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TALENT MANAGEMENT PRACTICES ON EMPLOYEES' ORGANIZATIONAL CITIZENSHIP BEHAVIOUR IN UPSCALE HOTELS IN ACCRA METROPOLIS, GHANA



ABDUL-RAZAK ABUBAKARI

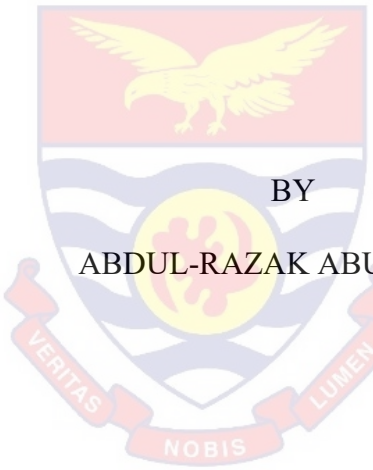
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TALENT MANAGEMENT PRACTICES ON EMPLOYEES' ORGANIZATIONAL CITIZENSHIP BEHAVIOUR IN UPSCALE HOTELS IN ACCRA METROPOLIS, GHANA



BY

ABDUL-RAZAK ABUBAKARI

Thesis submitted to the Department of Hospitality and Tourism Management of faculty of Social Sciences, College of Humanities and Legal Studies, University of Cape Coast, in partial fulfillment of the requirements for the award of a Master of Philosophy degree in Hospitality Management.

JULY, 2025

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DECLARATION

Candidate Declaration

I hereby declare that this thesis is the result of my own original work and that no part of it has been presented for another degree in this University or elsewhere.

Candidate Name: Abdul-Razak Abubakari

Signature:…… Date:……

Supervisor Declaration

I hereby declare that the preparation and presentation of the thesis were supervised in accordance with the guidelines on supervision of the thesis laid down by the University of Cape Coast.

Supervisor Name: Prof. Eunice Fay Amissah

Signature: …… Date: ……

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ABSTRACT

The hospitality and tourism industry, particularly the hotel sector, plays a significant role in Ghana's gross domestic product. The industry is highly dependent on employee attitude and behaviours to deliver quality service and maintain competitiveness. In light of this, employees' discretionary behaviours that go beyond formal job requirement plays critical role in enhancing service quality, teamwork, and organisational effectiveness. Talent Management Practices is found to be a useful tool when successfully executed can create an atmosphere that supports and encourages Organisational Citizenship Behaviour (OCB). This study analysed the effect of TMPs on employees' OCB in upscale hotels in the Accra Metropolis. Anchored in the resource-based view and social exchange theory, the study used a quantitative research method using a structured questionnaire to gather data from 182 hotel employees. The data was analysed using descriptive statistics and CB-SEM, while hypotheses were tested using ANOVA and an independent sample T-test. The results of the study revealed that upscale hotels employed TMPs specifically in the areas of talent attraction, talent development, and talent retention. Among the three dimensions of TM practices, retention strategies were perceived as lower by the employees. The results also showed remarkably high levels of employee OCB, with courtesy, conscientiousness, and sportsmanship being the most prominent among employees, while altruism and civic virtue were relatively lower. Moreover, the results showed that talent development and talent retention significantly influence OCB, while talent attraction demonstrated a marginally statistically insignificant effect. Given the significant positive effect that TMPs have on employee OCB, it is recommended that hotels continue to invest in TM practices due to the benefits associated with their implementation.

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DEDICATION

To my father, Abdallah Abubakari and my mother Rahinatu Ziblim, my son,

Akram Baantima Abdul-Razak

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TABLE OF CONTENT

	Page
DECLARATION	ii
ABSTRACT	iii
ACKNOWLEDGEMENTS	iv
DEDICATION	v
LIST OF TABLES	xi
LIST OF FIGURES	xii
LIST OF ACRONYMS	xiii
CHAPTER ONE: INTRODUCTION	
Background to the Study	1
Problem Statement	11
Objectives of the Study	15
Research Hypotheses	15
Significance of the Study	16
Delimitations of Study	18
Limitations of the Study	18
Definition of Terms	19
Organisation of the Study	20

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University of Cape Coast https://ir.ucc.edu.gh/xmlui

CHAPTER TWO: LITERATURE REVIEW

Introduction 21

Concept of Talent 21

Concept of Talent Management 24

Organisational Citizenship Behaviour 28

Theoretical Framework 33

Resource-Based View Theory 33

Social Exchange Theory 36

Empirical Literature 39

Talent management Practices in hotels 39

Talent Attraction 42

Employer Branding as a Talent Attraction Technique 42

Job security 44

Competitive pay 44

Employee Value Proposition 45

Talent development 46

Coaching and Mentoring 47

Performance Appraisal 48

Career development 49

Talent Retention 50

Good pay 50

Digitized by Sam Jonah Library

University of Cape Coast https://ir.ucc.edu.gh/xmlui

Employee engagement 51

Employee Motivation 51

Flexible work schedule 52

Work-life balance 53

Organisational Citizenship Behaviour in the Hotel Industry 56

Conceptual Framework 60

Chapter Summary 63

CHAPTER THREE: RESEARCH METHODOLOGY

Introduction 65

Study Area 65

Research Paradigm 67

Research Design 69

Data and Information Sources 71

Study Population 72

Sample Size Determination 73

Sample and Sampling Procedure 74

Research Instrument 76

Pre-Testing of Instrument 79

Data Collection Procedure 80

Challenges Encountered in the Field 81

Data Processing and Analysis 82

Digitized by Sam Jonah Library

University of Cape Coast https://ir.ucc.edu.gh/xmlui

Ethical Consideration 83

Chapter Summary 84

CHAPTER FOUR; RESULTS AND DISCUSSIONS

Introduction 85

Socio-demographic Characteristics of Respondents 85

Employees Work Characteristics 87

Perceived Talent Management Practices in Upscale Hotels 89

Employee Perception of Talent Management Practices by their Socio-demographic and Work Characteristics 94

Overall Commitment Level 102

Descriptive Statistics for Employees' Organisational Citizenship Behaviour 103

Employees' Organisational Citizenship Behaviour by Socio-Demographic and Work Characteristics 110

Justification for the Use of Demographic Variables 118

Effect of Talent Management Practices on Employees' Organisational Citizenship Behaviour 119

The Results of the Measurement Model 120

Discriminant Validity 124

Assessment of Path Relationships 126

Digitized by Sam Jonah Library

University of Cape Coast https://ir.ucc.edu.gh/xmlui

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

Introduction 139

Summary of the thesis 139

Summary of key findings 142

Conclusions 145

Recommendations 146

REFERENCES 149

APPENDIX 193

Digitized by Sam Jonah Library

University of Cape Coast https://ir.ucc.edu.gh/xmlui

LIST OF TABLES

Table		Page
1	Upscale Hotels in Accra Metropolis	74
2	Socio-Demographic Characteristics of Respondents (n=182)	86
3	Employee Characteristics (n=182)	88
4	Descriptive Statistics for Talent Management Practices in Hotels	89
5	ANOVA Test and T-test for TM Practices across Socio-demographic and Work Characteristics	95
6	Descriptive Statistics for Employees' OCB Behaviour	104
7	One-way ANOVA and T-test for Organisational Citizenship Behaviour	111
8	Summary of the Findings Based on the Hypothesis	119
9	Confirmation Factor Analysis on Talent Management Practices	122
10	Model Validity Measures and Correlation among all Constructs	125
11	Influence of Talent Management Practices on Organisational Citizenship Behaviour	129
12	Appendix B: Assessment of normality	135

Digitized by Sam Jonah Library

University of Cape Coast https://ir.ucc.edu.gh/xmlui

LIST OF FIGURES

Figure		Page
1	Conceptual Framework	62
2	Map for the Study Area	67
3	Overall Commitment Level	103
4	Structural model of talent management practices and Organisational citizenship behaviour	126
5	Structural model of talent management practices and organisational citizenship behaviour (Dimensions)	134

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LIST OF ACRONYMS

ANOVA	One-way Analysis of Variance
CB-SEM	Covariance-Based Structural Equation Modeling
COVID-19	Corona Virus
GDP	Gross Domestic Product
GTA	Ghana Tourism Authority
HR	Human Resource
HRMs	Human Resource Managers
OCB	Organisational Citizenship Behaviour
RBV	Resource-Based View
SEM	Structural Equation Modelling
SET	Social Exchange Theory
SPSS	Statistical Package for Social Science
TA	Talent Attraction
TD	Talent Development
TM	Talent Management
TMP	Talent Management Practice
TR	Talent Retention
WTO	World Tourism Organisation
WTTC	World Travel and Tourism Council

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CHAPTER ONE

INTRODUCTION

Background to the Study

The hospitality and tourism industry has become increasingly important to the world economy (Ratna, Saide, Putri, Indrajit & Muwardi, 2023). According to reports from the World Travel and Tourism Council (WTTC), the hospitality and tourism industry alone created $8.9 trillion in GDP and 319 million jobs in 2019. The hospitality sector, which is the sub-sector industry of the tourism industry, comprises a wide variety of business sectors that combine a lot of businesses, such as restaurants, cafes, motels, hotels, resorts, cruise ships, casinos, theme parks, private clubs, and event management companies. In 2019, there were at least 187,000 hotels globally, and the hospitality sector produced more than $3.9 trillion in economic value (American Hotel and Lodging Association, 2020). The hospitality industry plays a major role in generating foreign exchange for the country and provides both direct and indirect employment to a sizeable portion of the labour force (Thommandru, Espinoza-Maguiña, Ramirez-Asis, Ray, Naved & Guzman-Avalos, 2023). Worldwide, the sector offers millions of jobs to individuals. It is one of the sectors in the world that employs the largest number of people (Anthony, Mensah & Amissah, 2023; WTTC, 2018). The industry was predicted to expand by 3% between 2022 and 2027, reaching US $9 trillion (Dwivedi, Pandey, Currie & Micu, 2024).

The global hospitality industry has had a noteworthy favourable effect on the economy, leading many countries to develop their national hospitality sectors to seize opportunities in the rapidly expanding market. In recent years,

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Africa's tourism and hospitality industries have rapidly expanded (Bama, Nyathela-Sunday & Makuzva, 2022) and have contributed significantly to the expansion of African economies in recent decades (Monnier, 2021). The sector represented more than 7% of the continent's GDP in 2019, making it one of Africa's industries promoting economic growth (Monnier, 2021).

Ghana's hospitality sector is essential for the country's sustainable economic development, just like in other developing nations. The country's tourism and hospitality industry has emerged as one of the fastest-growing and the fourth-largest source of foreign exchange earnings. Regarding employment, the tourism sector generated 252, 714 total jobs direct and indirect in 2021, as opposed to 277,985 in 2022, increasing employment by 10% (Ministry of Tourism, Arts and Culture, 2023). The hotel industry, in particular, significantly contributes to Ghana's economy, with a notable increase in its Gross Domestic Product (GDP). This has attracted foreign capital, created job opportunities, and increased tax revenues.

However, the hotel sector continue to struggle with high staff turnover rate which can negatively affect organisational performance and profitability. Goh and Baum (2021) argued that the hospitality sector has a high personnel turnover rate of up to 75%. There are several reasons for this issue, including low compensation, heavy workloads, inflexible schedules, limited opportunities for career advancement, long working hours, and challenging working conditions. These factors often make talented and skilled employees feel undervalued and restricted in their roles, leading them to leave their jobs. As a result, hotels must spend a significant amount of money on staffing, training, and socialisation. Given the hospitality sector reliance on its workforce, it is

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imperative to address the underlying reasons for employee turnover to ensure the hotel sector's sustained prosperity. Talent management practice (TMP) has become one of the remedies for curbing this menace (Mohsin, Brochado & Rodrigues, 2023; Deri et al., 2021).

The hotel industry recognises people as a valuable competitive advantage. Thus, hotels must adopt various policies and practices to ensure that their skilled workers are retained for longer periods (Ghani, Zada, Memon, Ullah, Khattak, Han & Araya-Castillo, 2022). Talent management (TM) has emerged as one of the crucial elements in a company's success, contributing not only to cost savings but also to increased employee morale and productivity.

According to Kravariti, Voutsina, Tasoulis, Dibia and Johnston (2022), talent refers to individuals with the knowledge, abilities, attitudes, and personality traits that make them highly desirable and appropriate for a particular industry. Talent may be natural or developed through learning, and can be view either as a potential ability or as a skill that has already been demonstrated (Essandoh, 2021). Therefore, considering talent as a natural ability or acquired affects how it will be managed (Marinakou & Giousmpasoglou, 2019).

TM is the approach through which a hotel accomplishes its need for talent. Kravariti et al. (2022) described talent management as the attitude, procedure, or methods that upper management implements to draw in, nurture, and keep the best candidates who can reach their full potential in the hotel and tourism industry. Talent management encompasses several domains or sets of related tasks that must be executed methodically to guarantee their efficacy.

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Given this, scholars always have varied ways of describing these actions and practices.

However, the notions of TMPs may vary depending on the firm's desired objective. TM in this study will be measured against talent attraction, development, and retention. Talent attraction involves attracting people with the necessary abilities and knowledge to perform specific tasks in the hospitality industry (Kravariti et al. 2022), including employee branding, job security, competitive pay, and the employee value proposition. Talent development involves putting in place programs and policies to enhance the capabilities of talented people within the hospitality industry (training and development, coaching and mentoring, performance appraisal, and career development). And talent retention is the laid down policies and procedures to prevent talent turnover, such as (good salary, employee engagement, employee motivation, flexible job schedule, and work-life Balance).

The notion of TM in the hospitality sector has become a significant issue within the current literature because of its ability to enhance quality service delivery by the employees, guaranteeing client satisfaction, and ensuring competitive advancement in the service industry. That is why Kravariti et al. (2021) argued that TM practices are crucial to achieving all these as they boost employee contentment at work, retention and organisational commitment.

Although there has been a proliferation of TM literature in recent times, industry-specific research on TM (Al Jawali, Darwish, Scullion & Haak-Saheem, 2022; Aljbour, French, & Al, 2021; Sandeepanie, Perera, Sajeewani, & Gamage, 2020) and the resultant outcome has been accelerated by the recognition that context matters in TM (Gallardo-Gallardo, Thunnissen &

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Scullion, 2020). In this regard, TM in the hospitality sector has been investigated by various scholars. For instance, in the study of Marinakou and Giousmpasoglou (2019), employee turnover was found to be related to some elements of TM, such as a lack of opportunities for advancement, organisational culture and fit, management styles such as ineffective communication, unfavourable treatment, and no support from management, pay, compressed work schedule, and generational characteristics, and so. Moreover, Ramadan, Abo-Taleb, Abdel-Aty, and Amer (2021) discovered a strong correlation between TM practices and work satisfaction, which would, in turn, lower staff turnover in the hotel sector. Again, Turyahebwa, Agaba, Sunday, Byamukama and Kalembe (2022) found that an organisation's productivity is increased and employee performance is enhanced through TM. Thus, an optimal TM practice facilitates comprehension of the organisation's mission, goals, and the necessary skills for enhancing performance, thereby realising the organisation's potential by all personnel. Dan (2023) revealed that the main success of a hospitality business does not emanate from the financial strength, the company strategy or the organisation's goodwill, but the talented staff as well. As a result, TM practices will enable organisations to benefit in the long run. Given this, TM has become an issue of great concern, and it is gaining prominent attention in the hospitality industry, tending to enhance employee capabilities (Kravariti &Johnston, 2020).

