

Talent management dimensions and their relationship with retention of Generation-Y employees in the hospitality industry

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Abstract

Purpose – The purpose of this paper is to determine the causal relationship between talent management dimensions such as Human Capital Index and perceived organizational support (POS) and the impact thereof on the turnover intentions of Generation-Y employees. This study tries to find out how the intentions of employees to quit relates significantly to the talent management practices in Indian hospitality organizations.

Design/methodology/approach – This study proposed an integrated conceptual model based on previous literature where the relationship between the relevant constructs is verified. A cross-sectional survey design is used for data collection, which is ideally suited for the descriptive and predictive functions associated with correlation research and for assessing the interrelationship among various variables in the study.

Findings – Pearson's correlations showed a practically significant positive relationship between the organization's talent management practices and POS. It is also inferred that perceived supervisory support does not mediate the relationship between talent management practices and intention to quit. The findings of this study also confirm that employees' perception of the organization's actions has direct effects on their perception of support from their supervisors. The study also found a practically significant negative relationship between POS and the employee's intention to quit, where high levels of POS are associated with a decreased intention to quit the organization.

Originality/value – From a theoretical aspect, this study provided a quantitative method for assessing the Generation-Y employees' perceptions in relation to other relevant constructs. Practically, this study provided a framework for the management to understand that the perceptions regarding talent practices and support influence an employee's intent to leave an organization.

Keywords Generation Y, Employee retention, Talent management, Hospitality, Staff turnover, India

Paper type Research paper

Introduction

In the hospitality industry, retaining good and efficient staff is a continuous source of concern for experts and practitioners and an ongoing area of interrogation for the hospitality academics (Davidson and Wang, 2011). A crucial component of the study on employee retention is the necessity to retain talented staff, and for this several strategies have been explored in the literature, such as maintaining a work-life balance (Qu and Zhao, 2012), effective talent management practices (TMP) and increasing organizational commitment, job satisfaction and other employees' attitudes (Ilies *et al.*, 2009). As stated by Reindl (2007), the development, attraction and retention of talent through effective talent management (TM) ensures not only superiority in the market place but also an upsurge in the organization's inclusive financial performance. Research shows (Bassett, 2008) that once the individuals are hired in the hospitality industry, they are not expected to remain in their positions for a long period.



High intended employee turnover is a common and expensive problem in the hospitality industry (Barron, 2008; Solnet and Hood, 2008), and the same is true for the Indian hospitality sector. Reasons for this high turnover rate comprise issues such as low income, inconsiderate hours of work, tedious work schedules and inadequate career opportunities (Barron, 2008; Gustafson, 2002; Walsh and Taylor, 2007). Hospitality staff is progressively parting from the hospitality industry for jobs in industries with improved working conditions (Barron, 2008; Blomme *et al.*, 2008; Blomme *et al.*, 2009). Turnover remains a costly challenge, one which can only be overcome through a genuine interest of employees' perception of the organization, its agents and its practices (Morgan, 2008; Du Plessis *et al.*, 2015). The amalgamation of an ageing population and dwindling birth rates over the past decades had resulted in a shrinking labour pool in the hospitality sector (Magd, 2003; Sparrow and Hiltrop, 1994). Given the conventionally tall numbers of younger employees in the hospitality sector, this raises a significant concern for an industry already overwhelmed by rising turnover rates (Deery, 2002). Therefore, the hospitality organizations should devise and look for efficient ways to curtail the staff-turnover rates.

Talent management and Generation Y

According to Gallardo and Thunnissen, 2016, TM can be defined as “the organized identification, development, attraction, engagement, retention and deployment of highly potential and efficient employees, to occupy key positions which have substantial impact on organization's sustainable competitive advantage”. It was first used by McKinsey and Company in the late 1990s (Marah and Leigh-Ann, 2008) and was elucidated as “the totality of people's experiences, competencies, capabilities, attitudes and behaviour that can be turned into organizational performance” (Pillay *et al.*, 2008). In the twenty-first century, TM has become one of the crucial challenges for many hospitality organizations in developing countries because demographics and relocations had negatively affected the human capital reservoir (Svejnar, 2002).

There has been an increased curiosity amongst the practitioners and scholars about TM, and numerous studies have been published lately, refining the conceptualization of TM, as well as finding effective practices and processes related to it (Gallardo-Gallardo *et al.*, 2015). Regardless of the immense amount of TM research, one of the main criticisms remains that it generally assumes an organizational or managerial perspective (Gallardo-Gallardo and Thunnissen, 2016) and disregards discrete employees, their expectations and needs (Al Ariss *et al.*, 2014). Until now, a majority of the TM studies have been conducted in developed Western countries, and there were only a few that observed TM in developing countries of Asia, such as India, China and South East Asian countries (Skuzza *et al.*, 2013; Vaiman and Holden, 2011).

