

## **Mediating Role of Demographic Variables in the Relationship between Talent Development Practices and Employees' Performance**

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### **Abstract**

Current study aims to identify the mediating role of demographic variables in the relationship between talent development practices and the employees' performance. The data was collected from 660 employees from hotel industry across North India, including budget and chain hotels. Partial regression analysis, was used to analyse the data. Perceived effectiveness of all five Talent development practices namely; Employee Welfare and Compensation, Training & Development, Career Advancement and Planning, and Performance Appraisal except work life balance, was found to be positively and significantly related to the Performance of Hotel employees based on their accomplishment of targets, on time, and overall performance. The study concluded that there is no significant mediating effect of demographic variables on the relationship between effectiveness of Talent development practices and performance of employees in hotels.

### **Keywords**

Talent Development, Hotel industry, Employee Welfare and Compensation, Training & Development, Career Advancement and Planning, Performance Appraisal.

## **Introduction**

The hospitality industry is the fastest growing industry in the world contributing employment opportunities to a large number of people (Jobs, 2019). Overall impact of tourism and hospitality at the global level is approximately trillions of dollars. The tourism industry in India is likely to be the world's second largest employer over the globe by employing 40,037,000 human resources by the end of year 2019 with the additional capital investment due to many future prospects (Mir, 2020). Despite the recession at the global level, the tourism and hospitality industry have seen an impressive perpetuation marking new opportunities to progress and profitability (Benea, 2021). The growth in the information technology and related services has pumped the growth of the hotel industry in India (Sufi and Singh, 2018). Indian hotels like ITC Group of Hotels, Oberoi Hotels and Taj Hotels have carved their niche at the global level and the hotel industry has evolved over a long period of time. The initiatives taken by the government, the latest marketing mechanisms by the Indian hotel chains like promotion through social media has made the success in establishment of various ventures and attraction of foreign tourists in the nation. Many hotels in India have been awarded as the best star hotels throughout the world due to radiant and magnificent services (Sufi, 2015). The challenge is to survive hand in hand with the international players in the hospitality industry, which are scaling up swiftly due to relaxation strategies of the government (Sathyanarayanan, 2016). The international behemoths have been proliferating themselves by leaps and bounds with their strong strategies. There is dire need on the part of Indian hotel industry to sustain in the highly competitive edge with the help of developing and polishing the competencies of their working human resources. Just like Hilton Worldwide hotel chain known for its world class training programs and compensation packages for elevating the enthusiasm among their human resources (Jobs, 2019). The international players have been engrossed in finding suitable ways to perplex themselves keeping abreast with the skills among the employees but Indian brands are far behind ahead in the war towards managing the growth model at the serious note (Sathyanarayanan, 2016).

In the face of global industrial competition, there is a greater focus towards achieving excellence over business rivals. Business can achieve competitive advantage by the development of three factors, namely; physical, financial, and human resources. The human resources are the true backbone of any organization, and must be polished for achieving success as an organization. One of the ways in which this can be achieved is through the use of talent development practices. The concept of talent development was introduced by David Watkins in late 20th century. In terms of benefits to organization, talent development practices have been found to have direct results upon improvement of

employee capabilities and productivity (Alfaq, 2011). Talent development is focused towards deriving the best output from the employees in a manner that provides motivation and work satisfaction.

In the case of service - based industries such as hotel and hospitality sector, there is a greater need to invest in human resources as an important business strategy. This industry requires its workforce to be knowledgeable, efficient, flexible, and competent (Hogarh, 2012). Thus, there is demand for highly talented individuals in this sector, who require proper management for ensuring a successful organizational performance. In India, the billion-dollar hotel industry has a massive and ever-expanding hospitality business potential. There are both chain hotels as well as independent hotels in the country, which are constantly in pursuit of ways to perform better as an organization for improving productivity and profits. The hotel industry therefore depends on high-cost talent development measures in order to build a capable and competent workforce (Aswaf, et al., 2015) which can yield high profits and improve the quality of organizational performance. It is then crucial to examine the effectiveness of these talent development practices in improving the organizational performance through encouraging employee skill development and work motivation. Especially in the case of tourism-heavy economies in the developing world, there is a great need for analysing the quality of practices that could boost performance of the hotel sector (Engetou, 2017). The existing literature regarding talent development practices has focused on an examination of their impact on quantitative factors of performance such as increase in profits, or return on equity, etc (Khan et al., 2021). However, there is a need to include the qualitative or subjective perspectives of employees, since they form the subjects to these practices and can provide a more informed and comprehensive perspective. The present study seeks to fulfil this gap by examine the effectiveness of talent development practices in hotel industry through employee reports. Additionally, the study adds nuance to existing wealth of research by examining the impact on organizational performance among chain and independent hotels both. The concept and application of talent development practices is still evolving, and needs to be researched for helping recruiters or business administrators to optimise the human capital factor in the organizational performance.

