EXPLORING SUPERVISOR EXPECTATIONS OF HIGH-POTENTIAL EMPLOYEES: AN INVESTIGATION WITHIN THE CONTEXT OF THAI ORGANIZATIONAL CULTURE IN EASTERN THAILAND

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ABSTRACT

High potential employees are a valuable asset to any organization as they are viewed as potential future leaders. They possess high levels of skill, knowledge, and motivation and are often identified as a key talent pool for the organization. Therefore, it is crucial for organizations to understand the expectations of these employees towards their supervisors, who play an important role in developing and retaining this group of employees. To address this issue, this article presents a qualitative research study that aims to examine the expectations of high potential employees towards their supervisors. The study employs a grounded theory research strategy with a theoretical sample of high potential employees in private sector organizations. Data were collected through in-depth interviews using an interview guideline. The study collected data from 58 organizations and 63 informants, and data collection continued until data saturation was reached. This study found that high potential employees have five key expectations from their supervisors: clear expectations, opportunities for growth and development, regular feedback, support and guidance, and recognition and rewards. These expectations are crucial for enhancing the retention, job satisfaction, and overall performance of high potential employees in organizations. The findings of this research have broader implications for talent management practices, organizational development, and leadership strategies within private sector organizations. The in-depth exploration of high-potential employees' experiences offers valuable insights for organizations seeking to optimize the potential of their top performers and cultivate a culture of continuous growth and development.

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Introduction

In today's highly competitive business environment, the ability to attract and retain talented employees has become a key determinant of organizational success. Talent management is therefore a critical function for businesses, and a critical aspect of talent management is the ability of organizations to create an environment that attracts and retains talented employees (Dowling, Festing & Engle, 2020). In this research paper, we will explore the importance of talent to organizations and how organizations expect their leaders to manage and develop their employees' talent. Talent is a valuable resource for organizations, as talented employees bring innovation, creativity, and productivity to the workplace (Armstrong & Taylor, 2014; Beardwell & Thompson, 2014; Dessler, 2020). However, attracting and retaining talented employees can be a challenge for organizations, as they face intense competition from other employers. As a result, organizations have to go beyond offering competitive salaries and benefits to create a work environment that is attractive to talented employees. Talent also is a crucial asset for any organization that aims to succeed and thrive in a competitive business environment. Talented employees are essential for organizations to achieve success. They bring a unique set of skills and expertise, innovation and creativity, and contribute to a positive workplace culture (Kaliannan, Darmalinggam, Dorasamy & Abraham, 2023). Attracting and retaining talented employees can be challenging, but the benefits of having these employees on your team are clear. By investing in their professional development, recognizing their contributions, and providing a supportive workplace culture, organizations can reap the rewards of having talented employees (Bhaker, 2020). Moreover, a talented workforce can bring innovation, creativity, and expertise to an organization, which can help it achieve its goals and objectives. However, attracting and retaining top talent requires more than just offering competitive salaries and benefits. It also involves creating a supportive work culture that recognizes and rewards employee contributions, provides opportunities for growth and development, and fosters a sense of purpose and belonging (Beardwell & Thompson, 2014; Bhaker, 2020).

In this context, the role of a supervisor or manager is critical, as they are responsible for leading, guiding, and inspiring their teams to achieve organizational goals. Good supervisors understand the strengths and weaknesses of their team members, and provide support, feedback, and resources to help them perform at their best. They also create a positive work environment where employees feel valued, respected, and motivated to contribute to the organization's success (Collings, Mellahi & Cascio, 2019). Overall, a good boss plays a critical role in creating a work environment that attracts and retains talented employees. By creating a positive work culture, providing leadership and direction, offering opportunities for growth and development, and recognizing and rewarding employee contributions, a good boss can help organizations to attract and retain the best talent. Research has shown that effective supervision is a key factor in employee satisfaction, engagement, and retention (Bauer, Bodner, Erdogan, Truxillo, & Tucker, 2007). Therefore, organizations need to invest in training and development programs to help their supervisors acquire the skills and knowledge necessary to lead

and manage their teams effectively. By doing so, they can create a culture of high performance and attract and retain top talent in their organization.