Over the past decade, there has been a paradigm shift in the hospitality organizational workforce demographics with the sustained incursion of Generation Y staff (born between 1981 and 2000) (Lancaster and Stillman, 2010), along with retirement of the generation of Baby Boomers. Grounded on generational cohort theory, a generation comprises members born during the same time and undergoing the shared formative events throughout their evolving times, leading to an analogous value system, attitudes and perceptions (Kupperschmidt, 2000). The rationale for concentrating on Generation-Y employees in this research is because of their ever-increasing representation in the hospitality workforce and the imminent retirement of Baby Boomers. According to an estimate, by 2020, India alone will host approximately 464 million Generation-Y employees, with an average age reaching 29 years (Rajendram, 2013). This has brought about an immediate need to design talent

management interventions, keeping in mind Generation Y's needs and preferences, to enhance their retention and commitment.

Generation-Y adherents have seen and practised events such as advent of internet, popularity of social media, growth of environmental awareness, economic liberalization and rise of terrorism. This circumstantial environment had a deep impact in moulding their character and personality as happy-go-lucky, joyful and risk-taking individuals. Their workplace ethics, values and working style are strangely different from Baby Boomers and Generation X (Naim and Lenka, 2017). They are determined, imaginative and target-oriented, with a robust sense of self-esteem and poise in their abilities (Twenge, 2010). They also display high echelons of sanguinity, assertion and self-confidence (Martin, 2005). This generation represents socially connected individuals, with technological literacy and strong relationship orientation (Lowe *et al.*, 2008).

Generation-Y employees desire immediate response about their performance and apt acknowledgement of their contributions (Martin, 2005). Moreover, they are inclined towards the need for learning and development and look to unceasingly update their knowledge and capabilities to stay wanted in the talent market (Naim, 2014). Therefore, they switch their jobs quite frequently to explore better opportunities. Regardless of the changes in workforce dynamics in the hospitality sector, there is no noteworthy change in the human resource management (HRM) practices, which are still less attractive to Generation-Y employees, causing higher attrition rates (Davidson *et al.*, 2011).

Lack of engagement is a serious issue amongst the employees of all generations, but Generation-Y employees are most susceptible, as they are extremely ambitious and look for early success in all their endeavours (Hartman and McCambridge, 2011). They choose to quit their jobs when employers do not match their prospects and expectations. In India, employee engagement and retention require urgent attention in the hospitality sector, as their representation would be approximately 50 per cent by 2020 (Saxena and Jain, 2012). This apprehension lays down the foundation for Generation Y being the context for the execution of this study. Hospitality organizations are required to implement an appropriate developmental strategy to retain Generation-Y employees because of their strong learning orientations. Therefore, from the research point of view it becomes imperative to understand the relationship among Generation-Y employees' perceptions of an organization's TMP, organizational and supervisory support and impact thereof on their intention to quit, which will be the prime objective of this study. This study will also try to find out how intentions of employees to quit significantly relate to the TMP in the hospitality organisations.

This study responds to the need for research on determining the causal relationship between the talent management dimensions such as perceived organizational support (POS) and Human Capital Index and the impact thereof on the turnover intentions of Generation-Y employees. It will also try to find out the reasons for attracting and retaining the Generation-Y employees and evaluating the influence of TMP on employee outcomes (Gelens *et al.*, 2013). This study has been organized as follows. Section 1 on the literature review deals with the causal relationship among perceived TMP, POS and perceived supervisory support (PSS) and Generation-Y employees' intentions to quit the organization. It also proposes an integrated conceptual model which shows the relationship amongst the constructs under study. Section 2 presents the research design of the study and discusses the sampling design and measurement of constructs. It has been followed by data analysis and the results in Section 3, which specify the relationship amongst the variables using Pearson's correlation coefficients and mediation/moderation of relationships using multiple regression analysis. Section 4 of the study deals with the discussion, limitations and recommendations for further study.

Literature review

A review of previous literature suggests that there is scarcity of data on TMP of Generation-Y employees in the hospitality sector, and mostly the research studies on generational differences and competency development strategies have been addressed so far (Naim and Lenka, 2018). Majority of the themes related to Generation Y studied so far include behavioural responses (Holt *et al.*, 2012), characteristics and work preferences (Autry and Berge, 2011; Twenge, 2010) and career perceptions (Ng *et al.*, 2010; Rao and Vijaylakshmi, 2014). Some studies also suggested the variation within generational cohorts of three important generations, i.e. Baby Boomers (born during 1945-1964), Generation X (born during 1965-1980) and Generation Y (born after 1980) (Eisner, 2005; Martin and Tulgan, 2001; Raines, 2003) based on distinctions such as gender and education, which will influence their work-related attitudes and behaviours in the hospitality industry. However, the studies related to evaluating the intentions of Generation-Y employees to quit the hospitality sector are still negligible and thus create a gap which needs to be filled by this study.

Moreover, previous literature lacks any data that deals with the causal relationship among perceived TMP, POS and PSS, as well as Generation Y's intention to quit the organization. Further, the data on mediation of relationships amongst the variables is also insignificant. The available literature has limited empirical foundation and most of the studies are exploratory in nature, which illustrates the lack of depth in contemporary understanding on retention of Generation-Y employees through TMP. Importantly, employee retention has not been much studied in the context of Generation-Y employees except for a few studies, which explores the concept from multi-generational perspective (Jurišević and Miheli, 2015). Therefore, an understanding of organization's TMP and its subsequent impact on the Generation-Y employees' intention to quit becomes imperative for research.