## **Review of Literature**

Talent development practices are needed in order to correlate the needs of the employees with the needs of the concerned organization (Salah, 2020). Training has been reckoned as an efficacious tool to sharpen the abilities of the employees and enable them to cooperate and coordinate with their colleagues or management (Venkatesh, 2017). Some widely

practiced talent development practices include organization of educative seminars and training workshops, create a supportive work environment, and developing interpersonal relationships (Tahira et al, 2014). Researchers have provided that talent development practices can be based on encouraging employee performance through both financial and personal incentives. Practices such as rewarding bonus and personal commissions, or regular performance appraisals of employees can act as financial nudges towards higher output, innovative thinking, and better performance among employees (Liang, 2020). Similarly, opportunities for career growth, appreciation and recognition, and workplace promotions are some individual-oriented practices that lead to personal growth and motivation. The following table shows a brief summary of major studies in the field of talent development practices (TDPs) and organizational performance.

**Table 1 Talent development and Organizational performance**

<b>Citation</b>	<b>Relationship</b>
Zareen et al. (2018)	Positive relationship between training and development initiatives and employee empowerment, job commitment and involvement.
Venkatesh (2017)	Positive relationship between job preparedness and job performance, employee retention and reputation of the organization
Younas et al. (2018)	Training and development programs led to better performance of the employees, financial support to the organizational domain and economic success in the long run.
Engetou (2017)	Employees were precisely improved at their job performance with the adoption of training strategies.
Salah (2020)	Training and development programs positively contributed towards the employee productivity and performance.
Sanyal and Hisam (2016)	The training and development programs were found to have strongly effect on the employee performance in the banking sector
Ugbombe et al. (2016)	Training and development programs helped the employees to enhance their job satisfaction and workplace retention leading to lessen the job attrition.
Khan et al. (2021)	Positive impact of training and development on the job satisfaction and work performance of the employees.
Joshi (2015)	Talent development programs had been fruitful to enhance their work performance and work satisfaction.
Hau and Omar (2015)	The researchers highlighted the positive impact of training programs on the organizational performance of the employees in terms of internal functioning, financial outcomes, customer satisfaction and overall performance of employees.
Asfaw et al. (2015)	Training and development programs had been positively and significantly related to enhanced effectiveness, ability, competency, skills and performance of the employees.
Habib and Zahra (2015)	Training and development programs were found productive and positively correlated to prepare the employees for future challenges, enhanced their productivity, effectiveness and led to improved performance.
Mangusho et al. (2015)	Adoption of suitable training development programs undertaken by the company had a positive impact on employee motivation and retention, which significantly affect their job performance and satisfaction in the long run.

Kum et al. (2014)	Training and development programs have a significant impact on the organizational stability and employee's performance
Sohail et al. (2014)	The research revealed the positive and significant consequences of employee training and development programs on the work performance of the employees in the banking sector.
Tahir et al. (2014)	The study revealed the positive impact of training and development programs conducted by the banks on the performance and productivity of the bank employees.
Anike and Ekwe (2014)	Positive relationship between training and development and employee productivity, job performance, organizational effectiveness and capital advantage.
Vinesh (2014)	Training programs positively influences the performance of the employees when applied in the organizational framework with effectiveness.
Ukanda and Ukpere (2013)	The study revealed the lack of training initiatives on the part of employers to enhance the work capabilities of the employees.
Nda and Fard (2013)	Study revealed the imperative influence of training programs to stimulate the employees and goad the enthusiastic zeal among them to work efficiently and effectively.
Nassazi (2013)	The results indicated that the training had a positive and significant impact on the performance of the employees.
Ameeq and Hanif (2013)	Training programs actually helped in enhancing their actual performance in the workplace
Gamage and Imbulana (2013)	The study revealed that training and development programs played a vital role in enhancing the employee productivity and performance reducing their absenteeism and attrition while working in the call center.
Manoj (2013)	The study also revealed the positive impact of training programs on employee satisfaction, increase in their work efficacy, reduction in employee turnover and enhanced performance of employees.
Hogarh (2012)	The training programs have been found fruitful in enhancing the abilities, skills and knowledge of the employees to give better work performance.
Alfaq et al., (2011)	The study revealed that the employees who had passed more time in getting different types of training, showed better job performance by acquiring higher level skills.
Plangpramool (2011)	The study depicted the training and development initiatives play a significant role in enhancing the skills and capabilities of the employees.
Afaq and Thukiman et al. (2011)	The study revealed that the employees who had undergone the training programs depict positive outcomes, enhanced productive, long term retention and the work performance in the organization.
Saleem et al. (2011)	Positive relation between training & development and work performance, employee satisfaction and employee efficiency.
Khan et al (2021)	The research revealed that training and development, training delivery, on the job training technique and delivery style were found to have positive and significant impact on the organizational performance.
Niazi (2011)	The study revealed that training and development strategies had been found important to influence the organizational performance.
Chand and Amardar (2010)	It was found that the talent development practices significantly influence the human resource development in the hotel industry.
Laing (2020)	Majority of the employees agreed that the training and development programs had been effective tools for their career growth, organizational as well as personal success.