Differentiation is a critical concept in the field of talent management that refers to the process of identifying high-potential employees and developing them for future leadership roles within the organization. This process involves a range of activities, including assessment, coaching, training, and mentoring, to help individuals realize their full potential and contribute to the organization's success (Dessler, 2022). Differentiation has become increasingly important in the modern business landscape, where the competition for top talent is intense, and organizations need to invest in their people to maintain a competitive edge (Kaliannan et al., 2023). However, the need for differentiation in talent management may be different in various cultural contexts, including Thailand. Thailand has a unique culture that emphasizes group harmony, respect for authority, and loyalty to the organization. In this cultural context, the concept of differentiation may conflict with these cultural values, as it may create a perception of unfairness or favoritism (Chaisilwattana & Punnakitikashem, 2017; Panphae & Phoewhawm, 2021). Employees in Thailand may view differentiation as a threat to their social cohesion and harmony and may resist the idea of singling out certain employees for special treatment. Furthermore, in Thailand, there is a significant power distance between managers and employees, and managers are expected to maintain a certain level of authority and respect. This cultural context may make it challenging for managers to engage in differentiation effectively, as it may require them to be more assertive and challenging with their employees (Chaisilwattana & Punnakitikashem, 2017; Panphae & Phoewhawm, 2021). Additionally, the cultural emphasis on loyalty may make it challenging to identify high-potential employees who are not part of the dominant group or have not been with the organization for an extended period.

The cultural context of Thailand plays a critical role in the expectations of high potential employees towards their supervisors. Understanding these expectations is crucial for organizations to effectively manage and develop their talent. As a result, it is important to conduct research on high potential employees' expectations towards their supervisors in the Thai cultural context. This research will provide insight into the unique challenges and opportunities for organizations operating in Thailand and help them create a work environment that attracts and retains high potential employees.

Research objectives

The purpose of this research was to study the expectations of high potential employees towards their supervisors.

Literature review

Using a Grounded theory strategy for doing a qualitative research

Grounded theory is a popular qualitative research method that seeks to develop a theory or explanation of a phenomenon through the collection and analysis of data. According to Glaser and

Strauss (1967), the creators of grounded theory, the approach involves collecting data and then developing a theory or explanation based on the patterns and themes that emerge from the data. However, some researchers have suggested that reviewing the literature and research variables in advance can be overwhelming and may bias the researcher's thinking.

Some researchers argue that approaching qualitative research with a "blank slate" can have several benefits. For example, according to Charmaz (2006), starting with an open mind and without preconceived notions can lead to a deeper understanding of the phenomenon being studied. This approach can also help the researcher to identify patterns and themes that may not have been apparent if they had been guided by prior research. While some researchers argue that a "blank slate" approach can be beneficial, it is important for researchers to remain reflexive throughout the research process. According to Strauss and Corbin (1998), reflexivity involves being aware of one's own biases and assumptions and how they may impact the research. By remaining reflexive, researchers can ensure that their findings are grounded in the data and not influenced by their own biases.

For the role of literature and research variables in a qualitative study, the study found that while some researchers argue that a "blank slate" approach can be beneficial, it is important to acknowledge the role that literature and research variables can play in the research process. According to Glaser and Strauss (1967) and Glaser and Holton (2004), while grounded theory does not start with a theory, researchers may still draw on previous research to inform their data collection and analysis. Additionally, researchers may need to consider research variables such as participant demographics or context to ensure that their findings are applicable and relevant.

In conclusion, the decision to review literature and research variables in advance when conducting qualitative research using grounded theory is a complex one. While some researchers argue that a "blank slate" approach can lead to deeper insights and a more open-minded approach, it is important to remain reflexive throughout the research process and to acknowledge the role that literature and research variables can play. Ultimately, researchers must carefully consider their approach based on the research question and context.

The importance of talent employees for organization

In today's highly competitive business environment, talent is considered a key driver of organizational success. According to Armstrong and Taylor (2014), talent is a critical factor in the achievement of business objectives, as it refers to the individuals with the skills, knowledge, and abilities that are essential to the organization's success. In this literature review, we will explore the importance of talent for organizations.

1) Attracting and Retaining Talent: one of the primary benefits of having talented employees is that they can help an organization achieve its goals. According to Phillips and Connell (2003), attracting and retaining talented employees is critical to the success of an organization. Organizations often compete to attract the best talent by offering competitive salaries and benefits packages, as well as opportunities for career advancement and professional development. Additionally,

creating a positive workplace culture that values employee input and recognizes their contributions can help to retain talented employees.

2) Skills and Expertise: Talented employees bring a unique set of skills and expertise to an organization. These employees often possess advanced education, certifications, and experience that make them highly valuable to the organization. According to Mankins and Garton (2017), talented employees are often able to learn quickly, adapt to new situations, and find creative solutions to problems. This can help the organization to be more productive and efficient, leading to a competitive advantage.