Previous literature suggests that extensive studies have been conducted on the relationship between an employee's perceived supervisory support, POS and his intention to quit (Dawley *et al.*, 2008; Chew and Wong, 2008; Dawley, Deconinck and Johnson, 2009; Eisenberger, *et al.*, 2006; Shanock and Eisenberger, 2006; Vikas *et al.*, 2018). These research studies have suggested a positive correlation between the POS and PSS and a negative association between these two constructs and employee's intention to quit. Till date a few research studies have examined the relationship among human resource management practices, POS and employee turnover (Allen *et al.*, 2003; Knight-Turvey and Neal, 2003). However, these research studies confirmed that virtuous human resource practices can lead to an upsurge in the employee's perception of organizational support and a decline in the employee's intention to quit an organization. In contradiction of this background, the key aim of this study is to find out whether there exists a causal relationship among the perceived TMP, the POS, the PSS and Generation Y's intention to quit. This study anticipates that the examination of these constructs will deliver the organization with some valued insight on likely factors that relate to employee turnover and offer the organization with the capacity to construct a valued talent retention model for Generation-Y employees.

Theoretical framework and hypothesis formulation

TM has been considered as a vital theme of HRM (Paawe, 2007). Regardless of doubts about whether TM represents anything more than a repackaging of human resource practices, in numerous organisations, it is perceived as an "indispensable management practice" (CIPD, 2015). Effective TM is associated with the organization's values, mission, core objectives and capabilities, and qualifies managers of an organization to generate competitive advantage (Human Capital Institute and Vurv Technology, 2008). The change of human

resource management to TM had stressed upon the HR specialists to redefine the occupation to be able to aid organizations to meet the necessary challenges (Human Capital Institute and Vurv Technology, 2008). Previous studies show that supportive human resource practices are a precursor of POS (Allen *et al.*, 2003). Therefore, TM can be classified as a supportive HR practice.

Earlier studies suggested the relevance of nine TMP for the application of efficient TM in organisations i.e. talent review process, staffing, strategy, talent engagement, talent development, talent acquisition, talent deployment, talent retention and performance management (Ashton and Morton, 2005; Bhatnagar, 2008; Cantrell and Benton, 2007; Handfield-Jones *et al.*, 2001; Reindl, 2007; Sharma and Bhatnagar, 2009; Workforce Management, 2007). Though it has been established that these practices might help in contributing to the effective TM in an organization, no research has yet been directed to establish empirical indication that approves the impact of these practices on Generation-Y employees' intentions to quit the organization or on their perception of supervisory support. However, earlier studies found that Generation-Y employee's perception of an organization's commitment to TMP is positively correlated to POS (Allen *et al.*, 2003). Therefore, it can be deduced that a Generation-Y employee's perception of the organization's commitment towards TMP should also be positively related to POS.

According to Hutchison (1997) Generation-Y employees' perception of organization's actions has a direct impact/effect on their perceived supervisor support (PSS). Previous research studies also confirm the direct positive relationships among the POS, the supportive HR practices such as TM and POS and PSS (Allen *et al.*, 2003 and Hutchison, 1997). It may be concluded here that there is a possibility of relationship between supportive HR practices such as TM and PSS. Therefore, we propose the following:

- H1. A positive relationship exists between the Generation-Y employee's perception of the organization's TMP and POS.
- H2. A positive relationship exists between the Generation-Y employee's perception of the organization's TMP and PSS.

Talent management practices (TMP) and Generation-Y employee's intention to quit

Earlier studies suggest the organization's willingness to invest in human capital for enhancing the employee retention through TMP (Svejnar, 2002). The ability of supportive TMP to augment retention, proposes that these practices are expected to lower down an employee's intention to quit an organization (Sharma and Bhatnagar, 2009). According to Barkhuizen (2014), the Generation-Y employees consider TMP such as talent review processes, talent development, staffing workforce planning and acquisition as more essential than compared to other generations in the workplace. Therefore, we propose:

- H3. A negative relationship exists between the Generation-Y employee's perception of the organization's talent management practices (TMP) and his/her intention to quit.

Talent management practices (TMP), perceived organizational support (POS) and employee's intention to quit

Usually Generation-Y employees develop an attitude or conception towards the degree to which their hospitality organizations value their services and upkeeps their general welfare, which is known as their POS (Eisenberger *et al.*, 2002). POS can also be defined as the trust

that the organization will readily provide any support or assistance if the employee needs it to carry out one's job efficiently or to deal with demanding circumstances (Rhoades and Eisenberger, 2002). To better understand the reciprocal relationship that develops between the Generation-Y employees and the organization, the social exchange theory can be readily used (Dawley *et al.*, 2008). It advocates that when an organization fairly treats and value their employees' contributions, the employees in turn perceive high degree of support from the organization and feel obliged to reciprocate (Dawley *et al.*, 2008). The employees may reciprocate through increased organizational loyalty and commitment, which may result in reduced intention to quit/leave the organization (Mpofu and Barkhuizen, 2013).