Previous research has shown that there are several direct and indirect benefits to an organization's performance due to the promotion of talent development programs. Among employees, these benefits include better coordination among employees, increased productivity, stronger growth prospects, and long-term sustenance and stability (Niazi, 2011). From the perspective of organizations, the ideal talent development practices lead to increased employee efficiency, increase in revenue and guest satisfaction, low employee absenteeism, and better employee loyalty.

### **Objective**

1. To identify the relationship between the Talent development practices and the performance of employees in health care sector.
2. To measure the mediating impact of demographic variables on the relationship between effectiveness of Talent development practices and performance of employees in hotels.

### **Research Methodology**

Study was based on the perceptions of total 660 employees including managers, officers, executives, and lower staff members from 95 budget and chain hotels of five major states and UTs of North India namely; Punjab, Delhi/NCR, Haryana, Uttarakhand and Uttar Pradesh. Survey method was used for data collection, through online mode, face to face interaction and referrals as well. Partial regression, along with the multiple regression method was used for analysis purpose. Employees performance was measured using three different dependent variables, accomplishment of target, accomplishment of target on time and overall performance. Talent development practices was independent variable and total five variables were used as talent development practices namely; Performance appraisal, Training & development, Career advancement & planning, Employee welfare & compensation and Work-life balance policies.

### **Data Analysis and Results**

This section comprises the detailed analysis of the primary data collected with the help of questionnaire served to hotel industry employees of the five major states of North India in order to measure the effectiveness of the talent development practices and their impact on the employees' performance. Data has been collected from 660 hotel industry employees. Data has been analysed using SPSS software 20.0.

**Hypothesis 1: There is no significant relationship between the Talent development practices and the performance of employees in health care sector.**

Regression analysis was performed using the following equation:

$$EMP = \alpha + \beta_1TD_1 + \beta_2TD_2 + \beta_3TD_3 + \beta_4TD_4 + \beta_5TD_5 + \xi$$

Dependent variable i.e. Employees' Performance and independent variables i.e. Performance appraisal, Training & development, Career advancement & planning, Employee welfare & compensation and Work-life balance policies.

In the current study researcher has measured the employees' performance with the help of three statements and hence the regression equation has been framed for all the three statements which represent the employees' performance in hotel industry.

**Regression Equation 1 for Emp1 (Overall Performance of Hotel employees).**

Employee Performance (Emp1) =  $\alpha + \beta_1$ \*Performance appraisal +  $\beta_2$  \*Training & development +  $\beta_3$  \*Career advancement & planning +  $\beta_4$  \*Employee welfare & compensation +  $\beta_5$  \*Work-life balance policies+ $\xi$

**Table 2 Regression Results**

	Unstandardized		Standardized	t	p
	B	SE			
Alpha	-2.493	.319		-7.825	.000
Performance Appraisal	.587	.055	.343	10.745	.000
Training & Development	.803	.058	.414	13.947	.000
Employee Welfare and Compensation	.451	.072	.207	6.290	.000
Career Advancement and Planning	.071	.063	.034	1.114	.266
Work Life Balance	.015	.046	.010	.336	.737
DV: Overall Performance of Hotel employees					
R-value =.683R Square =.466 F-value 114.224 (p-value = 0.000)					