3) Innovation and Creativity: Talented employees often bring fresh perspectives and innovative ideas to an organization. Talented employees are more likely to be creative and innovative, as they possess the necessary knowledge and skills to come up with new ideas and approaches. This can lead to new products, services, or processes that can help the organization grow and succeed (Amabile,1998; Dowling et al., 2020).

4) Positive Workplace Culture: Having talented employees can also help create a positive workplace culture. According to Gelfand, Erez, and Aycan (2007), introducing new talent to an organization can have a positive impact on its culture, as these employees bring new ideas and approaches that can help to improve the organization's overall performance. Additionally, when talented employees feel valued and supported, they are more likely to stay with the organization long-term, leading to increased employee retention and a positive workplace culture.

"The War for Talent" is a renowned article authored by Michaels, Handfield-Jones, and Axelrod, which was published in the Harvard Business School Press in 2001. This influential article delves into the intensifying competition among organizations to acquire and retain exceptional talent, aptly termed as "the war for talent." The authors assert that to emerge victorious in this battle, companies must adopt a comprehensive talent management approach that centers around the identification, cultivation, and retention of high-performing individuals. The article emphasizes the significance of a long-term, strategic perspective, integrating talent management seamlessly into the organization's overarching business strategy. By doing so, companies can gain a competitive edge in securing and maximizing the potential of top talent in their respective industries.

In conclusion, talented employees are essential for organizations to achieve success. They bring a unique set of skills and expertise, innovation and creativity, and contribute to a positive workplace culture. Attracting and retaining talented employees can be challenging, but the benefits of having these employees on your team are clear. By investing in their professional development, recognizing their contributions, and providing a supportive workplace culture, organizations can reap the rewards of having talented employees.

Expectations of high potential employees to their supervisors

High potential employees are individuals who demonstrate a strong potential for future leadership roles within an organization. These individuals often have high levels of motivation,

ambition, and a desire to learn and grow in their careers. As such, they have specific expectations of their supervisors to help them reach their full potential. One of the primary expectations of high potential employees is for their supervisors to provide them with challenging and meaningful work assignments. High potential employees often have a strong desire to take on new and difficult tasks that will stretch their skills and knowledge, and they look to their supervisors to provide these opportunities (Michaels, Handfield-Jones, & Axelrod, 2001). High potential employees also expect their supervisors to provide them with ongoing feedback and support, regular feedback, support and guidance, and recognition and rewards (Dries, Marescaux, & Zelderen, 2021; Jabri, 2004). They want to know how they are performing and what they need to do to improve, and they look to their supervisors to provide this guidance. They also expect their supervisors to provide them with opportunities for training and development to help them acquire new skills and knowledge (Beardwell & Thompson, 2014; Bhaker, 2020; Charan, 2017). Finally, high potential employees expect their supervisors to provide them with opportunities for visibility and recognition within the organization (Armstrong & Taylor, 2014). They want their accomplishments and achievements to be recognized and rewarded, and they look to their supervisors to provide these opportunities. They also expect their supervisors to help them build strong networks within the organization that will help them advance their careers (Collings et al., 2018).

In summary, high potential employees expect their supervisors to provide them with challenging and meaningful work assignments, ongoing feedback and support, opportunities for training and development, and opportunities for visibility and recognition. By meeting these expectations, supervisors can help high potential employees reach their full potential and become effective leaders within the organization.

Thai Organizational Cultural Context

Hofstede, Hofstede, and Minkov (2010) asserted that the working cultures in different countries exhibit significant variations, leading to distinct differences between Western and Asian countries. These authors support the notion that Western countries and Asian countries have contrasting working cultures. In Thailand, Thai Organizational Cultural Context is shaped by various factors such as Buddhism, hierarchy, collectivism, and face-saving culture. Buddhism is deeply ingrained in Thai culture, which emphasizes the importance of harmony, respect, and non-confrontation. Thus, Thai organizational culture tends to be less confrontational and more indirect in communication. Hierarchy is also a critical aspect of Thai culture, and it is reflected in the way organizations are structured and how decisions are made. Collectivism is another cultural trait that is highly valued in Thai society. It prioritizes the group over the individual and emphasizes the importance of building and maintaining strong interpersonal relationships (Chaisilwattana & Punnakitikashem, 2017; Panphae & Phoewhawm, 2021). Finally, the face-saving culture is a crucial aspect of Thai organizational culture, which means that individuals avoid causing embarrassment, losing face, or disrespecting others. Understanding the Thai organizational cultural context is crucial for businesses and organizations that operate in Thailand. It helps them to build strong relationships with their employees, partners, and customers and to avoid

misunderstandings and conflicts. Therefore, it is essential for foreign companies to adapt their management style to the local cultural context and to develop a deep understanding of the Thai cultural values and norms (Gelfand et al., 2007).