The Generation-Y employees' perceptions of TMP (a precursor to POS), become the base for their perceptions of support from management and supervisors, which further effect their perceptions of the organization's support (Hui *et al.*, 2007). Numerous researchers have found that the employees with high POS will be less likely to pursue and agree to take alternative employment (Allen *et al.*, 2003; Dawley *et al.*, 2008; Jawahar and Hemmasi, 2006). Moreover, Allen *et al.* (2003) suggests that POS can act as an intermediary of organizational supportive Human Resource Practices and can consequently affect employee's intention to quit indirectly. Thus, POS can be considered as the reason for a negative correlation between supportive HR practices and employee turnover. Therefore, we propose the following:

- H4. A negative correlation exists between the Generation-Y employee's perceived organizational support (POS) and his/her intention to quit.
- H5. Perceived organizational support (POS) mediates the relationship between perceived talent management practices and the Generation-Y employee's intention to quit.

Relationship between perceived organizational support (POS) and perceived supervisor support (PSS)

Several studies have examined the positive relationship between POS and PSS, but studies on the causality direction between POS and PSS are scarce and limited (Eisenberger *et al.*, 2002). Earlier studies show that the PSS is a precursor of POS (Allen *et al.*, 2003; Dawley *et al.*, 2008; Rhoades and Eisenberger, 2002). The organizational support theory reassures this outcome that a positive association exists between PSS and POS, where PSS leads to POS (Eisenberger *et al.*, 2002). Some authors (Dawley *et al.*, 2008; Shanock and Eisenberger, 2006) suggest that causality might also occur in the opposite direction where POS upsurges PSS. This has been established by other research studies such as: Deconinck and Johnson, 2009 on POS, PSS, organizational justice and trust, Hutchison's research (1997) on a path model of POS and Dawley *et al.*'s (2008) research on Mentoring, POS and PSS. Therefore, most of the literature seem to agree that a positive association exists between POS and PSS. Therefore, we propose:

- H6. There exists a positive relationship between the POS and PSS.

Earlier studies suggest that Generation-Y employees inculcate perceptions about the degree to which their supervisors worth their contributions and care about their needs and welfare (Eisenberger *et al.*, 2002; Allen *et al.*, 2003). This general belief is called PSS. Generation-Y employees' gratification with their direct supervisor and the perception of their supervisor's readiness to value for them has been revealed to decrease intended turnover and enhance commitment (Dawley *et al.*, 2008). Furthermore, supervisor's obligation towards TM in

hospitality organisations has been continuously associated with Generation-Y employees' intention to quit the organization (Mpofu and Barkhuizen, 2013). Therefore, higher perception of supervisor support will decrease the employee's intention to quit the organization. So, we propose:

H7. A negative relationship exists between the Generation-Y employees' PSS and their intention to quit the organization.

According to [Allen et al. \(2003\)](#), POS acts as mediator of organizational supportive HR Practices and the degree to which Generation-Y employees quit the hospitality organization. Because supervisors act as agents for the organization, PSS can probably act as an even stronger mediator. It is, therefore, probable that the presence of PSS be the explanation behind a negative relationship between supportive HR practices and employee turnover. Therefore, it is proposed:

H8. PSS mediates the relationship between perceived TMP and the employee's intention to quit.

Integrated conceptual model framework. It is confirmed through the exhaustive literature review that a positive relationship exists between POS and PSS and a negative relationship among these two constructs and the Generation-Y employee's intention to quit the organization ([Chew and Wong, 2008](#); [Dawley et al., 2008](#); [Deconinck and Johnson, 2009](#); [Eisenberger et al., 2002](#); [Jawahar and Hemmasi, 2006](#); [Shanock and Eisenberger, 2006](#)). Further, it has also been established that supportive TM practices increases the POS and reduces the turnover and apparently the employee's intent to quit ([Allen et al., 2003](#); [Knight-Turvey and Neal, 2003](#)).

Based on the literature review and hypotheses generated there from, an integrated conceptual model is proposed showing the independent causal relationships between the constructs in a comprehensive form. It is presented in [Figure 1](#) with Generation-Y employees serving as the context for this study.

Methodology

Data collection and participants for the study

This study applied quantitative research methods such as Pearson's product-moment correlation ([Hanfield et al., 2009](#)) to establish the relationship among various variables under study and multiple regression analysis to identify the constructs responsible for the mediation/moderation of the proposed relationships. A cross-sectional survey design method was developed for data collection. This design is preferably suitable to the descriptive and predictive functions associated with correlation research and to measure the interrelationships among the variables in the research ([Field, 2009](#)).