TMPs in the hotel sector entail a series of activities such as talent attraction, talent development and talent retention that the hotel undertakes to keep the talent it requires. For instance, in attracting a talent pool, hotels use techniques such as planning and strategy, recruitment and selection, employer

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branding, offering competitive salaries, etc (Mohapatra & Sahu, 2018). Additionally, talent attraction also includes the use of organisational technology and other initiatives to capture talent (Self, Gordon & Jolly, 2019).

Developing talent is an essential component of TM in the hospitality industry, which involves enhancing people's abilities, competencies, and knowledge within an organisation. According to Pando and Sahoo (2015), after acquiring talent, hotels undertake several initiatives, including training, performance reviews, deployment, and knowledge exchange, to develop their talent. This is very crucial as Golubovskaya, Solnet and Robinson. (2019) posited that the talented workforce in the hotel sector, in most cases, is primarily young and can easily be poached by competitors; therefore, talent development is seen as a significant part of TM practices in the hospitality sector and is among the most important TM activities.

Another significant component of TM practice is talent retention, which includes various tactics and initiatives used by businesses to keep their best performers on staff and keep them from leaving by fostering a conducive workplace atmosphere while minimising things that may lead to staff job dissatisfaction, such as a lack of recognition, an unsatisfactory work-life balance, or few opportunities for advancement. Kravariti and Johnston (2020) state that a variety of retention tactics, including career development, pay and benefits, flexible scheduling, and work-life balance, are necessary to keep the talented employees it needs. Therefore, TM practice is crucial for upholding superior service standars and customer contenment, which involves an array of activities that enable hotels to manage their talent effectively and efficiently, thereby ensuring talent flow within the organisation.

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Arguably, many benefits accrue to hotels that practice TM, such as heightened employee engagement, job contentment, performance, and retention, as well as improved service quality delivery. Researchers (Knap-Stefaniuk and Karna, 2022; Ramadan et al., 2021; Ollor and Harry, 2020; Yeswa and Ombui, 2018) have alluded that TM increases employee engagement and better rates of employee recruitment, dedication, and retention. Wangechi, Koome and Gesimba (2020) discovered that fostering employees' professional development improved customer satisfaction by providing quality services through talented people. Behera and Mohapatra (2020) also noted that TM can transform a company from underperforming to outstanding performance. Moreover, the study of Jepchumba (2021) discovered a substantial beneficial effect of TM on organisational proficiency. Consequently, among the benefits of TM to hoteliers, TM is a precursor of Organisational Citizenship Behaviour (OCB), which is the main focus of this study.

OCB is described as the optional, extra-role actions taken by the workers that support the smooth operation of the organisation by going above the call of duty. In this regard, the official incentive system of the organisation does not specifically recognise these voluntary acts. This is why Organ (1998) defined OCB as individual actions that are discretionary, not specifically or directly acknowledged by the official compensation structure, and that, taken as a whole, support the efficient operation of the business. However, various scholars have argued that employees' OCB has a lot of benefits to the organisation that promote growth and profitability, such as customer satisfaction, employee commitment, enhanced organisational competitive advantage, employee performance and so on. For instance, the study of Appaw-Agbola, Mensah and

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Kugbonu (2020) found that employee OCB helped to enhance customer satisfaction, thereby increasing customer loyalty in the hotel. OCB also serves as a beacon for performance because pro-social behaviours that prevent counterproductive behaviours will be displayed. As alluded to by (Ramalu and Janadari, 2022; Mallick, Pradhan, Tewari and Jena, 2014), OCBs are quiet behaviours that impact both individual and organisational performance and ought to be promoted. Moreover, K'osuri and Otuya (2020) added that OCB continues to be a driving force behind employee dedication, giving hotels a competitive advantage.

Scholars have argued that TM and OCB have a mutually beneficial and interdependent relationship. Both organizational and behavioural theories underpin the relationship between TMPs and OCB, which is bolstered by mounting empirical data. TMPs have an impact on workers' attitudes, abilities, and perceptions of organizational support, which in turn affects their propensity to participate in discretionary actions that are advantageous to the company. TM practices that are successful can create an atmosphere that supports and encourages OCB, and OCB in turn can increase the efficacy of talent management initiatives (Elche, Ruiz-Palomino, Linuesa-Langreo, 2020; Nazarian, Atkinson, Faroudi and Edirisinghe, 2020). For instance, in the study of Redmond and Sharafizad (2020), TM practices, such as fostering a supportive workplace and promoting work life harmony, training and development, and good recruitment policies, were discovered to affect employees' OCB. Similarly, Sugiono, Efendi and Hendryadi (2023) also found that OCB, which emanates from employee intentions to behave, is associated with TM practices. Moreover, Edeh, Zayed, Perevozova, Kryshtal and Nitsenko (2022) found that

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talent attraction, development and retention, which are components of TM practices, correlate positively with talent employee OCB. For this reason, using TM practices as a technique to influence OCB is possible.

Talent attraction (TA), as a starting point of TM practices focus on hiring people whose expectations, values, and abilities match those of the company. In line with the Resource-Based View (RBV), workers hired through competency-driven and value-based hiring processes are important intangible resources whose attitudes and behaviours can produce long-term competitive advantage. Employees are more likely to exhibit good discretionary behaviours when they sense fairness, transparency, and job-skill congruence during the recruitment process (Barney, 1991; Gallardo-Gallardo et al., 2020).

Moreover, empirically, employee attraction has an impact on their altruistic behaviour. For example, Chamisa et al. (2020) found that when recruitment processes follow a series of steps from selection to appropriate placement, altruistic behaviour occurs. Additionally, Youn and Kim's (2022) research revealed that successful talent acquisition improves workers' civility and diligence since workers who believe they are a good fit for their positions are more likely to abide by company policies, steer clear of interpersonal conflict, and behave responsibly at work. Strong employer branding and organizational status also attract employees who are more likely to practice sportsmanship and put up with job pressure without complaining since they value staying with the company.

For talent development (TD), training, coaching, mentoring, and career development are essential tools used by organizations to improve employee potential. While Social Exchange Theory (SET) proposes that employees return

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developmental assistance with positive behaviours, RBV describes how development converts individual talents into organizational capacities (Blau, 1964).

Higher levels of civic virtue and altruism are regularly linked to talent development, according to both theoretical and empirical evidence. Manenzhe and Ngirande's (2021) research found that staff members who benefited from coaching, training, and opportunities for career advancement are more competent and self-assured, which increases their willingness to help colleagues and voluntarily contribute in organisational activities. They are also more likely to exhibit civic responsibility and altruism as dimensions of OCB.

Talent retention (TR), recognition, work-life balance, career advancement, and positive working relationships are all strategies for retaining talent. Because employees who sense long-term organizational support feel obligated to reciprocate through behaviours that go beyond official job obligations, SET offers a powerful explanatory framework for this relationship.

Empirical literature suggests that talent retention is a precursor for employee conscientiousness. For instance, Olendo and Florence (2017) discovered that maintaining talent is necessary for conscientiousness to be demonstrated, particularly in businesses like the hotel sector. Additionally, Sivapragasam and Raya (2018) came to the conclusion that talent retention directly affects employee conscientiousness, which is a helpful behaviour that includes working longer hours at work and adhering to organizational policies. Finally, Soliman and Hasanein (2020), found that retention-focused strategies are especially linked to employee courtesy since devoted workers are more considerate while interacting with colleagues.

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Problem Statement

The management of talent has attracted a lot of attention in current literature. Ramadan et al. (2021) suggested that talent management has captured the interest of academics and researchers. While research in this area has increased, scholars have also begun exploring talent management in different geographical contexts with other service sectors. For instance, in developed economies such as the study by Manoharan, Scott-Young, and McDonnell (2023) at the University College Cork in Ireland, Kwon & Jang (2022) in the USA, and Glaister, Al Amri, and Spicer (2021) in York.

Additionally, there are studies in Africa, including that of Shiverenje, Iravo, and Kwasira (2024) on how innovative pay practices impact talent recruitment in Kenya's banking sector; Dzimbiri and Molefakgotla's (2021) examination of nurses' perceptions TM techniques in Malawian public hospitals; Omotunde and Alegbeleye's (2021) investigation of TMPs and work performance among librarians in Nigeria; and Barkhuizen and Gumede's (2021) research on the relationship between TM, work gratification and intention to leave in South Africa.

Even though limited studies on TM have been carried out in Ghana, they have primarily focused on other industries. For example, Bartrop-Sackey et al. (2022) examined talent retention strategies at Cape Coast Technical University, Appau et al. (2021) investigated the performance implications of TM and innovative work behaviour in colleges of education, and Essandoh (2021) assessed talent management practices at GT Bank. Therefore, these findings may not directly apply to the specific context of the upscale hotel sector in Accra Metropolis, highlighting a significant research gap in this area.

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Moreover, while TM has attracted growing scholarly interest, there remain theoretical underachievement in TMP research. This underachievement is a result of a lack of conceptual clarity and little research into TMPs (Kilson, 2025; Kravariti et al., 2021; Shulga & Busser, 2019). The authors pointed out that theoretical conceptualisation, including precise definitions of talent, TMPs, and the benefits of TM to hotels, is immature, and the literature is currently in its nascent stage. Additionally, the contextual biases have resulted from fewer empirical studies on TM in upscale hotels in Africa, particularly Ghana, although most research is carried out in developed economies. This limits theoretical understanding of how TM develops across various organisational structures and cultural contexts, which is a grave concern given the practical and strategic distinctions between Ghanaian hotels and hotels in other geographical areas (Kravariti et al. 2021).

Also, due to the service-oriented nature of the hospitality firms, OCB has gained enormous attention within the research arena in recent times (Ma, Wang, Wang, & Liu, 2023). OCB is one of the most desired behaviours in the hotel industry, because it is linked to high-level organisation efficiency and effectiveness, company performance, productivity, service quality, and customer satisfaction (Freire & Gonçalves, 2021; Youn & Kim, 2022). As argued by Reynaldi, Ridjal, and Sjahruddin (2019), strategic organizational difficulties in the hotel industry, such as upholding high service standards despite labour shortages or during peak seasons, are often associated with OCB. Altruism and diligence are examples of discretionary behaviors that enhance team resilience and overall hotel performance by mitigating supervisory strain and maintaining service continuity. Additionally, discretionary behaviours are

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useful tools for gaining a competitive edge for hotels. As elucidated by Edeh et al. (2022), Edeh et al. (2021); Edeh et al. (2020); Baharun et al. (2019), hotels that do not support OCB practices would not be able to compete with those in the same industry. Omoankhanlen and Issa (2021), argued that organisations, particularly hotels that make more profit is based on the OCB of employees in addition to their obligations.

However, the majority of the hospitality businesses in Sub-Saharan Africa, of which Ghana is not an exception has been confronted with several difficulties. These include employees' inability to help colleagues without expecting anything in return, non-availability of sportsmanship, inability to stop problems before they arise, staff unwillingness to recognise dangers that may hinder the organisation's efficient operations, and inability to go above the call of duty, and so on (Edeh et al. 2022; Nelson, 2021; Ampofo, 2020). Arguably, the hotel industry can address the aforementioned issues by implementing TM Practices that encourage employees to exhibit OCB (Li & Prasittisuk, 2024; Elche et al., 2020; Nazarian et al., 2020).

Unfortunately, studies related to TMPs within the hospitality industry have focused on various dependent variables such as talent management on service quality (Wangechi, Koome & Gesimba, 2020), TM and resilience (Ugboego et al.,2022), TM on employee commitment (Ollor & Harry, 2021), TMPs on employee engagement (Sadek, 2022), and so on. As alluded to by (Mousa, Arslan, and Szczepańska-Woszczyna, 2022; Mousa, 2022; Shulga and Busser, 2019), there are comparatively few empirical studies on TM in the hotel sector when compared to interdeciplinary research conducted in the fields of organisational psychology, human resources management, public

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administration, and politics. Even fewer empirical studies focus on talent management practices in the hospitality industry and their impact on employees, such as OCB. Hence, there is a dearth of knowledge about TM practices on OCB in the hospitality sector. This has created a knowledge that this study seeks to fill.

Finally, the majority of studies on TM practices within the hospitality sector employed a qualitative approach (Jooss, Lenz & Burbach, 2023; Mousa, Arslan & Abdelgaffar, 2023; Magrizos, Roumpi & Rizomyliotis, 2023; Mousa et al., 2022; Marinakou & Giousmpasoglou, 2019; Kichuk, Brown & Ladkin, 2019; Williamson & Harris, 2019; Chung & D'Annunzio-Green, 2018). According to research by Kravarity et al. (2021), Chen et al. (2020), and Self, Gordon, and Jolly (2019), most empirical studies on TMPs used qualitative approaches, primarily relying on interviews, while fewer empirical studies used quantitative approaches using questionnaires. The popularity of TM research in hospitality and tourism after 2017 can be used to explain the prevalence of qualitative approaches employed by most scholars. As a result, the scholarly focus has been on comprehending how and why before quantitatively examining connections among variables (Kravariti et al 2021). Even though the qualitative approach provides rich insights into individual unique experiences and opinions, a quantitative method is crucial to establish a causal linkage and statistical significance between TM practices and OCB as an outcome variable. This has created a methodological gap, and this study will use a quantitative method.

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Objectives of the Study

The main objective of the study is to analyse the effect of talent management practices on organisational citizenship behaviour in upscale hotels in the Accra Metropolis.

Specifically, the study seeks to:

1. Examine talent management practices in hotels from employees' perspectives in upscale Accra Metropolis
2. Examine employees' organisational citizenship behaviour in upscale hotels in Accra Metropolis
3. Analyse the effect of talent management practices on organisational citizenship behaviour of employees in upscale in Accra Metropolis

Research Hypotheses

$\boldsymbol{H_{01}}$**:** There is no statistically significant variations in TMPs among different hotels in Accra Metropolis

$\boldsymbol{H_{01}a}$*: There is no statistically significant variation of talent attraction practices among different hotel*

$\boldsymbol{H_{01}b}$*: There is no statistically significant differences in talent development practices in hotels*

$\boldsymbol{H_{01}c}$*: There is no statistically significant differences in talent retention among hotels*

$\boldsymbol{H_{02}}$**:** There is no statistically significant difference in employees OCB across upscale hotels

$\boldsymbol{H_{02}a}$*: There is no statistically significant difference in employees' altruistic behaviour*

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***$H_{02}b$**: There is no statistically significant difference in employees' conscientiousness behaviour*

***$H_{02}c$**: There is no statistically significant difference in employees' courtesy behaviour*

***$H_{02}d$**: There is no statistically significant difference in employees' sportsmanship*

***$H_{02}e$**: There is no statistically significant difference in employees' civic virtue*

H_{03} : There is no statistically significant effect of TMPs on OCB in upscale hotels

Significance of the Study

The research will benefit theory as well as practice. The theoretical underachievement in talent management practice research, which mostly focused on large and international hospitality facilities in other jurisdictions, will be addressed by this study. This research will add to the existing corpus of academic works by comprehensively analysing the connections between TMPs and OCB by empirically examining their relationship within the specific reference of upscale hotels in Accra Metropolis. Although existing studies have explored TMPs and OCB separately, little of it has combined these concepts into a unified framework, particularly when it comes to the hospitality sector in developing economies. Consequently, by anchoring the study in the RBV and Social Exchange Theory SET, the study broadens theoretical understanding of how strategic investment in human capital translates into discretionary employee behaviours that enhance organisational effectiveness. The study findings, therefore, enrich organisational behaviour and human resource

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management literature and provide a baseline for future scholars, particularly in the service-oriented sectors.

