | |
| TR1 | Retains talented employees who thrive and contribute to growth. | .871 | .838 |
| TR2 | There are career development programs to increase retention. | .765 | .879 |
| TR3 | Takes feedback from employees related to their positions, satisfaction etc. | .878 | .857 |
| TR4 | Management examines the critical factors for retaining the employee. | .893 | .872 |
| Organisational Commitment | | | |
| OC1 | Happy to work at my hotel until I retire. | .819 | .856 |
| OC2 | Working at my hotel has a great deal of personal meaning to me. | .723 | .753 |
| OC3 | Problems faced by my hotel are also my problems. | .807 | .821 |
| OC4 | Personally, attached to my work hotel. | .717 | .767 |
| OC5 | Proud to tell others I work at my hotel. | .738 | .867 |
| OC6 | Strong sense of belonging to my hotel. | .806 | .828 |
| Organisational Performance | | | |
| OP1 | Profit growth of our hotel is better than that of key competitors. | .821 | .807 |

| | | | |
|-----|--|------|------|
| OP2 | My hotel's brand recognition is better than that of key competitors. | .815 | .801 |
| OP3 | My hotel's image is better than that of key competitors. | .811 | .735 |
| OP4 | The average growth in my hotel's sales relative to competitors is better. | .827 | .766 |
| OP5 | My hotel's average occupancy is better than that of key competitors. | .845 | .810 |
| OP6 | Customer satisfaction of our hotel is better than that of key competitors. | .745 | .721 |
| OP7 | Employees' satisfaction level of our hotel is better than that of key competitors. | .785 | .755 |
| OP8 | Revenues per room in my hotel is better than that of key competitors. | .744 | .776 |

Note: FLs=Factor Loadings and SRWs=Standard Regression Weights

Table 2: Reliability and Validity Results

| Constructs | α | CR | AVE |
|------------|----------|-------|-------|
| TI | 0.881 | 0.893 | 0.676 |
| TD | 0.869 | 0.874 | 0.699 |
| SP | 0.896 | 0.904 | 0.703 |
| TR | 0.912 | 0.920 | 0.742 |
| OC | 0.918 | 0.923 | 0.667 |
| OP | 0.920 | 0.922 | 0.596 |

Note: α = Cronbach's Alpha, CR= Composite Reliability and AVE= Average Variance Extracted

Table 3: Discriminant Validity and Correlation Matrix of Latent Constructs

| Constructs | TI | TD | SP | TR | OC | OP |
|------------|--------|--------|--------|--------|--------|-------|
| TI | 0.676 | | | | | |
| TD | 0.25** | 0.699 | | | | |
| SP | 0.26** | 0.42** | 0.703 | | | |
| TR | 0.45** | 0.31** | 0.40** | 0.742 | | |
| OC | 0.33** | 0.40** | 0.37** | 0.29** | 0.667 | |
| OP | 0.21** | 0.33** | 0.20** | 0.43** | 0.28** | 0.596 |

Note: Diagonal axis denotes AVE values, and Astrix values denote squared correlation between the constructs at P-value <0.01.

Table 4: Second-Order Factor Model Results

| Construct | Chi-Square | RMR | GFI | AGFI | NFI | CFI | RMSEA |
|-----------|------------|-------|-------|-------|-------|-------|-------|
| TM | 1.404 | 0.030 | 0.900 | 0.875 | 0.851 | 0.958 | 0.038 |
| OC | 1.776 | 0.033 | 0.908 | 0.877 | 0.858 | 0.917 | 0.050 |
| OP | 2.423 | 0.033 | 0.903 | 0.864 | 0.869 | 0.918 | 0.080 |

4.2 Hypothesis Testing Results

4.2.1 *TMP is reflected through TI, SP, TD and TR*

The second-order model of TMP proves that TMP is reflected through TI, SP, TD, and TR. All the standardised regression weights (SRWs) are above 0.7 ($P < 0.01$), which leads to acceptance of hypothesis 1 (see Table 1). TM is considered a tool for upgrading retention, motivation, and development among an organisation's employees (Kaleem, 2019). It gives more attention to identifying talented internal employees, which helps increase the visibility of in-house talents and enhance the degree of localisation (Hartmann et al., 2010). It ensures the succession planning for qualified employees by the organisation's general goals and objectives (Hartmann et al., 2010).

4.2.2 *Impact of TMP on OP*

TMP have a significant direct positive impact on OP (Beta value = 0.62, $p < 0.01$) (see Table 5). So, hypothesis 2 stands proved. It underpins past researchers' discoveries that the TMP improves OP (Aggarwal, 2018) by upgrading employee's skills and capabilities. TMP helps towards acquiring, managing, and developing knowledge among the employees and providing a reward to talented employees to boost an organisation's performance (Mucha, 2004; Heinen & O'Neill, 2004). Janardhanam et al. (2011) viewed that TMP help, not as a means to overcome a talent deficiency, but also to convey monetary marks in gaining support from all partners, to increase the efficiency and proficiency of an organisation. Silzer and Dowell (2010) expressed that strong talent within the organisation positively affects commerce results like market value, company benefit, return on assets, more noteworthy shareholders' esteem, and return on value.