The collection of data was done from the Generation-Y employees (i.e. born after 1980) working in the different hospitality segments i.e. star category hotels, planned restaurants, and airlines in different regions across the globe. Only those employees were approached who were placed in the core-operational areas of their organisations. The participants were approached through emails only after studying their profiles on the web and through peer recommendation. This study applied Convenience sampling approach as it is extremely speedy, easy, readily available and cost effective ([Henry, 1990](#)). The questionnaires ($n = 830$) were distributed electronically to the participants through e-mails and a response rate of 39 per cent ($n = 324$) was achieved. After eliminating unusable responses ($n = 29$) and observations with missing values ($n = 07$), 288 observations were used. Questions were

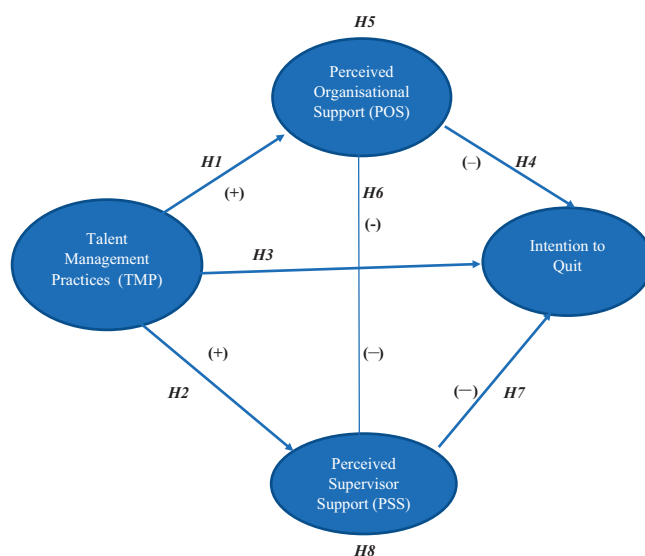


Figure 1. Integrated conceptual model framework showing the causal relationship between the constructs

prepared in English assuming that most of the respondents can read, write and understand English. Interpreted forms of the questionnaires (in the understandable language/form) were provided for the respondents who were not proficient in English and have indicated the same through an email. To reduce the self-selection biases because of the use of convenience sampling approach of data collection, multiple imputation and predict the bias techniques were used (Keeble *et al.*, 2015). Non-participant information was used to predict the expanse of bias present while data collection. Missing values were attuned and substituted with realistic estimates drawn from the data collected. To check the consistency of data, a detailed analysis was also performed. In many cases, a few incomplete questionnaires were found which were not considered worthy for further analysis and were summarily rejected.

Pilot testing of the questionnaire was done randomly on a sample of 30 Generation-Y employees working in the hospitality sector in Delhi region, as this being a major city having all the visible elements of hospitality sector in India. Data collection was done using location intercept techniques through face to face interviews (Malhotra, 2008) as it offers maximum response rate. It lasted for nine days and minor modifications were incorporated in the questionnaire to make it more precise and relevant.

The entire process of data collection took over eight weeks to gather the responses from approximately 324 respondents. For checking the reliability of the data, Cronbach's alpha test of reliability was conducted (Nunnally and Bernstein, 1994). Reliability factor was found to be 0.88 which was well over the required 0.7. The Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy was found to be 0.79 which was well over the threshold of 0.60. Bartlett's test of sphericity was also found to be significant for the data which shows the suitability, adequacy and reliability of data.

Instrument development

Only one set of questionnaires was used for data collection and it was based on the review of previous literature and consisted of three sections. The first part dealt with the socio-demographic profiles of the respondents. The second and third part of the questionnaire

were based on the adapted version of the Human Capital Index of the [Human Capital Institute and Vurv Technology \(2008\)](#) which was applied to measure the perceived TMP of the hospitality organisations. This Index comprised 45 items and measured eight TMPs, namely, talent review process, strategy, staffing, talent engagement, talent acquisition, talent deployment, talent development, talent retention and performance management. Participants were asked to rate the existing TMP in their organisations on a five-point scale ranging from “Poor (1)” to “Excellent (5).” This measure has been verified to be a valid and consistent measure in various TMP studies ([Barkhuizen, 2014](#)). Questions related to the Management commitment towards the employees, review of talent in the organization, planning with regards to the workforce (i.e. scheduling of duty rosters), strategies for staffing, methods of talent acquisition in the organization, measures taken for the development of talent in the organization, ways of performance management (staff efficiency management) and ways taken by the organization to retain the employees in the organization were asked. The descriptive statistics and reliabilities of the HCI are reported in [Table I](#) below. From the [Table I](#), it is evident that all the factors show acceptable to very good reliabilities. From the results it is also clear that the respondents perceived that TMP are applied poorly in their respective hospitality organisations. Some of the most problematic practices include a lack of talent retention strategies and workforce planning. The results also revealed a considerable lack of management commitment towards TM in the hospitality organisations.

The Survey of Perceived Organizational Support (SPOS) measures the Generation-Y employees’ perception of the organization’s attitude towards them ([Shore and Tetrick, 1991](#)). Its shortened version consisted of eight items that need the participants to specify the degree of their agreement with each statement on a seven-point Likert scale ranging from strongly disagree (1) to strongly agree (7). This has also been included in the second part of the consolidated questionnaire.