Related research

Additional reading on the topic of high-potential employees and the expectations of their managers can be found in the following articles: the study of Rebeťák and Farkašová (2014) highlights the importance of a strategic and comprehensive approach to managing high-potential employees. By implementing the recommended practices, companies can effectively identify, nurture, and leverage the potential of their top talents. It is crucial for organizations to recognize that managing high-potential employees requires ongoing evaluation and adjustment based on the evolving circumstances.

Collings et al. (2018) conducted a study that delves into the correlation between global talent management and performance within multinational enterprises (MNEs). Their research aims to explore how different talent management strategies and practices implemented by MNEs can influence employee performance and, ultimately, contribute to the success of the organization. By conducting an extensive review of existing literature and analyzing empirical data, the study emphasizes the importance of aligning talent management practices with the global context in which MNEs operate. It underscores the significance of comprehending the unique challenges and intricacies faced by MNEs when managing talent across diverse locations and cultures. The research also investigates the impact of leadership, clear expectations, human resource practices, and organizational culture on shaping talent management outcomes and performance within MNEs.

The research conducted by Bhaker (2020) focuses on exploring the relationship between talent management and motivation within two sectors in the National Capital Region (NCR). The study's results shed light on the importance of implementing appropriate talent management practices to foster a motivated workforce within the NCR's two sectors.

The research conducted by Chaisilwattana and Punnakitikashem (2017) focuses on the influence of Thai culture on organizational engagement in privately held companies in Thailand. The study aims to explore how various cultural factors impact employees' engagement levels within the Thai organizational context. The researchers examine the relationship between Thai cultural values, such as respect for authority, hierarchical structure, and collectivism, and their effects on employee engagement. The study utilizes a quantitative approach, collecting data from employees working in Thai privately held companies. The findings shed light on the significant role of Thai culture in shaping employee engagement, providing valuable insights for organizations operating in Thailand. The research contributes to the understanding of the complex dynamics between culture and employee engagement, particularly in the context of Thai privately held companies.

The article titled "Talent management and career development: What it takes to get promoted" by Claussen, Grohsjean, Luger, and Probst, published in 2014, examines the relationship between talent

management practices and career development opportunities within organizations. The article contributes to the understanding of talent management and its impact on career development. It emphasizes the need for organizations to implement effective talent management practices, including performance appraisals, training and development, and succession planning, in order to create a conducive environment for employees' professional growth and advancement.

The article titled "Talent Management and Career Management" by Dries et al. (2021) examines the relationship between talent management and career management. the article provides insights into the interconnectedness of talent management and career management. It highlights the importance of integrating these two areas to optimize employees' career development and organizational success. The findings contribute to the broader understanding of talent management practices and offer valuable guidance for organizations seeking to effectively manage and support their employees' careers.

The article "Cross-cultural Organizational Behavior" by Gelfand et al. (2007) provides a comprehensive review of the field of cross-cultural organizational behavior. The authors explore the impact of cultural differences on various aspects of organizational behavior and offer insights into how organizations can effectively navigate and manage cross-cultural challenges. The article provides a comprehensive overview of the field and serves as a valuable resource for researchers and practitioners interested in understanding the influence of culture on organizational behavior. The article's insights contribute to a deeper understanding of how cultural factors shape various aspects of organizational dynamics and provide guidance for effectively managing cross-cultural challenges in diverse organizational contexts.

The article "What Do Talents Want? Work Expectations in India, China, and Germany" by Walk, Schinnenburg, and Handy (2013) explores the work expectations of talented individuals in three different countries: India, China, and Germany. The study aims to shed light on the unique cultural and contextual factors that shape the expectations and preferences of talented employees in these countries. The authors emphasize that understanding the expectations and motivations of talented individuals is crucial for organizations to attract, retain, and effectively utilize their skills. The researchers examine various aspects of work expectations, such as career advancement opportunities, work-life balance, job security, compensation, and recognition. The article also discusses the underlying cultural values and societal influences that contribute to these variations in work expectations. It highlights the influence of collectivism and long-term orientation in the Chinese culture, individualism and high power distance in the Indian culture, and individualism and a focus on quality of life in the German culture. The authors emphasize the importance of recognizing and accommodating these cultural differences in talent management strategies. They suggest that organizations need to tailor their practices, policies, and employee value propositions to align with the specific work expectations of talented individuals in different cultural contexts.