Additionally, the research delves into the psychological aspects of employee behaviour in the workplace, contributing to the field of organisational psychology. Understanding how talent management influences OCB adds valuable knowledge to the broader discussion on the advantages of TMPs in the hotel industry. Finally, turnover of staff in the hotel industry in Ghana is high, as succinctly articulated in the literature. It is expected that the results of this study will offer hotel managers information on the relevance of TM to OCB, which will promote the organisation's growth and profitability.

Again, the research adds to the socio-economic development of Ghana by unearthing the significance of TMPs in promoting positive employee behaviours that enhance productivity, service quality, and organisational sustainability. The hotel sector is instrumental in employment creation in Ghana. To this end, the results of the study demonstrate how TMPs foster OCB, which in turn supports service excellence and organisational competitiveness. This research underscores the relevance of human capital improvement in sustaining the expansion of the hospitality industry. Consequently, the improvement in hotel industry performance contributes to job stability, income generation, and the overall attractiveness of Ghana as a tourism destination, thereby supporting national financial progress.

Moreover, the results will offer empirical proof to support the creation of human resource and talent management policies in hotels by demonstrating that TM practices greatly improve workers OCB. Also, for the industry and regulatory level, the study provides more insights to the Ghana Tourism

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Authority (GTA). The results would be used as a blueprint for this institution to provide a guideline that encourages hotels, particularly upscale hotels, to institutionalise TM programmes as part of quality assurance requirements. This is because embedding TM practices into the hospitality industry regulatory framework can foster quality service, professionalism, and ethical conduct across the sector, thereby strengthening Ghana's tourism competitiveness. Finally, the study contributes to national employment and skills development policy by highlighting how effective TM practices foster pro-social behaviours among hotel employees. These behaviours promote productivity, service dependability, and workplace harmony, which is in congruence with Ghana's larger socio-economic development strategy. Therefore, policymakers may use the study findings to justify the investments in hospitality-focused skills development initiatives for facilities that implement TM practices.

Delimitations of Study

The study's geographical parameters were limited to the Accra Metropolis. Despite the fact that there are numerous hotel types, the research concentrated on upscale establishments in the Accra Metropolitan Area to guarantee efficient work in the allotted period. However, the results might be applied to other establishments with comparable features, as well as to other cities, towns, and regions in Ghana.

Limitations of the Study

A quantitative approach was utilised in this research which only offered statistical insight but lacked a qualitative perspective that could reveal the motives and experiences of individual employees. Also, the research only looked at upscale hotels in the Accra metropolis, posing difficulties in

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extrapolate the findings different hotel types or geographical regions in Ghana. Moreover, convenience sampling restricts the study's external validity. Although this method made it easier to reach respondents in real-world hotel settings, it might not yield a sample that is entirely representative of all hotel workers.

Again, the study's reliance on employee self-reported measurement increased the risk of social desirability bias and common method variance. Consequently, this single-source bias cannot be totally eradicated, despite the use of procedural and statistical solutions to evaluate and reduce this risk, such as the Variance Inflation Factor (VIF) analysis. Because of organisational or personal factors, employees may have exaggerated perceptions or positive behaviours. Finally, because the data was collected at a single point in time, it was not possible to observe how talent management practices influence employees' organisational citizenship behaviour over time.

Definition of Terms

Talent refers to people with exceptional performance levels and great career success potential.

Talent management is a comprehensive strategy that includes hiring, onboarding, training and development, performance management, succession planning, and workforce planning.

Talent management practices include mentoring programs, leadership development training, performance review systems, and flexible work schedules, which hotels implement.

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Organisational Citizenship Behaviour: Organisational citizenship behaviour describes the optional and voluntary activities that workers perform outside of their assigned duties.

Hotel: is a type of business that offers visitors short-term lodging that is usually furnished with rooms and sometimes serves breakfast.

Organisation of the Study

The study will be organised into five chapters. Chapter one contains the background to the study, problem statement, research objectives, research questions, hypothesis, significance of the study, delimitations, limitations, definition of terms, and organisation of the study. Chapter two deals with a literature review related to the topic under study. Chapter three describes the methodology and procedure for conducting the research. Chapter four deals with the data analysis and discussions. Chapter five contains the summary of findings, conclusion, recommendations, and areas for further study.

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CHAPTER TWO

LITERATURE REVIEW

Introduction

This chapter presents a literature review on talent management and Organisational Citizenship Behaviour. It includes the conceptualisation of talent, talent management and OCB, the theoretical framework, empirical review of talent management practices in hotels, OCB in hotels and the effect of TM practices on OCB in the hotel sector. The chapter concludes by developing a conceptual framework based on the critical review of empirical literature on the variables.

Concept of Talent

Talent is a concept with a lengthy history. It began to be employed as a capability in the Bible's parable of the talents and was used to explain a form of cash in ancient Greek society, a substantial quantity of money, and consequently something exclusive (Jensen, 2017). Some widely used dictionaries (Oxford University Press, 2019; Cambridge University Press, 2019) list natural aptitude or ability as one of the term's meanings, whereas others define it as the ability or aptitude of a person. This suggests that talent would be natural and would enable individuals to pick up skills in their area of interest (Tobon & Luna-Nemecio, 2021).

Various approaches need to be considered when conceptualising talent. For instance, the study by Löfsten, Klofsten & Cadorin (2020) considered the "object" approach or "subject" approach wherein the object approach encompassed all ability, capacity, capability, commitment, competency, contribution, experience, knowledge, performance and potential that define

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individuals (Gallardo-Gallardo, 2018). Conversely, the "subject" method pertains to person who work for a company or simply a select group of highly qualified individuals (Gallardo-Gallardo, Nijs, Dries & Gallo, 2015). However, in this conceptualisation of talent, the former considers talent as the characteristic of people, while the second (subjective) regards people as talents rather than talents as a trait of them.

Another perspective in conceptualising talent is using inclusive (the complete workforce) and exclusive (a subset of the workforce) criteria. Thus, inclusive talent assumes that everyone can function at a high level through training, improved person-job fit, increased and improved experience, and lessons gained from on-the-job training (Kaliannan, Darmalinggam, Dorasamy & Abraham, 2023). In this regard, everyone can become talented in at least one field (Bostjancićc & Slana, 2018; Thunnissen & Van Arensbergen, 2015; Garavan, Carbery, & Rock, 2012). For instance, any person in an organisation can hone their skills with the tasks that best suit them (Tobon & Luna-Nemecio, 2021).

On the other hand, exclusive is a subset of the workforce perspective where human resource managers aggressively seek out exceptional workers from competitors on the outside as well as from within who have the abilities needed to produce notable financial outcomes or notable distinctions from other businesses (Basco, Bassetti, Dal Maso & Lattanzi, 2023; Mahfoozi, Salajegheh, Ghorbani, & Sheikhi, 2018). Unlike the inclusive approach, which stipulates that it is imperative to extend prospects to all staff members, the exclusive approach implies that talent is restricted and available exclusively to a selected group of people who possess talent in an organisation.

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However, there is significant debate regarding the nature and definition of talent because it has several meanings and applications (Buchelli, Yara & Africano, 2016; Dries, 2013), and therefore, scholars have presented varying viewpoints regarding the definition of talent. For example, researchers (Kwon & Jang, 2022; Gallardo-Gallardo et al.,2015) defined talent as a store of knowledge, skills, and competencies represented in organisational capacities that produce lasting financial value. From this perspective, it can be deduced that talent is regarded as a person's innate aptitude or proficiency in a particular field. According to Kwon and Jang (2022), these natural aptitudes, skills, and capacities enable employees to flourish and carry out their duties diligently. Similarly, Ansar and Baloch (2018) argued that talent is the possession of specific qualities or behaviours (particularly those that an individual does more effectively or effortlessly than those surrounding him or her) that qualify an individual as fit for that specific profession.

According to Thunnissen (2016), talent is more about a person's ability and willingness to think creatively than it is about skill. For this author, an individual can be regarded as being talented if he or she can think outside the box in discharging duties. This definition of talent is contrary to the previous authors' definition. However, (Kwon & Jang, 2022; Gallardo-Gallardo et al., 2015; Lepak & Snell, 1999) can be seen to be similar to (Armstrong, 2010; Michaels, Handfield-Jones & Axelrod, 2001) who define talent as an employee's innate or acquired entire set of abilities, including intelligence, ability, knowledge, experience, and competencies needed to address the organisation's problems.

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According to Baum (2008), talent in the hospitality sector is a combination of hard and soft skills that are necessary to provide excellent customer service. These abilities vary depending on the service provider and must be tailored to the needs of a wide range of clients. In this study, talent is defined as an individual's intrinsic or acquired abilities and aptitudes, which frequently require less work to excel than others. Certain skills can be developed and honed through practice, devotion, and education, while others may be obvious from a young age.

Concept of Talent Management

TM is now recoganised as the key crucial concerns confronting managers in the hospitality sector (Al-Dalahmeh, 2020). According to Shahi, Farrokhsheresht, Taghipourian and Aghajani (2020), TM is a strategic approach employed by organisations aiming to secure a consistent competitive edge as well as foster sustainable growth. TM has become crucial for the success of business, especially in today's knowledge-driven economy, where talented workers value their expertise and experiences and are considered rare and valuable assets who play a significant role in successfully executing organisational strategies. In light of this, finding and attracting talent, retaining talent, and developing talent are essential parts of contemporary personnel management.

Planning and analysis are often included in talent management, which encompasses all human resources as well as administrative and technological procedures. It typically refers to issues like selection, recruiting, socialisation, retention, development, deployment, and so on (Shahi et al., 2020). On the other hand, TM can be characterised as "talent optimisation" and is linked to

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managerial procedures and staff acquisition and development (Schweyer, 2010). Hajikarimi and Soltani (2011) argued that the essence of TM is to find talents and then match them with job positions to enhance people's engagement with the roles that best suit their natural abilities.

According to Rawashdeh (2018), TM is a methodical procedure employed by the business to identify, choose, develop, and retain the best personnel to fulfil the demands of the company both now and in the future. According to O'Bryan and Casey (2017), three interpretations of talent management exist, which are: new representations of conventional Human Resource (HR) procedures that do not take into account the strategic goals of the business. Second, organisational succession planning. Lastly, identifying the organisation's competent workforce. Kurgat (2016) stated that TM aims to enhance worker performance so that the business can place the best candidate in the correct role and prevent work mismatches in the face of escalating competition.

According to Collings and Mellahi (2009), as cited by Kwon and Jang (2022), there are four primary study streams in the TM literature at the moment. First, TM is seen as a rebranded HR procedure emphasising the value of hiring from outside the labour market (Iles, 2013). The focus of the second stream is shifted to internal talent development, which includes succession planning and other HR procedures as well as the cultivation of specific roles and talents (Cappelli & Keller, 2014). The third sees TM as the general utilisation of individual ability to close skill deficit by concentrating on outstanding performances (Meyers & van Woerkom, 2014). The fourth stream emphasised classifying jobs into two categories, such as strategic and nonstrategic, through

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workforce differentiation and concentrates on critical roles that can affect a company's competitiveness (Kwon & Jang, 2022).

Again, in understanding the concept of TM, two main approaches have been considered by some scholars. One of the main arguments concerning the nature of talent is the first viewpoint, which asks if the talent is inherent in the individual or acquired (Meyers & van Woerkom, 2014). People who believe that skill is natural or innate split workers into two groups: elite employees and non-elite employees (Silzer & Church, 2009). Therefore, the selection, identification, and reward of talents are the main topics of this classification. Conversely, those who believe that talent is acquired contend that it is a collection of values, attitudes, abilities, and knowledge that can be shaped and formed throughout time by employees' growth procedures (Meyers & van Woerkom, 2014). Therefore, cultivating skills and providing chances for workers to learn job-specific abilities and apply such abilities in practical settings are deemed to be of utmost importance (Gelens, Dries, Hofmans & Pepermans, 2013).

The second perspective looked at comprehensive and selective techniques in TM. According to the comprehensive technique, companies ought to invest in and demonstrate interest in their employees equally because each individual has unique talents (Kwon & Jang, 2022). As posited by Pfeffer (2001), letting staff members know that organisation appreciate them and consistently nurture their potential will contribute to the development of a healthier workplace environment. The selective or exclusive TM strategy, on the other hand, emphasises that the company should invest in and treat its employees differently because only a small portion of them is considered to

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have great potential. This technique is based on the concept of workforce differentiation, which argues that organisations should avoid treating all workers identically, as this can lead to inefficient use of resources (Gelens et al., 2013).

However, in this study, TM is defined as a strategic method to recruit, train, retain, and efficiently use individuals who possess the necessary abilities and potential to satisfy present and future business demands.

Relevances of Talent Management

The organisation as a whole is favourably influenced by TM (Stevens, 2008). By minimizing the expenses on recruitment activities, TM significantly improves the organization's performance (Boon, Den Hartog, Boselie & Paauwe, 2011). It also boosts the company's productivity, profitability, and production (Collings & Mellahi, 2009). Applying TM gives the company a lot of chances to gain a competitive edge (Schuler, Jackson & Tarique, 2011). According to Luna-Arocas and Morley (2015), an organization's capacity to retain, engage, and grow people also determines its place in its industry, making TM a factor in an organization's success or failure.

In the hotel industry, TMPs is particulary relevant as a result of staff intensive characteristics of operations, strong employee-guest engagement, and fierce rivalry centered mostly on service quality rather than tangible goods (Collings, Mellahi & Cascio, 2019). For hotels to consistently provide excellent service, human capital is crucial. Hotels can hire workers whose values and attitudes are in line with customer orientation and service quality, which are essential in hospitality contexts, by using effective talent recruitment and selection procedures (Goh & Okumus, 2020; Wangechi et al., 2020). In

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competitive hotel markets, hiring the appropriate people improves visitor pleasure, lowers service faults, and boosts brand reputation. The benefits of TMPs are enormous as its helps in minimizing staff attrition (Al-Dalahmeh et al., 2020; Yadav, 2020), enhancing productivity (Mohana et al., 2021; Appau et al., 2021), organisational engagement (Tetik & Halil, 2021), staff commitment (Ollor & Harry, 2020), and hotel performance (Jepchumba, 2021).

Organisational Citizenship Behaviour

Even though having physical resources for the success of an organisation is essential, the most crucial element of hotel success is the quality of labour. Therefore, businesses require workers who can go above and beyond conventional job definitions and are eager to contribute to organisational performance and development if they are to succeed in constantly shifting circumstances. Accordingly, organisational behaviour and HRM consider OCB to be a significant topic (Özduran, 2017; Sezgin, 2005).

Organisational Citizenship Behaviour (OCB) is essential because it can be used to manage HR in a manner that enhances the calibre of employees and the services that businesses provide (Banwo & Du, 2020). According to (Edeh, Ugboego, Azubuike, and Onwuegbul, 2020; Edeh, Edeoga, Ugboego & Adama, 2021; Edeh and Ofoegbu, 2017; Edeh and Onuba, 2019; Edeh and Dialoke, 2016; Eketu and Edeh, 2015), the terms organisational citizenship behaviour, prosocial behaviour, extra-role behaviour, and discretionary work behaviour are used interchangeably.