The Perceived Supervisor Support Questionnaire aims to evaluate the Generation-Y employees’ perception that their supervisors value their contribution and care about their welfare. To assess this, the SPOS was adapted in this study to correlate with that used by [Eisenberger *et al.* \(2002\)](#) and [Shanock and Eisenberger \(2006\)](#). The Survey of Perceived Supervisor Support comprised of eight items and required the participants to score their answers on a seven-point Likert-type scale ranging from strongly disagree (1) to strongly agree (7) and was included in the third section of the questionnaire. The validity and reliability of the POS has been established in various studies ([Eisenberger *et al.*, 2002](#); [Shanock and Eisenberger, 2006](#)).

Table I.
Reliability and
descriptive statistics
of Human Capital
Index

Talent management practices (TMP)	Mean	SD	Skewness	Kurtosis	α
Management commitment	2.7070	0.97092	0.133	-0.643	0.896
Talent review process	2.8263	0.94765	0.033	-0.682	0.884
Workforce planning	2.7213	0.85306	0.215	-0.095	0.854
Staffing	3.0534	0.83608	0.077	-0.271	0.753
Talent acquisition	2.9910	0.78036	-0.012	-0.222	0.722
Talent development	2.9393	0.83903	-0.033	-0.427	0.803
Performance management	2.9456	0.84829	-0.042	-0.293	0.718
Talent retention strategies	2.5357	0.91887	0.196	-0.599	0.812

Source: Author

Three items were used to determine the employee's intent to quit the organization in the third section of the questionnaire. Respondents were asked to rate the items on seven-point Likert scale ranging from strongly disagree (1) to strongly agree (7).

Data analysis and results

By analysing the socio-demographic profiles of the Generation-Y employees working in the hospitality sector, it was found (Table II) that majority of the respondents were mainly from Asia (42 per cent) followed by Europe (22.56 per cent), Africa (20.83 per cent), America (7.98 per cent) and Oceania (6.59 per cent). Most of them were found to be females (62.15 per cent), Single (82.98 per cent), proficient in English (88.88 per cent) and university graduates

Profile of Generation-Y employees (<i>N</i> = 288)	Frequency (%)
<i>Country of origin</i>	
Asia	121 (42.01)
Europe	65 (22.56)
America	23 (7.98)
Oceania	19 (6.59)
Africa	60 (20.83)
<i>Gender</i>	
Male	109 (37.85)
Female	179 (62.15)
Transgender	00 (0.0)
<i>Marital status</i>	
Single	239 (82.98)
Married	49 (17.02)
<i>Language proficiency</i>	
English	256 (88.88)
Any other	32 (11.12)
<i>Employment status</i>	
Regular (permanent employee)	243 (84.37)
On term contract	27 (9.3)
Ad-hoc	18 (6.25)
Any other	00 (0.00)
<i>Job level</i>	
Senior management	08 (2.7)
Middle management	43 (14.9)
Supervisor	56 (19.44)
Operational staff	181 (62.96)
<i>Education qualifications</i>	
High school	74 (25.70)
University graduate	179 (62.15)
Post graduate and higher	35 (12.15)
<i>Employed since</i>	
<1 year	94 (32.63)
Between 1-2 years	167 (57.98)
>2 years	27 (9.37)

Source: Author

Table II.
Socio-demographic
profiles of
Generation-Y
employees

(62.15 per cent). It was also found that majority of the respondents were permanently employed (84.37 per cent), placed as the operational staff in the organisations (62.96 per cent) and employed between one and two years (57.98 per cent) in their respective organisations (Table II).

Further, reliability test of the measurement items, i.e. POS, PSS, intention to quit and TMP, was conducted prior to further analysis. Compared to the guidelines of $\alpha > 0,70$ (Field, 2009), the alpha coefficients of the measurements items as presented in the Table III were found to be acceptable for further analysis.

The key objective of this research was to find out the correlation among the four variables: POS, PSS, intention to quit and TMP. For this, Pearson’s product-moment correlation (Hanfield *et al.*, 2009) was used for the analysis. The results have been presented in Table IV as under.

The results (Table IV) show that POS is practically significant when associated to PSS [$r(df = 135; p < 0.001) = 0.723$, large effect], intention to quit [$r(df = 135; p < 0.001) = -0.568$, large effect] and perceived TMP [$r(df = 135; p < 0.001) = 0.640$, large effect]. It has also been found that the PSS is practically significant and negatively associated to intention to quit [$r(df = 135; p < 0.001) = -0.436$, medium effect] and positively significant when associated to TMP [$r(df = 135; p < 0.001) = 0.470$, medium effect]. TMP was also practically found to be negatively significant to employees’ intention to quit [$r(df = 135; p < 0.001) = -0.477$, medium effect]. Based on these results, H1, H2, H3, H4, H6 and H7 are accepted.