The article titled "In the eyes of the beholder: Transformational leadership, positive psychological capital, and performance" by Gooty, Gavin, Johnson, Frazier, and Snow (2009) explores

the relationship between transformational leadership, positive psychological capital, and performance in organizations. The authors examine the concept of transformational leadership, which is characterized by leaders who inspire and motivate their followers and including talent in organization, and its impact on organizational performance. They argue that transformational leaders have the ability to enhance employee well-being, job satisfaction, and overall performance. By employing a positive and supportive leadership style, transformational leaders create a conducive work environment that fosters positive psychological capital (PsyCap).

Conceptual framework of research

According to Creswell and Poth (2018), "a qualitative researcher does not start with a hypothesis to be tested or a theory to be verified, but rather with an open mind and an inductive orientation to the study". In qualitative research, a conceptual framework is a theoretical structure that helps guide the research process by providing a framework for understanding the phenomenon being studied. However, some researchers argue that creating a conceptual framework for qualitative research can be problematic. Here are some reasons why: 1) Restricts the exploration of the phenomenon: Creating a conceptual framework may restrict the researcher's exploration of the phenomenon being studied by providing a preconceived structure for the research. This may limit the depth and richness of the data that is collected and may prevent the researcher from discovering new insights that do not fit into the framework. 2) May introduce bias: A conceptual framework may introduce bias into the research process by shaping the researcher's understanding of the phenomenon being studied. This may lead to a selective interpretation of the data that only supports the framework, rather than a more objective exploration of the data. 3) May be inappropriate for some qualitative research studies: A conceptual framework may be inappropriate for some types of qualitative research studies, particularly those that are exploratory in nature or that aim to develop new theories or concepts. In such cases, a more open-ended approach may be more appropriate. And 4) May not reflect the complexity of the phenomenon being studied: Creating a conceptual framework may oversimplify the phenomenon being studied and may not reflect the complexity of the data. This may lead to a superficial understanding of the phenomenon and may prevent the researcher from discovering important nuances and patterns in the data.

While conceptual frameworks can be useful in providing a structure for quantitative research studies, they may be less appropriate for some types of qualitative research studies. Qualitative research often aims to explore complex phenomena in depth and a more open-ended approach may be more appropriate for achieving this goal. Ultimately, the decision to create a conceptual framework for qualitative research should be based on the research question, the nature of the phenomenon being studied, and the goals of the research study. As mentioned above, this research does not present a research conceptual framework for validity based on qualitative research principles.

Research Methodology

This research used a grounded theory as a research methodology that aims to develop a theory or explanation of a phenomenon based on the data that is collected. The following is a general outline of the methodology for conducting the research:

Data collection and tool: The initial phase of this research involves gathering data through in-depth interviews. To ensure rigorous methodology, the study employs triangulation as a strategic approach, which includes the development of a data collection tool in the form of interview guidelines. These guidelines are created by drawing insights from tools utilized by three qualitative researchers in the fields of human resource management, as well as HR practitioners in leading organizations. By integrating these diverse perspectives with the researcher's own discretion and past experience, the interview guidelines aim to encompass a comprehensive range of viewpoints and experiences pertaining to supervisor expectations. The use of triangulation through interview guidelines enhances the study's credibility and validity by incorporating multiple perspectives and minimizing biases. By incorporating inputs from various experts and stakeholders, the research strives to provide a comprehensive and robust analysis of high-potential employees' expectations of their supervisors within the Thai organizational cultural context.

The data collection process involved the use of an in-depth interview guideline inspired by Patton's concepts (2002). The study devised seven types of questions to facilitate a comprehensive exploration, including 1) Grand tour question, 2) Opening question, 3) Follow-up question, 4) Probing question, 5) Clarifying question, 6) Reflective question, and 7) Projective question. These questions were thoughtfully crafted to extract rich insights and perspectives from the participants, ensuring a comprehensive examination of the topic at hand.

Participants: This study employed a targeted and theoretical sampling approach to select the participants. The sample group consisted of high-potential employees from private sector organizations, encompassing both service and general manufacturing sectors. These individuals were specifically chosen based on their demonstrated exceptional abilities, skills, and potential for future leadership and career growth. High-potential employees, referred to as HiPos, exhibit distinct qualities that distinguish them from their peers. These qualities include outstanding performance, strong problem-solving abilities, adaptability, and a commitment to continuous improvement. By focusing on this specific sample group of high-potential employees, the study aimed to provide valuable insights into their unique characteristics, challenges, and expectations within the private sector organizations in both service and general manufacturing sectors.