OCB was first introduced by Bateman and Organ (1983). In their initial definition, they described OCB as employee behaviour that has nothing to do with the role's outlined duties yet crucial the company to function fluidly

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(Mohammad, Darwish, Singh & Khassawneh, 2021; Robbins & Judge, 2018). Hence, OCB can refer to any behaviour intended to go beyond a given job description and specification (Edeh et al., 2022). Novitasari, Asbari and Purwanto (2022) also defined OCB as the voluntary and unsolicited contributions made by employees to the organisations where they work. Khan, Ismail, Hussain, and Alghazali (2020) define OCB as the actions and conduct that leaders expect from their staff to achieve their shared goals and objectives. According to Chin, Ho, Lim, Loh and Low (2017), workers who are prepared to carry out duties beyond their assigned roles are exhibiting OCB. Thus, one way to think of OCB is as a distinct aspect of work behaviour. It encompasses actions that are advantageous to the company and are not governed by official incentive programs. Instead, they are frequently a part of the psychological contract that an individual has with their employer and are expected to be rewarded by them (Chin et al., 2017; Kolade, Oluseye, & Omotayo, 2014). According to Chamisa, Mjoli and Mhlanga (2020) and Habeeb (2019), employees engage in OCB as a voluntary work behaviour to cover up organisational leaks. In this instance, an employee's voluntary job behaviour is likewise optional. However, in this study, OCB is defined as employees' voluntary and discretionary behaviours that go above and beyond the call of duty and support the efficient operation of the company.

Dimensions of Organizational Citizenship Behaviour

To distinguish OCBs from other aspects of employee performance, the literature (Organ, Podsakoff & MacKenzie, 2006; Podsakoff, Podsakoff, MacKenzie, Maynes & Spoelma, 2014; LePine, Erez, & Johnson, 2002; Hoffman, Blair, Meriac & Woehr, 2007) has identified more than thirty

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dimensions of OCBs, including altruism, voice behaviour, courtesy, compliance, self-development, and civic virtue. Fewer factors that underlie these various behaviours were sought after by researchers. However, major researchers (Chiang & Hsieh, 2012; LePine et al., 2002; Nadiri & Tanova, 2010; Podsakoff, MacKenzie, Moorman & Fetter, 1990; Hoffman et al., 2007) focused on five OCB aspects that Organ (1988) first suggested. These five dimensions are altruism, sportsmanship, conscientiousness, courtesy, and civic virtue.

Altruism

Altruism is the act of volunteering to assist other staff members in the company to improve their productivity and efficiency. When older, knowledgeable, and seasoned personnel of the company assist newly hired staff, it is seen as falling under the OCB altruism dimension (Olcum-Cetin, 2004). Activities intended to assist fellow workers who are having difficulties at work are considered acts of altruism (Penner, Midili & Kegelmeyer, 1997). Altruistic activities include assisting new or struggling coworkers in using equipment, helping them finish their tasks, and helping them prepare a project promptly.

Conscientiousness

Conscientiousness is concerned with the capacity of an employee to follow the policies and procedures of the company. Prioritising actions like making efficient use of work time, showing up for work, and abiding by organisational policies is the foundation of conscientiousness (Organ & Lingl, 1995). Conscientiousness can be demonstrated by being on time, avoiding unneeded breaks, and abiding by the organisation's policies, processes, and rules even when they are not being watched.

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Courtesy

Courtesy involves being mindful of others' feelings and striving to prevent conflict among colleagues. Courtesy refers to actions that inform colleagues about issues and developments at work before they have an impact on their job (Organ, 1988; Podsakoff et al., 1990). Olcum-Cetin (2004) noted that politeness can be crucial in averting issues with organisations before they develop and facilitating the productive and efficient use of time.

Civic Virtue

According to Allison, Voss, and Dryer (2001), the civic virtue aspect of OCB refers to recognising and supporting an organisation's interests by engaging voluntarily in its operations. It is a constructive behaviour associated with active involvement in organisational activities such as attending meetings and advocating for the organisation (Edeh et al., 2022). Civic virtue can be demonstrated by engaging in behaviours that enhance the organisation's reputation, as noted by Olcum-Cetin (2004).

Sportsmanship

Sportsmanship is the ability of a worker to handle pressure from the workplace without getting upset (Edeh et al., 2022). Employees who operate in this OCB dimension steer clear of confrontations and tolerate issues (Organ, 1988; Podsakoff et al., 1990). Sportsmanship includes things like working through difficult temperatures and not moaning when they have to put in extra time to do a task.

According to the concept's definition, altruism and courtesy admonish that employees should act with kindness and consideration to help others (Yen & Niehoff, 2004), show goodwill toward the company, and raise the possibility

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that they will go above and beyond the call of duty (Kim, McGinley, Choi, & Agmapisarn, 2020). In addition four key indicators of OCB were identified such as helping others, taking individual inititiatives, demonstrating diligence, and showing loyal support for the organisation (Graham, 1988;1991). Podsakoff, MacKenzie, Paine and Bachrach (2000), redeveloped their dimensions as civic virtue, helping behaviour, sportsmanship, individual initiative, commitment to the organisation, and compliance. This study measures OCB by using the conceptualisation proposed by Organ (1988).

Importance of Organizational Citizenship Behaviour

According to Podsakoff and MacKenzie's (1997) thought-provoking study, OCB has drawn the interest of numerous academic researchers due to its substantial contribution to organisational performance. Notable benefits include lower absenteeism and organisational expenses (Podsakoff, Whiting, Podsakoff & Blume, 2009), lower turnover intention (Regts & Molleman, 2013), more effective groups (Ehrhart, Bliese, & Thomas, 2006), and enhanced company efficiency (Podsakoff, Ahearne, & MacKenzie, 1997).

According to Williams and Anderson (1991), Organisational Citizenship Behaviour (OCB) can be categorised based on whose party benefits the most from it. Williams and Anderson (1991) suggest that organisational citizenship behaviour benefits the organisation as a whole. For instance, when an employee informs the organisation of their upcoming absence, the organisation benefits. On the other hand, individual organisational citizenship behaviour directly benefits team members and might not immediately benefit the organisation as a whole, such as when employees assist others who are going through a difficult time.

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Theoretical Framework

The study is underpinned by Penrose's Resource-Based View (1959) and Blau's Social Exchange Theory (1964).

Resource-Based View Theory

The resource-based view (RBV) was propounded by Penrose (1959), which Wernerfelt (1984) developed and is currently applied in strategic management. Accordingly, the theory stipulates that a company's capability to maintain a durable business advantage and function well organisationally depends on its ability to effectively utilise unique resources that are valuable, hard to replace, and intangible within its purview. According to Crane and Hartwell (2019), as modern competencies become an organisation's basic talent, a sustained advantage can be obtained by long-term investment in core competencies. RBV encourages the need to find, develop, and hold onto talent that possesses the skills and capacity to increase organisational performance.

The fundamental tenet of the theory argues that instead of analyzing the competitive business environment in an effort to carve out a unique market position or obtain an advantage ahead of competitors, companies should concentrate on their own resources and potential (Kaliannan, Darmalinggam, Dorasamy & Abraham, 2023). Human resources is one of the valuable internal resources. As a result, investing in talented staff is crucial because it creates value for hotels and support the overall productivity of the company over a longer period (Cheraisi & Busolo, 2020).

The RBV elaborates on supremacy in value generation, competitive advantages, and ownership of a valuable resource, thus, talents. The RVB is considered to be a suitable theory to underpin this study because it hinges on

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the significance of investing in employees as the primary non-material resource whose value will be stimulated by putting TM practices into effect, which is a prerequisite for OCB. In light of this, talent, which is an intangible resource, is thought to be a more crucial determinant of OCB that helps in achieving high organisational performance.

Limitations

The RBV theory has been instrumental in changing managerial attention from the external business environment to internal capabilities. It offers a useful framework for strategic management by highlighting the part that distinctive resource capabilities play in generating a long-term competitive edge. However, while the theory offers significant insights, the theory has limitations, just like with any theoretical lens.

First, the vagueness and lack of clarity concerning the RBV. The theory has been criticised for its conceptual vagueness and absence of precise criteria for the identification, measurement, and development of valued human resources. Madhani (2010) argued that the RBV theory does not provide practitioners with any particular instruments or metrics to determine if human resources satisfy the requirements of being uncommon, precious, unique, and non-substitutable. According to Priem and Butler (2001), RBV is frequently criticised for its vague definition of what makes a resource "valuable," "rare," or "inimitable." Due to this ambiguity, empirical testing and real-world implementation are challenging. This makes it difficult to determine which resources fit these requirements, which causes irregularities in research that employs the RBV framework.

Also, the presumption of static resources. RBV frequently makes the assumption that human resources are immobile and that their worth does not

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change over time. But in practice, the labour market is dynamic, and organisational or technological changes can cause a quick shift in the value of skills and competencies. Moreover, the theory also ignores external and institutional factors. Although external factors like industry conditions, labour market regulations, and institutional constraints have a substantial effect on the value and development of human capital, the theory primarily concentrates on internal organisational resources and capabilities (Paauwe & Boselie, 2005). Finally, Kraaijenbrink, Spender and Groen (2010) argued that one of the limitations of the RBV theory is its inability to offer managers precise guidelines on how to find or develop essential resources.

However, despite these criticisms, the RBV remains pertinent for this research. First, the theory emphasises human capital as a strategic resource of the hotels. The RBV acknowledges employees' talent, abilities, and skills that give a hotel a competitive edge (Barney, 1991). And since the talent management revolves around luring, nurturing and retaining valuable resources, the RBV offers a rational basis. Also, RBV focuses on utilising internal resources is in line with TM strategies that seek to establish a conducive atmosphere for employees to exhibit OCB.

Furthermore, the TM fosters employees' OCB, which is an intangible asset, one of the main tenets of the RBV theory that enhances hotel success but is challenging for rivals to copy, making it one of the main examples of the type of resource that RBV refers to as a source of sustained advantage. Finally, differentiation through human resource techniques is essential in the fiercely competitive and customer-focused hospitality sector. RBV backs up the idea that hotels may produce superior staff behaviours, such as OCB, that improve

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customer satisfaction and service quality when they effectively manage their workforce.

Social Exchange Theory

According to the social exchange theory (SET), when an organisation treats its workers well, it creates reciprocity, which causes the workers to typically respond favourably to the company (Blau, 1964). Thus, an organisation's efforts to benefit its workers can foster an atmosphere that promotes beneficial interactions and creates the foundation for a feeling of support from the company (Varga, Mistry, Ali & Cobanoglu, 2021). To this end, employees' opinion about their organisation will predict their behavioural outcomes. Chamisa, Mjoli and Mhlanga (2020) and Rabendu and Chernyak-Hai (2018) alluded that SET hinges on reciprocity and that employees of organisations with talent, when well-managed, would feel obligated to contribute something in return and would do so by exhibiting OCB. Tumwesigye, Onen, and Musaaz (2020) added that the fundamental tenet of SET in the workplace is that individuals tend to return favours from organisations. Therefore, one could consider TM practices to be a crucial component of the social exchange process because of the issue of reciprocity in the theory.

Talented employees' interpretation and response to TM practices and their behaviour can be better understood by using the prism that SET offers (Mensah, 2019; Khoreva, Vaiman & Van Zalk, 2017). As a result, drawing upon the SET, the present study posits that highly skilled workers may perceive their hotel TM practices as a testament to the latter's dedication to them and as a sign of potential career advancement (Khoreva & Vaiman, 2015; King, 2016).

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Therefore, talented employees will consider the TM techniques as support from the organisation and will respond with favourable dispositions (Mensah, 2015; Cropanzano & Mitchell, 2005).

The study suggests that TM practices give talented staff a platform to positively reciprocate through OCB. Therefore, making inferences from the SET, it is expected that employee attitude formation is a result of hotel TM activities. Thus, the theory offers a baseline for comprehending how favourable attitudes among talented staff will be generated by TM practices. Hence, for positive, above-and-beyond conduct, talented employees are influenced by how the hotel manages their talent (Murillo & King, 2019) and, in return, will reciprocate by exhibiting positive behaviours. This suggests that good TM practices, including training and development, employee engagement, employee motivation, performance management, coaching and monitoring, career development, work-life balance, and so on, will lead to positive employee responses in the form of optional corporate benefits (OCB) that benefit the hotel.

Limitations

The SET is one of the most important theories used to understand employees' organisational behaviour. However, despite its usefulness, it is still criticised for its ambiguities. First, the theory has been criticised for its ambiguous nature of exchange. As alluded to by Cropanzano and Mitchell (2005), the lines separating "social" and "economic" exchanges are not succinctly articulated by SET, particularly in professional settings. This uncertainty makes it challenging to distinguish between relationships that are just transactional and those that are more reciprocal. Furthermore, the presumption of voluntarism and rationality is one of the setbacks. SET holds

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that individuals create logical and free choices in trading interactions (Molm, 2003). However, employees may act in ways that are motivated by corporate pressure or efforts to exhibit behaviour for job security rather than voluntary reciprocity in hierarchical work contexts like hotels.

Finally, the SET has limited utility due to its lack of theoretical precision. Although researchers who made use of SET in their studies can explain post hoc social phenomena, however, their capacity to make practical precise a priori predictions about workplace behaviour is severely constrained (Cropanzano, Anthony, Daniels and Hall, 2017). Despite its apparent benefits, this flexibility compromises the theory's ability to predict outcomes and its empirical validity. According to Cropanzano and Mitchell (2005), it is challenging to operationalise or assess the theory's fundamental characteristics consistently across investigations since it lacks a cohesive model or set of testable hypotheses. Consequently, while SET is useful in providing a broad explanation for why workers could exhibit positive behaviours like OCB, it is not sufficient to allow researchers to draw firm conclusions regarding the reasons or timing of such actions in particular organisational settings.

However, regardless of these limitations, the SET remains suitable for examining the influence of TMPs on employees' OCB in this research. The SET offers a strong framework for comprehending why workers go above and beyond the call of duty. Thus, employees feel obligated to respond with discretionary positive behaviour like OCB when they get support from successful talent management, such as career development, recognition, and fair treatment. Also, the usefulness of SET in this study cannot be overemphasised as it could help explain how perceived investments in employees through

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training, empowerment, and retention methods result in reciprocal behaviours that benefit the firm, which is important in upscale hotels, given that employee attitude has a substantial influence on service quality in these facilities. Finally, employee excitement, helpfulness, and extra-role actions and inactions are all fundamental aspects of OCB and are what promote client happiness in the hotel sector. Consequently, the concept of SET, which hinges on mutual obligations, offers a psychological underpinning for fostering such behaviour through effective TM practices implemented by upscale hotels.

Empirical Literature

Talent management Practices in hotels

TM has been a significant issue in the hotel sector in recent times, which has prompted industry-specific research on TM practices as well as their benefits to hotels. For instance, Mousa, Arslan, and Szczepańska-Woszczyna (2022) examined how TM practices after COVID-19 have changed from before in the harsh work environment in Egypt by employing a qualitative exploratory research methodology. The study found that hotels were employing the inclusive TM approach in the post-COVID-19 era, which recognises all employees as talented individuals with equal access to workplace benefits. This tactic helped lessen the harmful consequences of the COVID-19 pandemic. The survey also discovered that hotels were using TM techniques, including organisational support, training, and development, which were essential for building employees' resilience and assisting in their retention.

Alkaf and Chiang (2022) researched TM practices and staff OCB in Malaysia by employing a desk literature review. The review found that hotels can attract and retain the right personnel by offering workers equitable

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possibilities to improve in their talent. Additionally, it was found that hotels can also accomplish this by encouraging staff members to take initiative in their professions and by providing them with chances to contribute. Jooss, Burbach, and Ruël (2021) used a qualitative method to examine the utilisation of talent pools as a fundamental TM practice in international organisations in Ireland. The research discovered that a talent pool can function as a platform for the establishment of a robust internal talent pipeline in the presence of an effective TM structure.