Multiple regression analysis has been done to find out whether POS or possibly PSS moderates/mediates the relationship between TMP and Generation-Y employee’s intentions to quit the organization. The results of the standard multiple regression analysis with TMP and POS taken as independent variables, and the interaction among these variables (to test the moderating/mediating effects) have been given in Table V. Generation-Y employees’ intention to quit the organization is also presented in the same table. (Note: All the

Table III.
Alpha coefficients
and descriptive
statistics of the
measurements

Measurement scales	Mean	SD	A
1. Perceived organizational support (POS)	5.31	1.15	0.84
2. Perceived supervisor support (PSS)	5.74	1.12	0.85
3. Talent management practices (TMP)	2.91	0.902	0.94
4. Employee intention to quit	3.57	1.77	0.86

Source: Author

Table IV.
Correlation between
the variables, i.e.
POS, PSS, intention
to quit and TMP

Measurement scales	POS	PSS	Employee intention to quit
POS	–		
PSS	0.72362***	–	
Employee intention to quit	-0.56874***	-0.43612***	–
TMP	0.64073***	0.47098***	-0.47721***

Notes: *Statistically significant: $p > 0.01$; **practically significant correlation (medium effect): $r > 0.30$; ***practically significant correlation (large effect): $r > 0.50$

Source: Author

Model	Unstandardized coefficients		Standardized coefficients		<i>t</i>	<i>p</i>	<i>R</i>	<i>R</i> square	ΔR square
	<i>B</i>	<i>SE</i>							
1. Summary (constant) TMP									
	11.621				3.485	0.001	0.643	0.413	0.407
	3.334		0.641		7.640	0.000			
	0.191								
	0.025								
2. Summary (Constant) TMP POS									
	25.836	2.166			11.92	0.000	0.589	0.346	0.337
	-0.032	0.014	-0.191		7	0.042			
	-0.261	0.052	-0.446		-2.285	0.000			
					5.019				
3. Summary (constant) TMP POS TMP \times POS									
	17.252				2.332		0.596	0.355	0.339
	7.395		0.029		0.396				
	0.021		-0.091						
	0.053		-0.618		-0.277				
	-0.051	0.184			-1.212				
	-0.001	0.001							

Source: Author

Table V.
Regression analysis
of POS, TMP and
intention to quit

independent variables were centred). In Models 1 and 2, the causal effects of the independent variables were entered, while in the third model the term interaction was also entered.

It was found from [Table V](#) that the TMP explains 41.3 per cent of the variance in Generation-Y employees' intention to quit their organisations. Also, TMP and POS mutually elucidate around 34.6 per cent of the variance in the employee's intention to quit the organization. But, after, totalling the interaction of TMP and POS in the multiple regression analysis it was found that there was a significantly negligible rise in the described percentage of variance in employee's intention to quit. Therefore, it can be concluded that POS does not moderate/mediate the relationship between TMP and Generation-Y employee's intention to quit.

In [Table VI](#), the interaction between the TMP and PSS (moderation/mediating effects) and how they affect the Generation-Y employee's intention to quit the organization have been presented through multiple regression analysis. (Note: All the independent variables were centred.)

It is evident from [Table VI](#) that the TMP described around 71.7 per cent of the variance in Generation-Y employee's intention to quit the organization. Further, TMP and POS mutually elucidate 34.6 per cent of the variance in employee's intention to quit. However, when the interaction between TMP and PSS is summed in the regression analysis, it did not result in a significant rise in the described percentage of the variance in the intention to quit. Therefore, it can be concluded that PSS does not moderate/mediate the relationship between TMP and Generation-Y employee's intention to quit the organization. Based on these results, *H5* and *H8* were rejected.

Discussion and future implications

The existing literature shows that the organizational initiatives to give learning and development opportunities are stout predictors of employee retention and attraction ([Cole, 1999](#)). This is vital for Generation-Y employees who display a dominant growth requirement and a learning goal orientation; hence, they are engrossed to the developmental initiatives of employer organization ([Aryee et al., 1999](#)). When the Generation-Y employees recognize that the employer is devoted to their inclusive growth and development, it results in their positive reciprocal behavioural responses, i.e. enhanced commitment and intention to stay. The objective of this study is to find out whether there is a relationship among the TMP/dimensions, organizational and supervisor support and Generation Y's intention to quit. The results have been discussed with relevance to the hypotheses generated in the study.

H1: A positive relationship exists between the Generation-Y employee's perception of the organization's TMP and POS.

Pearson's correlation ([Table IV](#)) showed a significant positive relationship of a large effect between the organization's TMP and POS. This confirms the findings of [Allen et al. \(2003\)](#) that an employee's perception of supportive human resource practices is a precursor of POS. Therefore, it can be deduced that a Generation-Y employee's perception of the organization's commitment towards TMP should also be positively related to POS.

H2: A positive relationship exists between the Generation-Y employee's perception of the organization's TMP and PSS.