Data collection for the study involved gathering information from 58 organizations and 63 informants. The data collection process continued until data saturation was achieved, meaning that no

new significant findings or insights emerged from the data. This approach ensured that the study captured a comprehensive and rich understanding of high-potential employees' experiences and perspectives.

Data analysis and data saturation: The researcher in a process of constant comparison. The following are the steps involved in data analysis of grounded theory in this study: 1) Initial coding 2) Focused coding 3) Theoretical note-taking 4) Constant comparison 5) Theoretical saturation, and 6) Writing the final report. In this research, the researcher pays great attention to data saturation. Since data saturation is an essential concept in grounded theory research, which Glaser and Strauss first introduced in 1967 and Strauss and Corbin later wrote about in 1998. It refers to the point at which no new data emerges from the analysis and the theory has attained its limit of applicability. In other words, data saturation occurs when sufficient data have been collected and analyzed to develop a comprehensive, data-based theory (Glaser & Strauss, 1967; Strauss & Corbin, 1998). Creswell and Poth (2018) notes that data saturation can be determined by a number of methods, which this study also discovered, such as theoretical saturation, redundancy, and confirmatory evidence. Theoretical saturation occurs when no new themes or concepts are revealed by data analysis. When the same themes or concepts emerge repeatedly across multiple participants or data sources, there is redundancy. When the emerging theory is consistent with existing research or theories, there is confirmation evidence.

In the context of this study, data saturation is achieved when the researcher has amassed a sufficient quantity of information that captures the essence of the investigated phenomenon. With a total population of 63 individuals, the researcher conducts interviews and collects data until he or she reaches a point where additional interviews or data collection would not provide new insights or substantially advance comprehension of the research topic. Saturation of data guarantees that the researcher has obtained a comprehensive and diverse range of participant perspectives, allowing for a comprehensive examination of the research topic. It indicates that the process of data collection has successfully captured the pertinent information and that additional data collection would not significantly contribute to the findings or deepen the understanding of the phenomenon. Attaining data saturation with a population of 63 individuals indicates that the researcher utilized an adequately representative sample size, allowing for a thorough examination of the research topic. It demonstrates that the researcher has assiduously collected information from a variety of participants, ensuring a comprehensive analysis and interpretation of the collected data. By recognizing the point of data saturation, the researcher can confidently conclude the data collection phase and move on to the phase of analyzing and interpreting the collected data. This ensures the rigor and credibility of the study, as it demonstrates that the researcher explored the research topic thoroughly within the limitations of the available sample size.

Research results

   After collecting and analyzing the data until the data was saturated. All data received from 63 high-potential employees at 58 businesses in the eastern region revealed the following. There are some of the expectations that high potential employees have from their supervisors:

Table 1 The expectations that highly talented employees have of their supervisors.

Coding	Categories	Themes
Communication, Understanding	Communication and Understanding	Clear expectations
Objectives, Goals, Deadlines, Alignment, Focus, Direction	Goal-Setting and Direction	
Performance criteria, Metrics	Measurement and Evaluation	
Clarity, Specificity	Clarity and Specificity	
Accountability, Agreement	Accountability and Agreement	
Skills training, Personalized development plans, Continuous learning culture, Workshops and seminars	Learning and Development	Opportunities for growth and development
Mentorship and coaching, Advancement opportunities, Challenging assignments, Cross-functional exposure, Stretch goals, Career pathing and planning, Job shadowing and job rotations	Career Growth	
Feedback and evaluations	Feedback and Evaluation	
Access to conferences and industry events	Networking and Industry Exposure	
Evaluation, Assessment, Appraisal, Critique	Evaluation, Assessment, Appraisal, Critique	Regular feedback
Review, Check-in, Follow-up, Progress report	Review, Check-in, Follow-up, Progress report	
Performance review, Feedback session, Formal	Performance review, Feedback session, formal	
Modeling, Leadership	Role modeling	Support and guidance
Emotional Support, Professional Support	Support	
Help, Aid	Assistance	
Monitoring, Oversight	Supervision	
Motivation, Inspiration	Encouragement	
Enablement, Capacity-building	Empowerment	

Table 1 The expectations that highly talented employees have of their supervisors. (Cont.)