Chung and D'Annunzio-Green (2018) examined TMPs in hospitality facilities, focusing on perspectives of both restaurants and hotels in the UK using a qualitative approach and discovered a firm dedication to staff training, although this effort was mostly sparked by workers identifying the training gaps they felt management needed to fill.

Mujtaba & Mubarik (2022), conducted a study using a quantitative approach that examined TM Practices in enhancing organisational sustainability in Pakistan and found that TM practices comprised TA, TD, and TR. Similarly, using a qualitative method, Essandoh (2021), examined TM Practices at Guaranty Trust Bank Ghana and found that the bank used three main dimensions of TM strategies (TA, TD, and TR). For TA, the techniques used were employee referrals, social media, and employer branding to find talent. Also, it was disclosed that the Bank used performance management, talent redistribution, and suitable training and development programs as talent development techniques. Finally, the retention strategies used were work-life balance, incentives, and a great workplace atmosphere for talented employees. Contrary to Abdullahi, Adeiza, Ahmed, Khalid, Gwadabe and Fawehinmi

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(2021), who conducted a study on TM Practices on staff engagement in Nigeria using a quantitative approach and discovered that talent recruiting practices, capacity building practices, as well as enhanced remuneration practices were the three most popular TM practices.

Also, Muyela and Kamaara (2021) studied how TM Practices affect workers' productivity in Kenya using a quantitative approach and found that TA, TD, and TR were commonly used as TM Practices to enhance staff productivity. Similarly, Al Aina and Atan (2020), looked into how TM Practices affected the organisational sustained productivity using a quantitative approach and discovered that professional growth planning skillful personnel retention, and acquisition were utilised by organisations to influence performance. In contrast, by employing a literature review, Dhas, Vetrivel and Krishnamoorthy (2020), examined the widely observed TMPs used in the service sector in Chennai. The review found that the most common TM Practices often utilised in the service industry were planning, organising, recruiting, selection, and succession planning, as well as training.

In light of this, each author has a varied perspective on adopting TM practices. However, these variations on the idea of TM practices might result from the goal the author seeks to achieve. As a consequence, this study will adopt talent attraction, TA, TD, and TR as aspects of TM as validated by other researchers **(**Almomani et al.,2022; Gallardo-Gallardo et al., 2020; Al Aina and Atan, 2020; Awan and Farhan, 2016; Elahinejad and Gholami, 2015).

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Talent Attraction

Finding people with the essential talents needed to complete a certain activity in the hospitality industry is the focus of talent attraction (Kravariti et al. 2022). It covered methods that businesses employ to find, interact with, and hire qualified candidates for open positions. These include: employer branding, job security, competitive pay and employee value proposition.

Employer Branding as a Talent Attraction Technique

Employer branding is one of the significant elements of talent attraction in the hotel sector due to growing competitiveness in the global business climate. For this reason, several scholars have argued that employer branding could be useful in attracting talent. This can be seen from the study of Tsakiridou and Karanasiopoulou (2022), who looked at employer branding and talent attraction in the hotel sector in Greece using a quantitative approach. The study's findings showed that while choosing an organisation to work with, gifted people primarily consider issues like development, economics, and social ideals. In terms of development, talented workers are attracted to organisations that provide them opportunities for personal development, admiration, self-assurance, and recognition. Concerning the economic point of view, attractive remuneration packages that include both direct and indirect financial incentives draw in talented individuals. On social ideals, it was found that talented workers want a welcoming and enjoyable work environment when choosing which hotel to work with.

Ognjanović (2021) looked at what appealed to prospective employees in the hotel sector when it came to employer brand attractiveness in Serbia using a quantitative approach. The author found that employee instruction and growth,

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and career growth are the most favoured characteristics of a good company brand that attract employees to work with a hotel. However, organisational culture and company reputation were the least favoured aspects of employer brand appeal among prospective hotel employees. These findings were partly similar to those of Shiverenje et al. (2024) and Tsakiridou and Karanasiopoulou (2022), who found that a conducive work environment and opportunities for career advancement enabled hotels to attract talented people.

Davern, Jago, and Deery (2019) used a qualitative approach to examine the effect of employer branding on luring and keeping talented staff in the hotel sector, specifically millennial employees in Cork City. The study's findings revealed that hotels that offer favourable working hours and a little pressurised working atmosphere can attract talented employees. In the same vein, Sokro (2012), cited in Cheraisi and Busolo (2020), studied the impact of employer branding on hiring and retaining employees in Ghana using a quantitative approach. The study equally found that companies adopt employer branding strategies to draw in new hires. Additionally, it was discovered that an organisation's brand has a big impact on employees' decisions to join and remain there. Also, Wayne and Casper (2012), investigated how a company's reputation influences prospective employees to pursue jobs with that company in American Southeast using quantitative methodology. The study found that a company's reputation for paying well, valuing work-family balance, and promoting diversity raises employee intent to apply for jobs there.

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Job security

Empirical findings from various studies have demonstrated how crucial prospective employees' perception of job stability serves as a pull factor in attracting them to an organisation. For instance, Cheraisi and Busolo (2020), researched to find out how Kenyan hotels' organisational effectiveness was impacted by their ability to attract people. The study found that job security was one tactic used by the hotel management to draw in talented staff members. Similarly, Adeosun and Ohiani (2020), investigated the elements of luring and hiring exceptional talent in Nigeria using a mixed methodology. It was found that companies can use job security as a key component in luring and hiring top personnel. In the same vein, Lyria (2016), carried out a study to ascertain the impact of talent recruitment on organisational performance in businesses by employing quantitative research methodology and foun job stability as one of the primary drivers of an organisation's capacity to recruit talented individual. This finding coincided with Cheraisi and Busolo (2020) and Adeosun and Ohiani (2020), who also found that one of the most important elements in luring and hiring top talent was job security.

Competitive pay

Several scholars have argued that competitive compensation is one of the TM tactics hotels use to lure prospective employees into the organisation. This strategy entails customising compensation plans to each talent's abilities, potential, and experience.

For example, a study by Mir, Jariko, Channa and Mushtaq (2023), investigated the elements that Pakistan's employment market uses to entice and retain talented workers using a quantitative method utilising a bipolar survey

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and found that compensation was significant in attracting talented employees. Similarly, Adeosun and Ohiani (2020), found that pay was an essential component of talent attraction practices. Similarly, Lyria (2016), found that fair pay and decent working conditions were important factors in luring talent to an organisation. In the same vein, Hung (2014) looked at whether skilled individuals would find a certain set of selected financial reward components (compensation, benefits for employees, and varying salary) to be enticing incentives when thinking about taking an employment position, using a quantitative research approach. To attract talented employees, it was discovered that high levels of compensation were statistically considerably more appealing than lower levels of compensation.

However, Shiverenje, Iravo and Kwasira (2024) examined pay as a technique for attracting talent in Kenya using a quantitative approach. The study found that pay has less of an impact on attracting talent. This means effective talent management will require hotels to utilise the other elements of talent attraction since pay as a technique cannot be applicable in circumstances when managing talent.

Employee Value Proposition

Employee value proposition is essential for luring talent, where the hotel outlines what makes the hotel an appealing place to work to the prospective employee. Given this, Ariyanto and Kustini (2021) researched to examined the impact of employer branding and employee value proposition on the appeal of an employer to prospective employees of Indonesia using a quantitative research approach and value proposition as an TA measure. Similarly, Yuenardy (2018) examined how employee value propositions affect the

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attractiveness of employees in Indonesia using a quantitative approach and found that employee value propositions may pique potential workers' enthusiasm to join the organisation. Also, Ferreira (2016) carried out research to determine how much weight and found value proposition as enticing to prospective employees when making decisions about which employment prospects to pursue at the University of Cape Town by using a quantitative research methodology.

Talent development

TD is another significant dimension of TM practices after hotels successfully acquire talented employees in the organisation. These include training and development, coaching and monitoring, performance appraisal and career development.

Training and development play a pivotal role in talent development as argued by several scholars. For instance, Al Saba, Mertzanis, and Kampouris (2023), utilising annual cross-country data collected by the World Tourism Organisation (WTO), investigated influence of staff on jobs within the hospitality and tourism industry across eighty-four countries from 2000 to 2021in Abu Dhabi University. The review discovered a favourable correlation between capacity building and employee development in the hospitality sector.

Huertas-Valdivia, Llorens-Montes and Ruiz-Moreno (2018) examined techniques in increasing workforce involvement in the hospitality sector in Spain using a quantitative approach. As part of their findings, they found that in fields where abilities can be acquired quickly, training and development have emerged as the best alternative, leading to compensation increases. As a result, personnel development and training are essential in talent development.

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Similarly, Al Saba et al. (2023), identified a strong and favourable link between learning initiatives and staff development.

Memon, Salleh & Baharom (2016) examined the connection between intention to leave, work engagement, and training satisfaction in Malaysia using a quantitative approach and found that training and development initiatives emphasise the value of individuals to a company and strengthen the emotional. Muthiani (2013) looked at the association between talent development programmes and employee commitment using a descriptive research design and found that training and development were among the elements of staff development programs. Thus, talent development is essential to offer individuals the chance to advance within their existing responsibilities and to a higher-level position (Kusi, Opoku-Danso & Afum, 2020).

Coaching and Mentoring

Scholars have discovered that coaching and monitoring are vital components of talent development that guarantee ongoing assessments of employees in an organisation's quest to develop their talent. For this, Ogoun and Tamunosiki-Amadi (2023) studied the actual correlation between monitoring and staff responsiveness in the hospitality sector in Nigeria using a quantitative approach and discovered a favourable connection between mentoring and staff creativity. In the same vein, Saleem, Ilkhanizadeh and Na'ibi (2022) found that monitoring has a positive significant effect that supports staff development, thereby enhancing performance. Samanta and Eleni (2021) also looked into the training of marketing staff members using two fundamental TM practices, coaching and mentoring, and how these approaches help make the best use of the employees' abilities in Greece, using qualitative methodology and found

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coaching and mentorship as instrumental tools developing staff. Additionally, people who benefited from coaching or mentorship also tend to see their careers more favourably.

Performance Appraisal

Performance appraisal is one of the important issues in talent development which attracted a lot of scholars' attention in recent times. Muhammad et al. study (2023) found that performance appraisal assists in determining an employee's strengths and shortcomings and offers the required criticism for development. Similarly, MJ and Ogbe (2022) investigated performance appraisal practices and organisational performance in Rwanda using a quantitative research methodology. The study found that performance appraisal was effectively practised as a technique for staff development, and as a result, the organisation's performance was strongly and favourably impacted by performance appraisal procedures.

Again, Chand and Ranga (2018), found that performance appraisal was an essential component of staff development. Also, Boadi (2016), examined how performance reviews are used by the Civil Service as a tool for staff development in Accra Metropolis by employing a quantitative approach. The study found that performance appraisal was beneficial for personnel development, which was useful for accomplishing the strategic aims and objectives of a firm.

Agyen-Gyasi and Boateng (2015) looked at the influence of performance appraisal in Ghana using a quantitative research approach and found that performance appraisal aids in determining training needs for staff development as well as their strengths and laps. In the same vein, Boadu,

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Dwomo-Fokuo, Boakye and Kwaning (2014), investigated to find out how common performance reviews are practised in hotels and found that performance appraisal was an essential component of staff development, to which hotels need to be given critical attention.

Career development

Researchers have found a nexus between professional growth and talent development. Among these scholars, Muhammad, Devi, Goeliling, Arimbawa and Amin (2023), looked at the hotel industry's use of human resource training and its critical role in the digital age by using a qualitative approach and found that career development ensures that workers are assigned to roles that complement their objectives and skills, while maintaining employee engagement and morale. Also, Murtza, Khizar, Gill, Iqbal and Javaid (2022), conducted a study and equally found that career advancement is an antecedent of staff professionalism, positive working relationships with other staff and devotion to the job. Similarly, Ohunakin, Adeniji and Oludayo (2018), examined staff perceptions about career advancement opportunities against turnover using a quantitative. The study found that characteristics of professional progression prospects all has unfavourable connection with respondents' intentions to leave their jobs. Additionally, the results show that hotels should provide their talented staff with career objective advancement and professional skill development.

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Talent Retention

The final dimension, as far as this study is concerned, is talent retention which can be achieved through good pay, employee engagement, employee motivation, flexible job schedules and work-life balance.

Good pay

Research has shown that pay is among the techniques hotels could use to retain. For instance, Sorn, Fu and Sreang (2024) looked at the relevance of compensation on staff retention in Cambodia using a mixed methodology and found majority of workers believe that their pay package has a big role in whether or not they decide to stay with their current employer. In the same vein, Dogonyaro (2021) looked at staff retention strategy in the hospitality industry at Weldon University, employing a qualitative research method and found that good compensation as one of the practices hotels can apply to maintain staff loyalty.

Similarly, May, Baijal and Potroz (2021) conducted a review that sought to analyse the underlining reasons for staff attrition and investigate successful tactics employed by businesses to lower turnover in New Zealand. Poor pay was discovered to be the most common reason for employee turnover. As a result, good pay was suggested to be required by hotels to ensure employee retention. Also, Frye, Kang, Huh and Lee (2020) examined the factors influencing Generation Y workers' retention using a quantitative method and found that compensation was used as a means to retain workers.

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Employee engagement

The relevance of employee engagement in talent retention in the hospitality industry cannot be overemphasised. Given this, Pradita, Setyanti and Mufidah (2024) looked at staff engagement and staff loyalty in Jember using a quantitative approach and discovered a favourable connection between loyalty and workforce involvement. Also, Kishore, Khadse, Gupta, and Mohture (2022) found a favourable nexus between staff involvement and loyalty. Similarly, Nigah and Singh (2022) examined the effect of employee involvement on turnover intentions in the hospitality industry in India by employing a quantitative method and found a strong relationship between staff involvement and employees' intentions to leave the industry.

Employee Motivation

A key component of the talent retention process is motivation. Where empirical literature has shown that motivated worker are less likely to look for opportunities elsewhere because they find meaning and fulfilment in their current roles. For instance, Hodak, Braje and Jaković (2023) conducted a study on the utilisation of reward tactics as motivation for employees to reduce turnover in the hospitality sector by employing a desk literature review in Croatia. The study discovered that by using suitable reward management techniques as a means of motivating staff, employee turnover might be reduced.

Uba, Enudu and Okonkwo (2023), investigated the influence of motivation keeping workers using a survey research methodology and financial bonuses as a attrition measure. In contrast, using a quantitative method, Holston-Okae (2018), found that staff intention to leave was not significantly predicted by motivation. This means that motivation as a technique to improve

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talent retention does not apply to all employees, as some will find other components to be more relevant that will influence their decision to stay with an organisation than just mere motivation. Therefore, retaining talent will require hotels to pay a premium for every element in talent retention practices.

Matazu (2017) investigated how graduates' perceptions of staff retention in hotels were influenced by motivational factors using a survey-based technique that combined quantitative and qualitative methods. The study discovered a favourable nexus between motivation and loyalty in the hospitality sector. The results showed that prospects for promotion, job security, and decent compensation were the most significant motivators. It was emphasised that whereas under-motivated workers had a bad perception and to the detriment of leaving the hotel, highly motivated workers were on their jobs. These findings coincided Hodak et al. (2023) and Uba et al. (2023), who found employee motivation to have a significant positive effect on staff retention.