The result suggests a significant correlation of a medium effect between the Generation-Y employee's perception of the organization's TMP and PSS. This specifies that an amplified

Model	Unstandardized coefficients		Standardized coefficients		<i>t</i>	<i>p</i>	<i>R</i>	<i>R</i> square	ΔR square
	<i>B</i>	<i>SE</i>							
1. Summary (constant) TMP	-3071.473	592.871			-5.180	0.000	0.847	0.717	0.714
	66.072	3.602	0.846		18.342	0.000			
2. Summary (Constant) TMP PSS	26.616	2.461	-0.349		10.815	0.000	0.536	0.287	0.287
	-0.064	0.016	0.272		-4.062	0.000			
	-0.161	0.052			-3.096	0.001			
Summary (constant) TMP PSS TMP \times PSS	17.992	8.473	-0.027		2.123	0.035	0.542	0.293	0.275
	-0.004	0.057	0.057		-0.070	0.930			
	0.032	0.190	-0.564		0.168	0.857			
	-0.001	0.001			-1.064	0.287			

Source: Author

Table VI.
Regression analysis
of PSS, TMP and
intention to quit

conviction of the organization-wide use of TMP can be related with an enhanced PSS. One of the features of the TMP is that all supervisors are answerable and accountable for the implementation of TM initiatives (Handfield-Jones *et al.*, 2001). The fact that supervisors act as the mediators for the organization and are the epitome of TMP, describes this relationship:

H3. A negative relationship exists between the Generation-Y employee's perception of the organization's talent management practices (TMP) and his/her intention to quit.

The results exhibited a significant negative relationship of a medium effect between the Generation-Y employees' perception of the organization's TMP and their intention to quit. This specifies that high echelons of perception of the TMP application in an organization leads to low level Intention to quit the organization. This confirms the findings of Allen *et al.* (2003) that TMP can help in increasing the talent retention:

H4. A negative correlation exists between the Generation-Y Employee's perceived organizational support (POS) and his/her intention to quit.

This study confirmed a strong significant negative relationship between POS and the Generation-Y employee's intention to quit. It also endorsed that people with the perception that the organization they work for cares and supports them will be less persuaded to search for alternate employment which further decreases the employee turnover in the organization. Therefore, employers should look for new avenues to keep these employees motivated as they are the most vulnerable group amongst all employees:

H5. Perceived organizational support (POS) mediates the relationship between perceived talent management practices and the Generation-Y employee's intention to quit.

The results of multiple regression analysis established that the interaction of TMP and POS did not result in a significant rise in the described percentage of variance in the intention to quit. Therefore, it can be concluded that POS does not moderate/mediate the relationship between perceived TMP and intention to quit. These results contradict Allen *et al.* (2003) outcomes which established POS as a moderator of organizational supportive HR practices (i.e. TMP) and intention to quit:

H6. There exists a positive relationship between the POS and the PSS.

Pearson's product-moment correlation analysis confirmed a strong significant positive relationship between POS and PSS. The results firmly support *H6* and the verdicts of several other research studies that recognized a positive relationship between PSS and POS (Dawley *et al.*, 2008; Deconinck and Johnson, 2009; Eisenberger, *et al.*, 2002; Hutchison, 1997):

H7. A negative relationship exists between the Generation-Y employees' PSS and their intention to quit the organization.

The results confirmed a practically significant negative relationship of a medium effect between the Generation-Y employee's intention to quit and PSS. This confirms the results of Dawley *et al.* (2008) who established that the employees who are cared and supported by their supervisors are less inclined to leave their organization:

H8. PSS mediates the relationship between perceived TMP and the employee's intention to quit.

The results of multiple regression analysis proved that PSS does not moderate/mediate the relationship between TMP and intention to quit. This is a significant outcome, as no indication in the related literature could be found to support this. Moreover, no research has till now observed the mediating characteristics of PSS in relation to perceived TMP.

This study makes significant theoretical and practical implications in the present body of literature. From a theoretical point of view, this study provided a model framework to understand the causal relationship among the constructs and Generation-Y employees' intention to quit the organization. Moreover, it provided a quantitative method for assessing the TMP in relation to other constructs. From a practical view point, this study provided a framework for management to understand how the perceptions of Generation-Y employees in a hospitality organization are affected by the TMP, POS and PSS and how these factors affect their intention to quit. This will help the organization to plan and implement policies that will reduce the employee's intention to quit and simultaneously help them in decreasing the turnover which is a massive challenge in the hospitality industry.

Limitations and suggestions for further study

While recognizing the factors responsible for the extremely high turnover rate in the hospitality industry and the relationship among TMP and other constructs, we came across a few limitations. These limitations require further study and analysis as under.

Firstly, this study has only focussed on the perceptions of Generation-Y employees working in the hospitality industry. The reasons for the high turnover amongst the other generations, i.e. Baby boomers and Generation X, cannot be generalized with Generation Y. Therefore, further studies might focus on the aspects of high turnover in all the employee generations working in hospitality industry.

Secondly, the data collection for this study has been done through the electronic platform i.e. e-mails, where it was difficult to interpret and include the humanistic feelings and aspects of the employees' reasons for quitting the organization. Further studies might be able to explore more into this by following a field study through one to one interaction.

Thirdly, because of the less percentage of response rates (39 per cent) from the respondents, the sample size taken for this study is a bit low. Although the sample size is adequate but future studies might perform the similar studies by including a bigger sample size and including employees from other generations also i.e. Baby boomers, Generation X or even Millennials.

Finally, it is recommended that the future studies should focus on a longitudinal research design where cause and effect inference shall also be included to get better results.

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