Coding	Categories	Themes
acknowledgment, acknowledgement, validation, respect, gratitude, thanks, thanks-giving	Recognition and acknowledgment	Recognition and rewards
appreciation, praise, commendation, accolade, honor, tribute	Appreciation and praise	
compensation, bonus, promotion, raise, incentive, perk, benefit, prize, award, gift, profit-sharing, profit-sharing plan, employee stock ownership plan, stock options, profit-based compensation, commission, salary increase, pay raise, performance-related pay, merit pay	Employee rewards and compensation	

The expectations of high potential employees towards their supervisors are crucial for organizations to understand in order to retain top talent. The findings from Table 1 suggest that high potential employees have clear expectations that:

1) Clear expectations: High potential employees expect their supervisors to clearly communicate their expectations and goals. They want to know what is expected of them, what their goals are, and how they will be evaluated.

2) Opportunities for growth and development: High potential employees expect their supervisors to provide them with opportunities to learn and develop new skills. They want to be challenged and given the chance to take on new responsibilities that will help them grow in their careers.

3) Regular feedback: High potential employees want regular feedback from their supervisors. They want to know how they are doing and what they can do to improve. They also want to know if they are on track to achieve their goals.

4) Support and guidance: High potential employees expect their supervisors to provide them with support and guidance. They want their supervisors to be available to answer their questions and provide advice when needed.

5) Recognition and rewards: High potential employees expect to be recognized for their hard work and achievements. They want to be rewarded for their contributions to the organization.

From the above discovered variables, it can be represented as a model as shown in Figure 1.
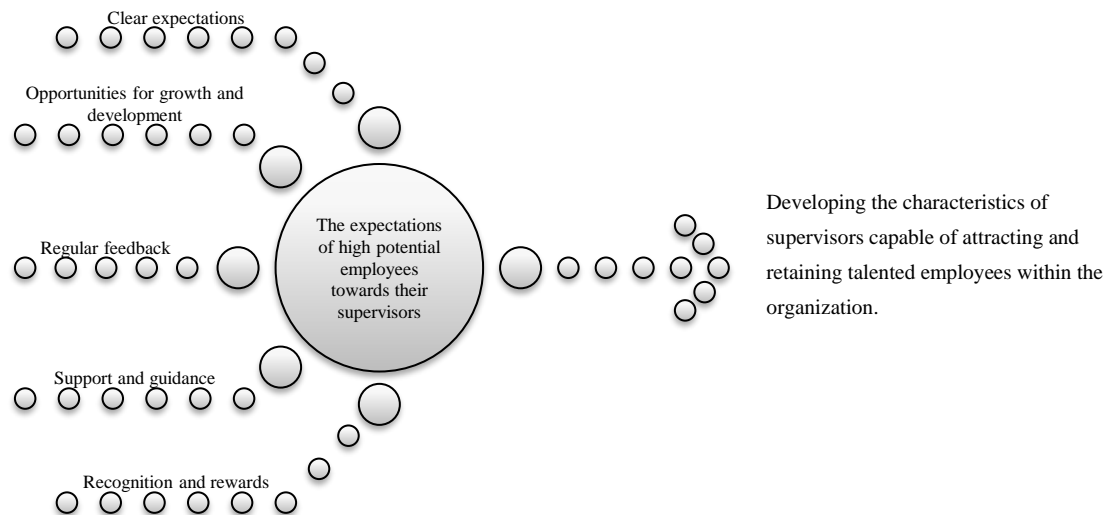
Figure 1 Model of the expectations of high potential employees towards their supervisors

Study discussion

High potential employees are critical assets to organizations as they are individuals who possess the potential to become future leaders. Thus, it is crucial for organizations to understand and meet their expectations to retain and develop them. In this research discussion, we will explore the expectations of high potential employees from their supervisors.

1) The establishment of explicit expectations is a fundamental expectation of talented employees from their supervisors. The research conducted by Collings et al. (2019) and Walk et al. (2013) supports this requirement. Supervisors of employees with high potential should communicate objectives and expectations openly. In addition, they require a detailed summary of their performance metrics and evaluation criteria. Clear expectations play an essential role in enabling high potential employees to comprehend their roles, responsibilities, and desired outcomes, thereby increasing their levels of job satisfaction and engagement.