The regression model summary shows that the R value was 0.683, shows a positive but low degree of correlation between Overall Performance of Hotel employees and the perceived effectiveness of Talent development practices namely; Work Life Balance, Employee Welfare and Compensation, Training & Development, Career Advancement and Planning, and Performance Appraisal. R square was 0.466, which indicates that perceived effectiveness of Talent development practices in hotel industry explain only 46 percent variation in the overall Performance of Hotel employees. While 54 percent variation is instigated due to another factors. F-value was 114.224, at 99 percent confidence level. Hence, the dependent variable and independent variables are significantly related. The value of regression coefficients extracted through linear regression analysis. Regression coefficient of the independent variable i.e. perceived

effectiveness of Talent development practices namely; Work Life Balance, Employee Welfare and Compensation, Training & Development, Career Advancement and Planning, and Performance Appraisal, was found to be positive. Hence, the perceived effectiveness of Talent development practices has a positive relation with the Overall Performance of Hotel employees. The perceived effectiveness of only three Talent development practices namely; Employee Welfare and Compensation, Training & Development, and Performance Appraisal, was found to be positively and significantly related to the Overall Performance of Hotel employees. While, Work Life Balance, and Career Advancement and Planning were found to have an insignificant relation with the performance of employees. Hence, it can be said that the perceived effectiveness of Talent development practices, was found to be a significant predictor of the Overall Performance of Hotel employees in hotel industry.

**Regression Equation 2 for Emp2** (Accomplishment of targets on given time).

$$\text{Employee Performance (Emp2)} = \alpha + \beta_1 * \text{Performance appraisal} + \beta_2 * \text{Training \& development} + \beta_3 * \text{Career advancement \& planning} + \beta_4 * \text{Employee welfare \& compensation} + \beta_5 * \text{Work-life balance policies} + \epsilon$$

**Table 3 Regression Coefficients**

	Unstandardized		Standardized	t	p
	B	SE			
Alpha	-7.053	.261		-27.039	.000
Performance Appraisal	.873	.045	.432	19.526	.000
Training & Development	.712	.047	.311	15.103	.000
Employee Welfare and Compensation	.905	.059	.351	15.424	.000
Career Advancement and Planning	.483	.052	.195	9.299	.000
Work Life Balance	.080	.038	.043	2.117	.035
DV: Accomplishment of targets on given time					
R-value =.862 R Square =.744 F-value 379.345 (p-value = 0.000)					

The regression model summary shows that the R value of 0.862, shows a positive but low degree of correlation between Performance of Hotel employees based on their accomplishment of targets on time and the perceived effectiveness of Talent development practices namely; Work Life Balance, Employee Welfare and Compensation, Training & Development, Career Advancement and Planning, and Performance Appraisal. R square was 0.744, which indicates that perceived effectiveness of Talent development practices in hotel industry elucidate 74 percent variation in the Performance of Hotel employees based on their accomplishment of targets on time. While 26 percent variation is instigated due to additional factors. The f-value of 379.345, at 99 percent confidence level. Hence, the dependent variable and independent variables are significantly related and the

regression model emerged between dependent variable i.e. Performance of Hotel employees based on their accomplishment of targets on time and the independent variables i.e. perceived effectiveness of Talent development practices namely; Work Life Balance, Employee Welfare and Compensation, Training & Development, Career Advancement and Planning, and Performance Appraisal, was significant. Regression coefficient of the independent variable i.e. perceived effectiveness of Talent development practices namely; Work Life Balance, Employee Welfare and Compensation, Training & Development, Career Advancement and Planning, and Performance Appraisal, was found to be positive. Hence, the perceived effectiveness of Talent development practices has a positive relation with the Performance of Hotel employees based on their accomplishment of targets on time. Perceived effectiveness of all five Talent development practices namely; Work Life Balance, Employee Welfare and Compensation, Training & Development, Career Advancement and Planning, and Performance Appraisal, was found to be positively and significantly related to the Performance of Hotel employees based on their accomplishment of targets on time. Hence, it can be said that the perceived effectiveness of Talent development practices, was found to be a significant predictor of the Performance of Hotel employees in hotel industry based on their accomplishment of targets on time.