Flexible work schedule

Several researchers have found that offering flexible work schedules has favourable link with staff loyalty, where hotels can greatly boost job happiness and loyalty by letting employees customise their work settings and hours to better meet their personal lives. Among some scholars, Alamoudi (2024), looked at staff turnover intentions and retention Saudi Arabia Café sector using a qualitative research method and discovered that employee perception of flexible work schedules was a major motivator that was largely tied to what causes these individuals to stay or leave the organisation. Also, Adeoye, Odusanya, and Osademe (2024) investigated the effect of flexible work schedules and staff retention in Nigeria using a quantitative methodology. It was

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found that work schedule flexibility and employee retention had a strong, favourable correlation. As a result, the authors advised managers to foster a flexible work environment to keep their staff members and support the growth of the company.

In the same vein, Tsen, Gu, Tan and Goh (2021) examined the influence of flexible work arrangement on staff intention to Turnover in Malaysia using a quantitative approach and discovered that flexible work arrangement has a favourable bearing on worker loyalty. Again, Mohd Zin, Pangil and Othman (2012) looked into how professional IT workers' intentions to stay were affected by incentives and flexible work schedules in Malaysia using a quantitative research approach. In the study, employee intention to stay was considerably positively correlated with flexible work arrangements.

Work-life balance

Using a mixed-method methodology, Atlabachew (2024) investigated the effects of work-life balance and job security regarding staff loyalty in Addis Ababa and found that job stability and job life arrangement had a favourable influence on staff loyalty. Similarly, Mir et al. (2023) discovered better job life arrangement as a prominent variable in keeping workers. Additionally, Raghuwanshi (2023) used a quantitative study methodology on same similar research discovered a positive and substantial correlation. Similarly, Abdelaal & Abbas (2022) used a quantitative approach their investigate in Saudi Arabia, they discovered favourable job life arrangement influences on keeping staff.

Using a comparative methodology, Saayman, Slabbert, and Ottebacher (2023) examined employee retention strategies employed by hotels in South Africa. The findings demonstrated that a work-life balance program was an

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effective way to boost employee retention. Additionally, using a thematic desk-based study, Rijal (2022) carried out study to determine a key factors that function as predictors of employee retention in Nepali hotel businesses and discovered work life arrangement on retaining staff.

Galgallo and Mutembei (2022) looked at retention measures for employees' intentions to leave Kenya's hotel industry. According to the study, work-life balance has a major and detrimental impact on employees' propensity to quit. Additionally, Michael and Fotiadis (2022) examined employee attrition in the United Arab Emirates hotel industry and found that job life arrangement is one way to reduce turnover. Again, Davern et al. (2019), assessed employer branding in keeping talented staff in the hotel sector using a qualitative approach and found that talent retention is influenced by favourable and better work-life balance outside of the hotel setup.

Aufa, Istiqomah, Fadillah, and Ferdian (2023), on the other hand, looked at an increase in employees using job life arrangement retention in Indonesia's hotel industry and found that it has a negligible effect in keeping staff. Similarly, Houssein, Singh and Arumugam (2020), looked into career advancement, job life arrangement, and employee engagement on employee retention in Djibouti using a quantitative approach and found that work-life balance had an insignificant association with staff retention. In this regard, it was noted that talent retention cannot be accomplished by only work-life balance for some employees unless complemented with pay, staff engegement and flexible job schedule.

Sinniah, Subramaniam, Johari, Rawshdeh, and Salleh (2023), looked at TM practices and staff intention to leave an organisation in Malaysia using a

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quantitative research approach and found a favourable association between career growth possibilities and intention to depart. Similarly, Ghani, Zada, Memon, Ullah, Khattak, Han, and Araya-Castillo (2022) review the literature on issues and tactics related to retaining staff in the hospitality sector. The review discovered that favourable work arrangements are necessary for employee retention. Also, Binu (2021) examined the connection between employee value proposition and retention using a quantitative research approach. The study found that there was a significant positive relationship between employee value proposition and retention.

Al-Dalahmeh, Héder and Dajnoki (2020) examine the intention of talented individuals to depart from a company and ascertain how TMPs influence workers' intention to quit using a quantitative methodology. It was found that certain elements of TMPs significantly affect workers' minds to leave an organisation. Consequently, the likelihood of employee intention to leave reduces when businesses institutionalise TMPs. Additionally, attracting bright employees emerged as having the largest influence on reducing employee desire to quit.

Similarly, Yeswa and Ombui (2019), examine the impact of TM practice in keeping hotel workers' using a quantitative methodology and found that training, career development, employee engagement, and reward systems all predict workers retention. In this regard, the findings of this study were contrary to Al-Dalahmeh et al. (2020), who discovered that developing and rewarding outstanding employees had the least impact on talent retention. Therefore, while managers of hospitality businesses must create specialised training programs to recognise and nurture exceptional staff members to retain them in the

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organisation for an extended period, other components in TM practices should not be overemphasised.

Ohunakin, Adeniji, Ogunlusi, Igbadumhe, and Sodeinde (2020), looked into how talent retention tactics, such as job security and training and development, affect workers' behavioural outcomes, including work output and dedication in Nigeria's hospitality sector, using a quantitative approach. The results demonstrated that job security predict workers loyalty. Matata (2017), researched to investigate how TM practices affect staff retention in Kenya Commercial Bank using a quantitative approach.The study discovered oranisations increases staff retention through non-financial as well as financial motivational techniques. The researcher's suggestions for improving employee retention included effective succession planning, equitable performance reviews, encouraging work environments, and expressing gratitude to staff members for their accomplishments.

Based on the empirical findings, it is noted that TM practices require a combination of a series of activities that need to be implemented to ensure its success. While some studies found that talented people were being motivated by certain components in the TM practices, other scholars presented contrary results, therefore, hotels that indeed want to practice TM should look at the issue holistically and consider all elements in TM practices to be important.

Organisational Citizenship Behaviour in the Hotel Industry

OCB describes the extracurricular, voluntary actions that employees take outside of their official job duties but which have a positive impact on the organisation. Given the high standard of service and visitor engagement in the hotel business, OCB is very important. In a hotel context, OCB can take many

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different forms. For example, staff members may go above and beyond to make sure guests are happy, assist colleagues without being asked, or maintain a cheerful disposition even during hectic times etc. OCB has gained attention among academicians due to its relevance in the hotel sector where some scholars have carried out studies on OCB being practised among hotel employees.

Ujsin (2022) carried out a study utilising a quantitative approach to establish the common aspects of OCB in the Chinese hotel business and discovered that hotel employees used four typical OCB dimensions: talking initiative, helping coworkers, voice, and group activity participation in their practices. Omoankhanlen and Issa (2021) investigated the link between TMPs and OCB of hotel workers in Nigeria using a quantitative method and discovered that workers demonstrated two types of organisational citizenship behaviour: conscientiousness, which involves showing up to events even though it was not required, and altruism, which involves employees voluntarily helping coworkers with job-related issues.

Abd Elsalam (2021), looked at how hotel staff exhibit OCB in five-star hotels in Luxor using a quantitative method. The study found that the most common dimensions of OCB exhibited among employees were in the areas of civility, sportsmanship, conscientiousness, and civic virtue altruism. The study by Mete (2019), examined the connection between altruism, Workplace Contentment and the Intention to Turnover in five-star hotels in Turkey using a quantitative method. It was discovered that employees intended to complete their current tasks and were willing to assist other coworkers by acting kindly.

Arthur-Amissah (2018) examined OCB among staff hotels in Ghana using a quantitative approach. The study found that staff exhibited all five

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dimensions of OCB, such as civic virtue, sportsmanship, civility, conscientiousness, and altruism. In terms of altruism, the study discovered employees willingly assisted absent coworkers in catching up on work, offered assistance to coworkers who were falling behind on their assignments, and filled in for shifts when needed. Concerning the conscientiousness behaviours of employees, it was found that the employees complied with hotel policies even when no one was looking, informed superiors in advance of any absences, and were mindful of finishing chores allocated to them at work. Moreover, in terms of courtesy, it was found employees cautiously adopted behaviours that would help them stay out of conflict with their coworkers. Also, concerning civic virtue, the study found that staff members were so attached to the hotels that they kept themselves updated on improvements made there and offered to step up when necessary. Once more, the worker had no problem staying late to do things after their shift. Finally, regarding sportsmanship, workers never paid attention to the negative aspects of the hotel; instead, they concentrated on its favourable aspects, which prevented them from overcomplicating seemingly straightforward tasks.

Therefore, drawing from the empirical findings of various scholars, it can be concluded that OCB is one of the useful employee behaviours that are essential for the prosperity of hospitality organisations and can be triggered by other favourable factors present in the hotel hence, management should make efforts to promote the OCB of staff.

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Effect of Talent Management on Organisational Citizenship Behaviour

Studies indicate that TM practices have a favourable influence on workers' OCB. For instance, a study conducted by Murtaza, Subhani, Sajid, Hussain, Ali, and Subhani (2024) in Pakistan and another by Showkat, Ahmad & Sindakis (2023) in India both used quantitative approaches and discovered the influence of TMPs on OCB. Similarly, Alkaf and Chiang (2022) researched TM practices and employee OCB in Malaysian hotels by employing a desk research review methodology. Consequently, TM techniques and OCB were favourably substantially correlated. Moreover, Edeh et al. (2022) look at the influence of TM on OCB in Nigerian hospitality organisations and found that TM substantially enhances employees' optional work behaviours in the hotel industry.

In the public sector, Li and Prasittisuk (2024) also looked at the connection between TM methods, OCB, and productivity in China using a quantitative survey and discovered a favourable connection between TM practices and OCB in Chinese higher education staff. Manenzhe and Ngirande (2021) examined the effect of remuneration, instruction and growth on OCB in academia in South Africa using a quantitative approach and discovered a favourable influence of remuneration on OCB. Eyupoglu and Tashtoush, (2020), conducted a study on TM practices and OCB in Jordanian university administrators using a quantitative approach and found that equitable pay significantly predicts OCB. Therefore, wages are crucial elements in encouraging workers to go beyond the call of duty and exhibit extra-role behaviours, which strengthen the organisation's competitive edge.

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Tagliabue, Sigurjonsdottir and Sandaker (2020), conducted a study examining how performance appraisal affects OCB in Norway using a comprehensive investigation and meta-analysis. And discovered performance appraisal have favourable bearing dimensions of OCB. Also, AlShbail and AlShbail (2020) aim to analyse how the atmosphere within the organisation affects OCB and how OCB affects turnover intention in Jordan using a quantitative approach and found that organisational atmosphere and OCB are positively correlated. In contrast, Riyanto, Janiah, and Prasetyo (2021) conducted a study to shed light on the methods for bolstering the OCB and found that the atmosphere within the organisation does not correlate with OCB. Redmond and Sharafizad (2020) study also discovered that hospitality workers' OCB is strongly impacted by leadership style.

In summary, TM practices as per the empirical literature revealed that companies can promote talent-optional behaviours by engaging in TM practices which invariable is beneficial to the organisation. As a result, hotels should endeavour to put much effort into managing talent since the OCB will ensure its benefits as a service delivery entity and for that matter a profit-making organisation.

Conceptual Framework

The study is guided by the conceptual framework presented below. Empirical literature revealed that talent management practices encompass a variety of activities. The framework stipulates that appropriate talent attraction will lead to talent development, and when done in a good manner, will ultimately lead to talent retention. These practices could be accomplished through the sub-activities specified under each major variable. From the literature review,

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employer branding, job security, competitive pay, and employee value proposition can all help in talent acquisition. Secondly, in the framework, talent development could be accomplished through training and development, coaching and monitoring, performance appraisal, and career development. Talent retention will be achieved through good salary, employee engagement, employee motivation, flexible schedules, and work-life balance. The conceptual framework shows a relationship between the independent variable on the left side and the dependable variable on the right side which demonstrates how TM practices affect OCB. Finally, the diagram depicts that OCB behaviour can be measured with under-listed variables from literature, such as altruism, conscientiousness, courtesy, civic virtue and sportsmanship.

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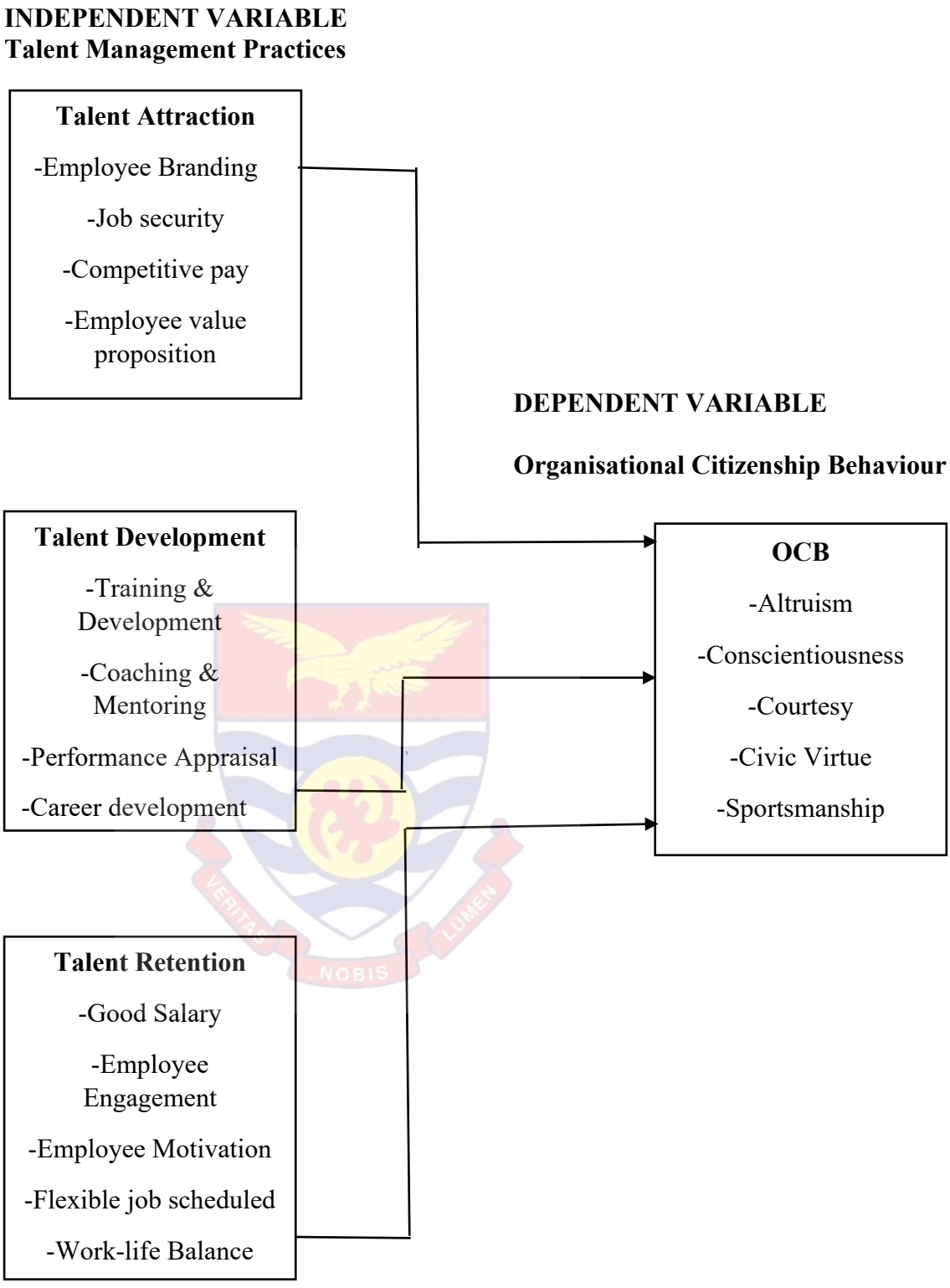


Figure 1: Conceptual Framework
Source: Author's Construct, 2024

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Theoretical Foundations Informing the Framework

The RBV informs the framework by conceptualising talented employees as valuable, rare, and inimitable intangible resources. The framework stipulates that TA, TD, and TR techniques are mechanisms through which hotels acquire, nurture, and sustain these strategic resources. The RBV explains why investment in TMPs is expected to enhance organisational outcome, as properly managed human capital contributes to sustained competitive advantage through improved employee capabilities and behaviours.