2) Talented employees have higher expectations of their supervisors, particularly regarding opportunities for growth and development. Dries et al. (2021) research emphasizes the significance of effective talent management practices within organizations by highlighting the relationship between talent management and career management. Claussen et al. (2014) also support these findings, emphasizing the need for organizations to implement talent management practices such as performance evaluations, training and development, and succession planning to foster professional growth and advancement. Employees with high potential seek out assignments and projects that enable them to acquire new skills and knowledge. They anticipate receiving regular feedback from their supervisors in order to enhance their performance. In addition, they anticipate receiving opportunities for training and mentoring to enhance their abilities. Providing high potential employees with

opportunities for growth and development not only contributes to their professional advancement, but also increases their engagement and retention within the organization.

3) High potential employees have an additional expectation from their supervisors, which encompasses receiving regular feedback, support, and guidance. These employees actively seek a comprehensive understanding of their performance and eagerly anticipate guidance on areas where they can improve. Regular feedback can be provided through various channels, ranging from informal check-ins to more formal performance reviews. The importance of regular feedback for high potential employees is substantiated by respected scholars in the talent management field, such as Beardwell and Thompson (2014) and Dries et al. (2021). These scholars concur that high potential employees also expect their supervisors to provide ongoing feedback, support, guidance, and recognition and rewards. It is evident that high potential employees expect their supervisors to offer support and guidance to navigate organizational politics and culture effectively. Additionally, they desire a mentorship relationship with their supervisors, as it allows them to learn from their experiences and mistakes. Providing the necessary support and guidance can contribute to the development of high potential employees' leadership abilities and foster greater job satisfaction.

4) Recognition and rewards are crucial expectations that high potential employees hold for their supervisors. Armstrong and Taylor (2014) emphasize that high potential employees anticipate receiving acknowledgment and rewards for their exceptional performance. Recognition can take the form of verbal or written appreciation, while rewards can be either financial or non-financial, such as promotions or additional responsibilities. Providing recognition and rewards plays a significant role in boosting the motivation and engagement levels of high potential employees, thereby contributing to their retention and development. This aligns with the findings of Bhaker (2020), who suggests that organizations should implement effective talent management practices that include appropriate reward systems to cultivate a motivated workforce.

High potential employees in Thailand are valuable assets for organizations because they possess valuable skills, knowledge, and motivation. Due to the cultural context of the country, their expectations of supervisors may vary. The Thai organizational culture places a premium on harmony, respect for authority, and loyalty. High-potential employees in Thailand anticipate explicit expectations, a respectful relationship, and growth opportunities that align with the organization's core values. Understanding and meeting these specific requirements are essential to nurturing a positive work environment. Moreover, Thai employees frequently rely on their supervisors for guidance and support, whereas recognition and rewards may be valued differently. Effective administration of high-potential employees in Thailand necessitates meeting their specific needs.

Recommendations for future research

Here are some recommendations for future research on the expectations of high potential employees from their supervisors:

1) Investigate the relationship between high potential employees' expectations from their supervisors and their retention in the organization. This research can use statistical analysis, such as logistic regression, to identify the significant predictors of high potential employees' retention and the extent to which meeting their expectations can influence their decision to stay in the organization.

2) Compare the expectations of high potential employees from their supervisors in different industries or sectors. This research can utilize an analysis of variance (ANOVA) to compare the means of high potential employees' expectations in different industries or sectors and identify the factors that can influence their expectations.

3) The Impact of Remote Work on the Expectations of High Potential Employees from Their Supervisors: The COVID-19 pandemic has forced many organizations to adopt remote work arrangements. Future research can explore how remote work has impacted the expectations of high potential employees from their supervisors. For example, how can supervisors provide clear expectations and feedback to high potential employees who work remotely? How can organizations provide growth and development opportunities and mentorship relationships to high potential employees who work remotely?

4) Generational Differences in the Expectations of High Potential Employees from Their Supervisors: Different generations have different expectations and preferences when it comes to work. Future research can explore how the expectations of high potential employees from their supervisors vary across different generations. For example, how do the expectations of millennial high potential employees differ from those of baby boomers? How can supervisors adapt their leadership styles to meet the expectations of high potential employees from different generations?

5) The Role of Organizational Culture in Meeting the Expectations of High Potential Employees: Organizational culture can play a significant role in meeting the expectations of high potential employees from their supervisors. Future research can explore how different types of organizational cultures impact the expectations of high potential employees. For example, how do high-performance cultures impact the expectations of high potential employees? How can organizations create cultures that value and retain high potential employees?

These suggestions are grounded in the results of the current study and can help pave the way for future work in the area. Insightful information for companies that want to attract, retain, and develop their high potential talent can be gained from conducting additional research in these areas, which will help us better understand the expectations of high potential employees from their supervisors.

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