**Regression Equation 3 for Emp3 (Accomplishment of targets)**

$$\text{Employee Performance (Emp3)} = \alpha + \beta_1 * \text{Performance appraisal} + \beta_2 * \text{Training \& development} + \beta_3 * \text{Career advancement \& planning} + \beta_4 * \text{Employee welfare \& compensation} + \beta_5 * \text{Work-life balance policies} + \xi$$

**Table 4 Regression Coefficients**

	Unstandardized		Standardized	t	p
	B	SE			
Alpha	-4.397	.341		-12.905	.000
Performance Appraisal	.709	.058	.365	12.136	.000
Training & Development	.659	.062	.299	10.699	.000
Employee Welfare and Compensation	.749	.077	.302	9.775	.000
Career Advancement and Planning	.253	.068	.106	3.726	.000
Work Life Balance	.069	.049	.038	1.398	.163
DV: Accomplishment of targets					
R-value =.726 R Square =.527 F-value 145.748 (p-value = 0.000)					

The regression model summary given in shows that the R value 0.726, shows a positive but low degree of correlation between Performance of Hotel employees based on their accomplishment of targets and the perceived effectiveness of Talent development practices namely; Work Life Balance, Employee Welfare and Compensation, Training &

Development, Career Advancement and Planning, and Performance Appraisal. R square was 0.527, which indicates that perceived effectiveness of Talent development practices in hotel industry elucidate only 52 percent variation in the Performance of Hotel employees based on their accomplishment of targets. While 48 percent variation is instigated due to additional factors. The f-value was 145.748, hence, the dependent variable and independent variables are significantly related and the regression model emerged between dependent variable i.e. Performance of Hotel employees based on their accomplishment of targets and the independent variables i.e. perceived effectiveness of Talent development practices namely; Work Life Balance, Employee Welfare and Compensation, Training & Development, Career Advancement and Planning, and Performance Appraisal, was found to be significant. The value of regression coefficients extracted through linear regression analysis. Regression coefficient of the independent variable i.e. perceived effectiveness of Talent development practices namely; Work Life Balance, Employee Welfare and Compensation, Training & Development, Career Advancement and Planning, and Performance Appraisal, was found to be positive. The perceived effectiveness of Talent development practices has a positive relation with the Performance of Hotel employees based on their accomplishment of targets. Perceived effectiveness of all five Talent development practices namely; Employee Welfare and Compensation, Training & Development, Career Advancement and Planning, and Performance Appraisal except work life balance, was found to be positively and significantly related to the Performance of Hotel employees based on their accomplishment of targets. The perceived effectiveness of Talent development practices, was found to be a significant predictor of the Performance of Hotel employees in hotel industry based on their accomplishment of targets.

### **Mediating Effect of Demographic Variables**

The mediating effect of demographic variables on the relationship between effectiveness of Talent development practices and performance of employees in hotels, by using partial regression analysis and the demographic variables were used as control variables and then the impact of effectiveness of the Talent development practices on the employees' performance was measured using partial regression equation.

### **Regression Equation 4**

Employee Performance =  $\alpha$  +  $\beta_1$ \*Age +  $\beta_2$  \*Gender +  $\beta_3$  \*Job Tenure +  $\beta_4$  \*Designation +  $\beta_5$  \*Income+  $\beta_6$ \*Performance appraisal +  $\beta_7$  \*Training & development +  $\beta_8$  \*Career

advancement & planning +  $\beta_9$  \*Employee welfare & compensation +  $\beta_{10}$  \*Work-life balance policies +  $\epsilon$

Here, employees' performance is dependent variable, Effectiveness of Talent development practices are the independent variables i.e. Performance appraisal, Training & development, Career advancement & planning, Employee welfare & compensation and Work-life balance policies and demographic variables as the control variables namely; age, gender, job tenure, designation and income.

***Hypothesis 2: There is no significant mediating effect of demographic variables on the relationship between effectiveness of Talent development practices and performance of employees in hotels.***

Sub Hypothesis:

- a) There is no significant impact of age on the relationship between effectiveness of Talent development practices and performance of employees in hotels.
- b) There is no significant impact of gender on the relationship between effectiveness of Talent development practices and performance of employees in hotels.
- c) There is no significant impact of designation of employees on the relationship between effectiveness of Talent development practices and performance of employees in hotels.
- d) There is no significant impact of job tenure on the relationship between effectiveness of Talent development practices and performance of employees in hotels.
- e) There is no significant impact of annual income on the relationship between effectiveness of Talent development practices and performance of employees in hotels.

**Table 5 Regression Model Results**

	R-value	R Square	Adj R Square	SE
1	.066 <sup>a</sup>	.004	-.003	1.12192
2	.474 <sup>b</sup>	.224	.217	.99102
Forecasters: Annual income, Gender, Designation, Age, Job tenure				
Forecasters: Annual income, Gender, Designation, Age, Job tenure, Perceived Effectiveness				

Total two regression model emerged while measuring the mediating effect of the demographic variables on the relationship between overall Performance of Hotel employees and the perceived effectiveness of Talent development practices namely; Work Life Balance, Employee Welfare and Compensation, Training & Development, Career Advancement and Planning, and Performance Appraisal.