SET underpins the behavioural pathway linking TMPs to OCB. The framework mirrors the SET principle of reciprocity, whereby employee who perceives organisational support through fair recruitment, training opportunities, career development, and a supportive work environment feel obligated to reciprocate with favourable discretionary behaviours. These behaviours manifest as OCB dimensions such as altruism, conscientiousness, courtesy, sportsmanship, and civic virtue. Thus, the framework integrates RBV's strategic perspective on human capital with SET's behavioural explanation of employees' responses.

Chapter Summary

This chapter provides a comprehensive review of the literature on TM Practice and OCB in the hospitality industry. It started with conceptualising talent, talent management practices and OCB, examining different definitions, and perspectives. The chapter also highlights the theoretical frameworks proposed by Penrose's Resource-Based View (RBV) and Blau the social exchange theory (SET), which show how TM practices contribute to OCB. It also presented empirical literature on talent management practices in the hospitality industry.

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The chapter further explored OCB in the hotels, identifying five dimensions such as altruism, conscientiousness, courtesy, civic virtue and sportsmanship. Moreover, the connection between TM practices and OCB was examined and it revealed that effective TM significantly influenced OCB by previous scholars. The chapter concluded with the conceptual framework guiding the study by linking TM practices to OCB, demonstrating the relationship between these variables. This framework serves as the basis for comprehending how efficient talent management encourages employees to exhibit discretionary behaviour.

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CHAPTER THREE

RESEARCH METHODOLOGY

Introduction

This Chapter presents the methods that were used in the study. The chapter begins with the study area, followed by the research paradigm, research design, data and information sources, study population, sample size determination, sample and sampling procedure as well as the research instrument. The chapter further provided a detailed explanation of how the pre-testing of the instrument was done, the data collection procedure, and difficulties that arose in the field, data processing and analysis and concluded with the chapter summary.

Study Area

The research was carried out in the Accra Metropolis in the Greater Accra Region, also the capital city of Ghana. The Accra Metropolis is Ghana's business centre and the centre of many economic activities, and it draws a large labour force of highly skilled workers. According to Mensah and Blankson (2013), Accra, Ghana's capital, is the country's commercial and political hub. In addition to its cultural, educational, political, and administrative roles, Accra is home to a large concentration of manufacturing, commerce, and services enterprises. Therefore, most of the nation's upscale hotels are in Accra (Akyeampong, 2007).

Again, Accra is regarded as an entry point to Ghana and is connected to cities, especially for travellers who want to travel to other parts of the country due to the presence of Kotoka International Airport. This has resulted in hotel facilities springing out to cater for the needs of these travellers (Deri, Zaazie &

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Bazaanah, 2021). This rapid expansion of the hotel business in the Metropolis could be attributed to the economic growth and demand, which have attracted multinational hotels to the nation since the 1980s. According to GTA (2019), cited in Deri et al. (2021), there are over 500 registered hotels and 115 star-rated hotels in the Accra Metropolis. To this end, it is seen as a place where a lot of upscale hotels are found, relying on talented employees for their operation. As a result, respondents can be solicited from those facilities for this study.

Also, TM practices are best implemented in upscale (3-5 star-rated) hotels where the resources for executing them may not be a bigger challenge to the organisation. As Bolander, Werr, and Asplund (2017) stated, TM is a complex issue that is best studied in larger businesses where resources for implementing such practices are more likely to exist. Therefore, the choice of upscale hotels will provide the researcher with a sufficient number of respondents to answer the research question, since it is a quantitative study.

Furthermore, the upscale hotels are selected because it is thought to be the most opulent and professional area which is acknowledged as an innovative luxury hotel sector that employs creative workers with a diverse of skills and competencies, it is regarded as one of the most attractive industries for employement, attracting highly skilled professionals and provide competitive salary levels (Saad & Mayouf, 2018). Finally, even though talent poaching and employee turnover are still significant issues (Deri et al., 2021) that require attention, Accra Metropolis happens to be the catchment area where limited studies on TMPs and their associated benefits, such as OCB, exist. For this reason, studying TM Practices on OCB in Accra Metropolis is imperative. Figure 1 shows the map of the study area.

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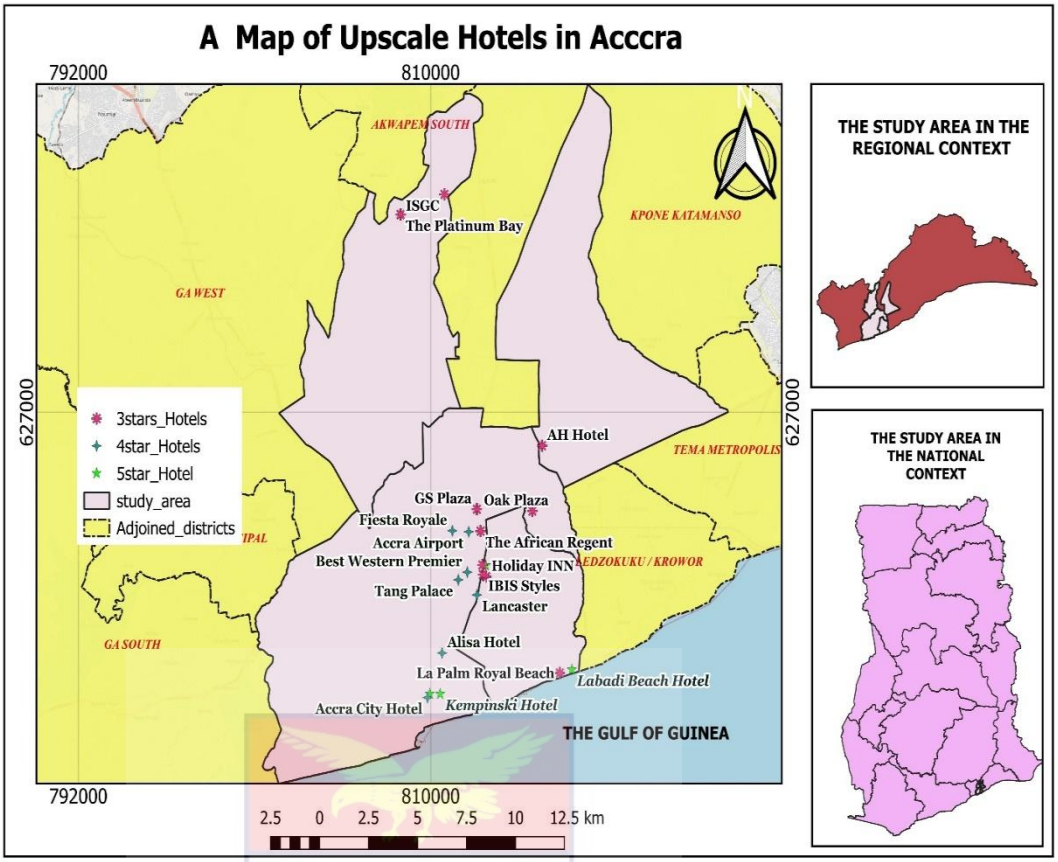


Figure 2: Map for the Study Area
Source: Land Use and Spatial Planning Authority (LUSPA), Savannah Region, 2024

Research Paradigm

According to (Saunders, Lewis, Thornhill & Bristow, 2015), research philosophy is a set of presumptions and beliefs that direct the creation, interpretation, and validation of knowledge in a study. It influences the researcher decision relating to research design, data collection methods and data analysis. In the social sciences, a number of research philosophies are frequently discussed. According to Neuman (2000), the fundamental approaches to social research are the perspectives of positivist, interpretivist and realism. According to positivism, reality is objective and measurable through observable and quantifiable evidence, frequently with the use of statistical analysis and

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structured instruments. Conversely, interpretivism emphasizes using qualitative research to comprehend social reality and subjective meanings. While critical realism admits an objective reality but acknowledges that it can only be partially comprehended due to social and cultural effects, pragmatism takes a pluralistic approach, permitting the use of both qualitative and quantitative methodologies depending on the study subject (Saunders et al., 2015; Bryman, 2016; Kumatongo & Muzata, 2021).

This study used a positivist philosophical paradigm. The positivist paradigm is seen as a means of objectively assessing reality, which is why it is selected for this study. According to Selvan (2017), positivists believe that there is a single, unified world called reality that may be reached by scientific means. Therefore, only objective solutions that are immune to diverse interpretations can be obtained by scientific procedures.

Additionally, the positivist paradigm functions on the assumption that there exists an objective reality that is amenable to scientific observation, measurement, and analysis, which aligns with this research that seeks to measure quantifiable variables. Kumatongo and Muzata (2021) stated that positivists embrace scientific methodologies and systematise the process of generating information through quantification, improving the accuracy of parameter descriptions and their relationships. It is concerned with finding the truth and expressing it empirically. According to Easterby, Thorpe and Lowe (1991), positivism's central tenet is that the social world is an objective reality that can be measured, as opposed to being subjectively inferred through experience, thought, or intuition.

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Moreover, a quantitative research approach aims to establish facts, show how variables relate to one another, and forecast results. This research entails measuring variables, evaluating the connection between TM practices and OCB, testing hypotheses, and disseminating findings to a broad audience. Hence, the quantitative approach is most desired for the study.

Research Design

To achieve and channel research work and ideals, research design is essential. A broad framework that describes the overall strategy for conducting research is known as research design (Ansari, Rahim, Bhoje, & Bhosale, 2022). According to Pawar (2020), there are different forms of research designs, such as exploratory, descriptive, cross-sectional, and longitudinal, which are utilized by various researchers depending on the nature and purpose of the study. In this study, a cross-sectional research design was adopted where data is collected from the hotel employees at a single point. Although cross-sectional designs are frequently employed in organizational and hospitality research, especially in studies looking at connections between behavioral variables, they have distinct drawbacks.

One major limitation of the cross-sectional design is the inability to establish causality. It is challenging to ascertain temporal precedence, that is, whether changes in the independent variables come before changes in the dependent variable, because data are gathered concurrently (Maxwell & Cole, 2007). Furthermore, common method variance is more likely to occur in cross-sectional research, especially when data on all variables are collected simultaneously from the same respondents (Podsakoff, MacKenzie & Podsakoff, 2012).

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On the other hand, data can be gathered over several time periods using longitudinal or multi-wave study designs, which strengthens causal conclusions and clarifies how changes in TMPs affect OCB over time. These approaches are especially helpful in investigating dynamic behavioral processes and mitigating temporal ambiguity issues (Ployhart & Vandenberg, 2010). Despite these benefits, longitudinal methods necessitate significant time, money, and ongoing organisational access, all of which may be challenging to get in applied hospitality industry research settings.

However, despite these drawbacks, the use of a cross-sectional design was suitable and warranted for the goals of the current investigation. It is a design where the researcher collects data at a specific point in time. Instead of tracking participants or subjects over an extended length of time, researchers collect data from them during a single moment in time (Cummings, 2018). A cross-sectional survey was employed because it enables the researcher to evaluate two or more variables simultaneously and concurrently (Chamisa, Mjoli & Mhlanga, 2020). For instance, the study examines TM practices and how they relate to OCB at the same time. According to Frankfort-Nachmias and Nachmias (2007), this kind of design helps researchers investigate phenomena by using questionnaires for data collection to extrapolate the results from the sample to a wider audience. The design is appropriate for this because, to address the stated research question, data could be simultaneously collected from the total population or a subset of the population.

Again, cross-sectional design is among the most popular and extensively utilised study designs for social research and student researchers due to the limited time available for the completion of the thesis (Olsen & St George,

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2004). Additionally, cross-sectional design is frequently employed to determine the prevalence of particular traits, actions, or circumstances within a population. It helps the researcher comprehend how variables relate to one another and their resultant outcome at a given time (Levin, 2006).

In the case of the current study, which aims to examine TM practices and their resultant outcome, OCB, the design is appropriate. In addition, it entails choosing what information to gather, determining the population, choosing a subset or all the population, and asking participants to provide the necessary data (Kumar, 2005). Furthermore, cross-sectional designs do not monitor participants over time; therefore, attrition within the target population is not a concern (Cummings, 2018). Finally, the researcher's decision to use the cross-sectional design was to understand how TM practices affect the current state of employees' OCB, as well as the design being less expensive and faster to complete.

Data and Information Sources

The study used both primary and secondary information. The primary data was obtained directly from the respondents with the use of a structured questionnaire intended to elicit pertinent answers in line with the study objectives. This tool made it easier to get first-hand data that represented the respondents' viewpoints, experiences, and attitudes regarding the issues under study. Also, secondary information was used to contextualise and enhance the primary data. The secondary information consisted of a wide variety of published and unpublished materials, including academic books, peer-reviewed journal articles, reliable websites, and already finished theses. These documents

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offered theoretical insights and empirical evidence that enhanced the study and assisted in the analysis and interpretation of the results.

Study Population

The study population consists of all employees of upscale hotels during the time of data collection, excluding employees who were newly hired, since they were still integrating into the hotel culture and might not have started participating in TM activities, which can show how TM practices affect their attitudes and propensity to display OCB. These groups of people are selected because, within the hotel, employees are the main agents whose actions lead to OCB. Employees are the obvious subject of the study because it focuses on how OCB is influenced by TM practices. To this end, their experiences, attitudes, and opinions of these activities have a direct impact on how they display OCB. Also, how the hotel managers support employees has an impact on their OCB behaviours, which include assisting coworkers, volunteering for extra-role activities, and fostering a positive organisational culture. Consequently, getting information straight from them offers a trustworthy and genuine viewpoint. Furthermore, the goal of TM Practices is to raise employee performance, contentment, engagement and so on. Henceforth, targeting employees as the respondents to evaluate their perception of how these activities impact their positive behaviour is essential because they are the ones who directly witness these practices. Finally, employees' OCB can be greatly influenced by how they view talent management activities. For this reason, employee opinions about these procedures provide important information about how effective they are.

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Sample Size Determination

Fisher, Laing, Stock and Townsend's (1998) formula was used to determine the sample size for this study. Given that the size of the target population under study was not clear and also lacked a precise sample frame, this formula was used.

$$n = \frac{Z^2}{d^2} pq$$

Where:

n=desired sample size

z=confidence level set at 95% (standard value=1.96)

p=proportion of the target population that has similar features

q=1-p

d=the margin of error set at 5% (standard value=0.05)

The predicted percentage of the target population with similar traits is 0.85, the z statistic is 1.96 and the desired accuracy is set at 0.05, the desired sample size will be calculated as:

n= $(1.96)^2$ (0.80) (0.20)/0.05^2

=245 (Approximately 246)

Adding 5% of non-response

5/100*246=12.3(12)

246+12=258

N=258

However, the argument of how large the sample size remains unresolved. Brida and Scuder (2013) and Peng, Harwell, Liou, and Ehman (2006) posited that a sample size of 100 to 150 respondents is adequate for a quantitative study to reach trustworthy results and make inferences.