4.2.3 *Impact of TMP on OC*

The SEM model also uncovers the critical impact of TMP on OC (Beta value = 0.73**), which proves hypothesis 3 of the study (see Table 5). Given this outcome, one can express that TMP assumes a significant function in improving worker mental state regarding their connection, need to remain and commitment (Mahal, 2018; Meyer et al., 2002; Meyer and Allen, 1991).

4.2.4 *Impact of TM on OP: Mediating role of OC*

To check whether OC mediates between TMP and OP, the bootstrapping procedure in AMOS was performed with 2,000 re-samples. Statistical significance for the indirect effect was determined from 95 per cent bias and accelerated confidence intervals. It is stated by Hayes (2009) that if an indirect effect standard regression weight of the mediator model is less than the direct relation, then partial mediation is proved. The results of the present study showed that indirect relationship between TMP and OP in the presence of OC (mediator) is significant but got reduced as compared to the direct

relationship (beta value = 0.28**), which proves partial mediation and hence lead to acceptance of hypothesis 4 of the study (see Table 5).

Table 5: Impact of TM on OP: Mediating Role of OC

| Steps | Independent Variable | Dependent Variable | Standard Regression Weight (SRW) | Relationship Significant |
|-------|----------------------|---------------------|----------------------------------|--|
| 1. | TMP | OP | 0.62** | Significant (Direct relationship without mediator) |
| 2. | TMP | OC | 0.73** | Significant |
| 3. | TMP | OC(Mediator) and OP | 0.28** | Reduced but Significant (Direct relationship after addition of mediator) |

5 Discussion, Implication and Limitations

This investigation includes recognising the indirect relationship between TMP and OP in hotels. This survey's empirical consequences have shown that TM is a multidimensional construct, namely identifying talents, the development of talents, the retention of skills, and succession planning. It is considered a traditional HRM practice, but talent management has become a strategic process to conquer the conventional HRM's flaws. Further, results also signify that TMP significantly influences OP. TMP are inter-related practices that strengthen talent management and increase their effectiveness (Rothwell, 2005) and other direct OP's development. This study additionally found that in between TMP and OP, OC acts as a mediator. TMP focuses on attracting, holding, and building up key talent among employees (Mucha, 2004) to increase their attachment with the organisation, which will improve OP.

This study's significant implications are: managers should provide incentives and rewards to the employees to get motivated for doing well for their organisation. This will also enhance the confidence level of the employees and makes their strong bounding with the organisations. For managing talent, each organisation has to make its distinctive talent policy, and this talent policy must be adjusted with an organisation's corporate policy for victory. Further, the assessment course must be conducted persistently; accordingly, that sufficient response should be offered to the hotel managers and employees to recover the hotel industry's performance. Moreover, the administration must provide an opening to the managers and employees to line up goals, values, HR policies, and exercise with an organisational vision for generating innovative outcomes for organisations. On the other hand, to enlarge the managers' contribution in the deliberate decision process, there should be schedule

implementation and direction of HR practices passing on to front office managers because they have direct and regular touch with the employees.

Additionally, the flourishing execution of TMP each manager should keep an updated and efficient record of their capable workers, which confines the facts of their job position, their competency, their assistance, ability, job planning and so on. Moreover, managers should review this case during talent recognition, talent development, talent planning, and retention, which will help recover OP. The managers should intend seminars, skill training programs, conferences' and workshops for their front-line executive to deliberately orient those concerning HR function to be accepted at their stage to turn into an intentional co-worker and make sure that talent exercises are approved out according to HRM guidelines. Apart from this, management should conduct workshops and seminars to make employees aware of new products and services. The leadership training program should be provided to the employees to lead to an improvement in the performance of the employees and that of the organisations. Moreover, management should conduct a personality development program to improve communication skills and build self-confidence.

This research also suggests certain limitations that could not be excluded and should be kept in mind whenever its findings are considered for implementation. First, this study is conducted only in two- and three-star hotels. In future research, five-star hotels can also be considered to improve the generalizability of the findings. Further, future researchers can also make a comparison between two- and three-stars hotels. Second, this study is conducted only in Chandigarh; other cities like Delhi should also be considered in future research. Third, the present analysis is cross-sectional, in future longitudinal research ought to be done to see if employees of the hotel have taken up TMP and its impact upon the OP. Fourth, this study is useful for the researchers and academicians as it bridges the gap between the researches carried out upon the construct of TMP. Academicians and researchers are capable of imitating or expand this study to other sectors. Thus, empirically investigate the derived suggestions in various other fields like tourism, aviation and hospitality, banking and telecommunications industry from a future perspective. Lastly, the current study is restricted to a single mediating variable, namely OC. To promote OP, other mediators like organisational culture and innovation ought to be measured within the near future. Also, comparative studies between hotels and restaurants can be carried out in the future.

6 About the author

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