The R-value for first regression model was 0.066, where only demographic variables were taken in the regression equation, while in second regression model the value of R was 0.474, which got increase from 0.066 to 0.474, it specifies that when independent variable added in the first regression model i.e. perceived effectiveness then there is a substantial change in the R-value. Second regression model shows that both the independent and mediating variables elucidate around 22 percent variation in the value of perceived effectiveness of the hotel employees towards the Talent development practices. While 78 percent variation is instigated due to extra factors.

**Table 6 Regression Coefficients**

	Unstandardized		Standardized	t	p
	B	SE			
Alpha	3.675	.237		15.533	.000
Gender	-.079	.089	-.035	-.895	.371
Age	.073	.062	.056	1.186	.236
Designation	-.008	.094	-.003	-.084	.933
Job tenure	.004	.068	.003	.055	.956
Annual income	-.009	.047	-.008	-.184	.854
(Constant)	.831	.296		2.811	.005
Gender	.028	.079	.012	.354	.723
Age	.046	.054	.035	.837	.403
Designation	-.064	.083	-.027	-.767	.443
Job tenure	.027	.060	.019	.451	.652
Annual income	-.017	.042	-.014	-.398	.691
Perceived Effectiveness	.808	.059	.473	13.608	.000
DV: Overall Performance of Hotel employees					

It can be seen from the results that all the demographic variables have insignificant relation with the overall performance of the hotel employees, as the value of regression coefficients for all the demographic variables were found to be insignificant. Perceived effectiveness towards the Talent development practices have positive and significant relationship with the overall performance of the hotel employees, as the value of regression coefficient was 0.473, (t-value = 13.608, at a p-value = 0.000). Hence, the demographic variables namely; age, gender, job tenure, annual income and designation were found to be insignificant mediating variables while the independent variable was found to be significant predictor. Null hypothesis which states that there is no significant mediating effect of demographic variables on the relationship between effectiveness of Talent development practices and performance of employees in hotels, accepted in the study.

## **Conclusion and Implications**

It can be concluded from the study that the perceived effectiveness of only three Talent development practices namely; Employee Welfare and Compensation, Training & Development, and Performance Appraisal, was found to be positively and significantly related to the Overall Performance of Hotel employees. While, Work Life Balance, and Career Advancement and Planning were found to have an insignificant relation with the performance of employees. Hence, it can be said that the perceived effectiveness of Talent development practices, was found to be a significant predictor of the Overall Performance of Hotel employees in hotel industry. Further, the no significant mediating effect of demographic variables was found on the relationship between talent development practices and the employees' performance. The human resource provides foundation to the flawless functioning in the concerned industry with their abilities to take up as well as withstand the challenges. It is also necessary on the part of the employers to keep the track of the expected and actual competencies of the employees in order to render quality and satisfactory services to their customers. Many studies have been conducted in the past with regard to human resource development in the advanced nations like USA, UK, Canada and Australia, but there is dearth of existing literature to ascertain the challenges and suggestive measures to enable the human resources to perform to the fullest in the Indian hotel industry. Hence, the study would act as a platform to analyse the various challenges faced by the native hotel industry at the hands of global hotel chains. It would unravel the various human resource development strategies being followed throughout the hospitality industry as well as the impact of training programs as the highly preferred human resource development initiative across it. Therefore, the research work is a significant endeavour to highlight the various aspects related suggestive measures to make the hospitality industry more contributively towards the growth and development of human resources as well as nations as a whole. The current study is hugely beneficial to hospitality sector, since it provides insights regarding the popular talent development practices that have a demonstrated impact on improving organizational performance. In the service-oriented nature of this sector, such findings are important for recruiters and managers for devising appropriate strategies for the identification, development, and retention of talented employees in an organization. While the scope of this study was limited to hotel industry in India, the findings can be replicated as well as further researched for application in any other industry as well.

## **Limitations and Future Scope**

The study is limited to North India, which can be extended to the other states and regions and even cross countries comparison can also be made to understand the relationship between talent development practices and employees' performance. Further, the employees' performance gets influenced by many other factors such as; their commitment level, employees' goals, occupational stress and level of satisfaction, all these variables have not been considered in the study. Hence, the current study has a huge scope for the future researchers.

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