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Sample and Sampling Procedure

Table 1: Upscale Hotels in Accra Metropolis

Hotel Category	Number of Hotels	Sample Size	Total Valid Responses
5- Star	4	49	44
4- Star	7	86	86
3- Star	10	123	52
Total	**21**	**258**	**182**

Source: Ghana Tourism Authority, 2024

Because more than one sampling technique was required to determine the sample for the study, a multi-stage sampling technique was used in the selection of the hotels. At the time of the data collection, data obtained from the Ghana Tourism Authority (GTA) revealed that there were twenty-one (21) upscale hotels in the Accra Metropolis. These included Ten (10) 3-star hotels, Seven (7) 4-star hotels and Four (4) 5-star hotels respectively. These classifications were per the official star-rating system approved by GTA, which grouped hotels based on the kind of amenities, services, and overall customer experience.

Subsequently, a census was used in the first stage to choose all upscale hotels in the Accra Metropolis. Second, a cluster sampling technique was used to categorise the hotels into three clusters, thus 5-, 4-, and 3-star, respectively. After that proportionate allocation was done to distribute the respondents across all three categories of the hotels. This was done by dividing the number of each category by the overall total number of upscale hotels and then multiplying by the total sample size (e.g., 4/21*258). The allocation of the sample size across the various hotel star ratings was based on proportional allocation, guided by

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the relative size of the employee population within each hotel category. The upscale hotels were categorised by star rating (e.g., three-star, four-star, and five-star hotels). Hotels with higher star ratings typically have more employees because they offer more services, have more rooms, and have more intricate operational systems. As a result, hotels with higher star ratings were given a bigger portion of the sample, whereas hotels with fewer staff were allocated a smaller portion. Lastly, the study's respondents were selected by convenience sampling.

Convenience sampling is a non-probability sampling technique that is utilised by researchers to obtain data from an available and easily accessible pool of respondents (Obilor, 2023). The choice of convenience sampling was appropriate for several reasons. First, convenience sampling was primarily used to allow the researcher to collect data from respondents without prior notice or scheduling an appointment with hotel staff. Also, the study targeted employees of upscale hotels, a population that is often difficult to access due to shift systems, workload pressures, and management restrictions. Obtaining a complete sample frame of hotel employees across different departments and hotels was not easy to come by, making the probability sampling technique unsuitable for this study at the time. Convenience sampling, therefore, offered a pragmatic means where the researcher was able to gather responses from a cross-section of employees from various departments within the same hotels throughout a specific time frame and access constraints (Etikan & Bala, 2017).

Finally, convenience sampling is commonly utilised in hospitality research due to the labour-intensive nature and high employee mobility of the sector. Previous empirical research has successfully utilised convenience

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sampling to assess employee attitudes, behaviours, and human resource practices in hotel settings, indicating its applicability for studies of this nature (Amissah, Bempong & Gamor, 2020).

Research Instrument

As with any empirical investigation, knowing how to assess the research variables is crucial. For this reason, data used for the analysis was gathered using a structured questionnaire. The questionnaire consisted of three major sections, where section "A" centred on TM practices, section "B" contains questions on employees' OCB and section "C" is made up of questions on socio-demographic information. However, except for the socio-demographic information questions, all items in the questionnaire were motdified from previous research on TM Practices (talent attraction, talent development and talent retention) and OCB respectively.

In terms of TM Practices, Eight (8) were obtained from Jepchumba, (2021), Eleven (11) from Lyria, (2015), Two (2) from Nguyen, (2020) and Six (6) from Rop & Kwasira, (2015). Overall, 27 items were used to measure TM practices. Out of the 27, Seven (7) items were used to measure talent attraction. For instance, *I was attracted to this hotel because of the good wages, I was attracted to this because the hotel provides job security to its talented staff* etc. Ten (10) items were used to measure talent development such as; *Employees are coached by sectional heads in my hotel, my hotel grows workers with great potential at all levels* etc. Finally, Ten (10), items were used to measure talent retention. For example, some of the questions were; *my hotel has a competitive salary system with other hotels of similar standards which motivates me to stay, my hotel has*

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a flexible working schedule which serves as a motivating factor for me to stay etc.

Regarding OCB, twenty-five (25) questions were adapted from Podsakoff, MacKenzie, Moorman & Fetter's (1990) scale. The scale comprised of five variables: altruism, conscientiousness, courtesy, sportsmanship and civic Virtue. On altruism for example, some of the questions were: *I willingly assist my coworkers who have been absent in catching their work, I assist coworkers who have heavy workloads, I willingly take time out of my schedule to train new train employees* etc. Conscientiousness for instance had questions like: *If I cannot make it to work, I notify the hotel in advance, I do not take extra breaks during working hours, I follow hotel policies and procedures even when no one else is around* etc. Regarding courtesy, the questions were: *I take steps to avoid having problems with coworkers, I consider the impact that my actions have on other people's jobs, I do not violate other people's rights* and so on. Concerning sportsmanship, the questions were: *I do not spend a lot of time griping about unimportant things at work, I constantly focus on what is positive rather than the negative, I often turn small things into big problems* etc. Finally, regarding civic virtue, the questions were: *I attend meetings that are not mandatory but help the hotel's image, I stay up to date on any changes that occur at the hotel, I willingly come to work to help when the hotels have a busy day* and so on. All variables of the study will be measured with a five-point Likert scale except for the socio-demographic.

The reliability of the scale to measure TMPs and OCB was determined using Cronbach's Alpha. Cronbach's alpha is the most widely used statistic to assess the internal consistency and dependability of a scale (Abd Elsalam,

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2021). Reliability is described as the degree to which test results are free from measurement error. It is a gauge of an instrument's internal consistency or stability when measuring a particular concept (Ghazali, 2016). For this reason, a reliability assessment was done to ascertain the instrument's reliability and its fit for purpose. Concerning TMPs, items were obtained from literature in different sources since the researcher did not get a specific scale for measuring TMPs, hence unable to report the reliability score for the TMPs scale from previous works. However, OCB scholars such as Abd Elsalam (2021) reported *0.789 Cronbach's Alpha* for altruism, 0.942 for courtesy, 0.886 for sportsmanship, 0.945 for conscientiousness and 0.913 for civic virtue. Similarly, Beru (2024), reliability assessment reported a reliability score of 0.794 *Cronbach's Alpha* for altruism, 0.806 for consciousness, 0.845 for sportsmanship, 0.831 for courtesy and 0.784 for civic virtue. Additionally, Arthur-Amissah (2018) in reliability assessment yielded a *Cronbach's Alpha* of 0.703 for altruism, 0.812 for courtesy, 0.766 for civic virtue, 0.702 for conscientiousness, and 0.863 for sportsmanship respectively.

In this study, the reliability score for the TMPs scale produced a *Cronbach's Alpha* of 0.776 for talent attraction, 0.865 for talent development, and 0.858 for talent retention. With OCB, the reliability assessment yielded a *Cronbach's Alpha* of 0.883 for altruism, 0.748 for conscientiousness, 0.827 for courtesy, 0.750 for sportsmanship and 0.875 for civic virtue. According to Steven (2024), a Cronbach's Alpha value greater than 0.70 is deemed appropriate. In general, values above 0.80 are regarded as good, and those above 0.90 are regarded as excellent. Consequently, all of the scales' Cronbach's

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Alpha values were over the 0.70 minimal threshold, indicating that they were appropriate for the study.

Pre-Testing of Instrument

Pre-tests, as defined by Sarantakos (2005), are brief examinations of individual components of a research instrument that are primarily intended to verify the instrument's mechanical construction. In light of this, A pre-test of the questionnaire was carried in Three-Star (3-star) hotels from 14th to 23rd September 2024 in the Tamale Metropolis, precisely, Northern Region, to ensure the clarity and validity of the instrument before actual data collection. The researcher contacted the Managers of the selected hotels and explained to them the purpose of the study, as well as presented an introduction letter obtained from the Department of Hospitality and Tourism Management. The managers were asked to present to the Researcher the names and contact details of employees who could best answer the questionnaire as per the aim of this research. The Researcher then contacted them to book an appointment during their break time to administer the questionnaire. Overall, the researcher distributed thirty-five (35) questionnaires to the respondents. However, thirty (33) were retrieved. Four (4) questionnaires were incomplete and were discarded. Therefore, 29 questionnaires were used for the analysis to ascertain the reliability.

The questions were grouped into three constructs: Talent Attraction (8 items), Talent Development (14) and Talent Retention (13). However, the analysis revealed that seven (7) items from the talent attraction were relevant in addressing the variable with *Cronbach's Alpha* (0.729) from the initial eight questions, which produced *Cronbach's Alpha* (0.697). In light of this, the

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questions for talent attraction were revised to 7 items. For talent development, all 10 items were relevant, which produced a *Cronbach's Alpha* (0.813) while talent retention was also made up of 10 items, producing a *Cronbach's Alpha* (0.739). This invariably reduced the total number of questions from 35 to 27. These 27 questions on Talent Management Practices overall produced *Cronbach's Alpha* of (0.907). Also, it was noted that some questions were too long for respondents, as some had to seek clarification from the Researcher to answer them. Therefore, these questions were simplified for the actual data collection.

In terms of challenges, getting the respondents to answer the questionnaire was a challenge for the researcher, even after obtaining permission from hotel management. Also, some respondents took more than one (1) week to answer the questionnaire, which delayed the speed of the data collection. For this reason, the researcher developed a strategy of constantly reminding the respondents through phone calls as well as other mediums of communication to facilitate the process of going for the actual gathering of data.

Data Collection Procedure

The actual field work lasted from 3rd October to 30th November 2024. This period was chosen because the researcher wanted to collect the data before the hotels' peak period (December) during which hotel employees will be busy. This was done with the help of one (1) Field Assistant (M.Phil graduate) from the Department of Hospitality and Tourism Management at the University of Cape Coast to collect the data from various hotels. The researcher went around with the Research Assistant for three days to be familiarised with the content of the research instrument before the Field Assistant was left to visit facilities on

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his own. In the first instance, the researcher, upon a visit to a hotel, will contact the hotel Human Resource Managers (HRMs) with a copy of an introduction letter from the Department of Hospitality and Tourism Management and offer them some insight into the purpose of the study.

During the data collection process, the Researcher relied on Human Resource managers to identify the staff members who were most qualified to answer the questionnaire. Once more, employees who expressed interest in participating in the study but were unable to complete the questionnaire due to their busy schedules during the researcher's visit were allowed to do so, and the researcher or field assistant picked them up at a later date. Furthermore, because the data collection could have an impact on the workers' work activities at the time, some hotel HR managers insisted on receiving it and then gave it to the staff members whenever it was convenient for them. To accomplish this, the researcher spent time and explained the questionnaire to the HRMs for them to further explain to employees who could possibly face challenges with understanding of the instrument. The completed questionnaire was then retrieved through follow-ups at a later time. One hundred and ninety (190) questionnaires were recovered out of a total of 249 distributed. However, one hundred and eighty-two (182) questionnaires, representing 73% valid responses, remained for analysis after eight (8) incomplete questionnaires were eliminated.

Challenges Encountered in the Field

Just like similar studies, soliciting information for this research was not without any difficulties. One of the major challenges was the bureaucratic process of collecting data from the Hospitality and Tourism industry, where the

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researcher was required to submit an introduction and make several follow-ups before obtaining permission to administer the questionnaire. This affects the efficiency of the gathering of data, causing undue delays. However, the Researcher exercised patience and pursued management until permission was granted to distribute the survey instrument. Also, some of the HRMs refused to let the researcher have access to the participants; instead, they insisted on collecting the questionnaire and distributing it to the employees at their convenience, which was not so desired by the researcher. However, it was the only option available to answer the questionnaire. This act prevented the Researcher from getting access to the respondents directly to give proper explanations to the questions which led to some respondents' inability to answer certain questions. Nonetheless, the Researcher was able to navigate to collect the data and proceed with the data analysis.

Data Processing and Analysis

Before proceeding with the analysis, the data gathered was reviewed for correctness and incomplete questionnaires were discarded. Subsequently, the data were analysed using SPSS V26.0. Mean, percentage and standard deviation were used to describe the demographic characteristics of the respondents. Employees' perceptions of talent management practices and their organisational citizenship behaviour were analysed using descriptive statistics. Also, One-way Analysis of Variance (ANOVA) and independent sample T-tests were used to test the hypotheses by examining the notable disparities in the opinions of employees, TMPs and their OCB across socio-demographic and occupational characteristics. ANOVA was applied in the instances involving three or more groups to ascertain whether significant differences existed among them, while

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the t-test was used for comparisons involving two categorical variables or groups.

Finally, Covariance-Based Structural Equation Modeling (CB-SEM) was used to analyse the effect of talent management practices on employee organisational citizenship behaviour. It is the most widely used technique for estimating route models containing multiple independent and dependent latent variables and their relationships (Sarstedt, Ringle & Hair, 2021). This method allows for a relatively understudied interaction between TMPs, such as talent attraction, talent development, and talent retention, particularly in the context of upscale hotels in Accra Metropolis. PLS-SEM is advised for research that aims to generate theories or make predictions rather than rigorously confirm existing theories (Hair, Risher, Sarstedt & Ringle, 2019). CB-SEM was suitable because the goal of this study was to examine the effect of TMPs on employees' OCB.

Ethical Consideration

Ethical considerations are essential in research involving human participant as guarantee the protection of respondents' rights, dignity, and well-being throughout the research process (Creswell & Creswell, 2017). This study complied with accepted guidelines for social science research, especially when it comes to organizational and hospitality research settings.

Before any data was collected, all paricipants provided their informed consent. Participants were aquianted with purpose of the study, the nature of their involvement, and their freedom to decline the study at any time without facing any repercussions. Participation was entirely voluntary, and respondents only filled out the questionnaire after expressing their willingness to participate

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in the study. Moreover, confidentiality and anonymity were strictly ensured. Personal identifiers like names were not asked of the respondent. Every piece of information provided was kept private and used only for educational purposes. To protect the participants' privacy, the data were aggregated throughout analysis to avoid identifying specific hotels or individual responses.

Chapter Summary

The chapter presents the methodology used in conducting the research. It addressed topical issues such as the study area, research paradigm and the research design. The chapter also discussed the source of data, study population, sample size determination, sample and sampling technique as well as the research instrument. Finally, the chapter described how the pre-testing of the study instrument was done including the challenges and the modification of the instrument, data collection procedure, actual field challenges as well as data processing and analysis.

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CHAPTER FOUR

RESULTS AND DISCUSSIONS

Introduction

This chapter presents the results and discussion. It started with the socio-demographic and work characteristics of the respondents, followed by the descriptive statistics for employees' perceptions of talent management practices as well as talent management practices by socio-demographic and work characteristics using ANOVA and T-test to establish the differences. It also entails the descriptive statistics for employees' organisational citizenship behaviour and employees' OCB by socio-demographic and work characteristics. The chapter concludes by presenting the results on the effect of talent management practices on employees' OCB using Structural Equation Modelling (SEM).

Socio-demographic Characteristics of Respondents

Table 2 presents the results regarding the socio-demographic characteristics of the respondents, such as gender, age, marital status, religion, etc. The results indicate that over half (55.5%) of the respondents were females, while 45.5% of the employees were males. Concerning the participnts' age, the results indicate that those workers in the age range of 20 and 30 years were 64.3%, higher than those within 31 and 40 years (23.6) and 41 and above years, respectively. Regarding nationality, most (96.2%) were Ghanaians, while a few (3.8%) were non-Ghanaians. For marital status, 66.5% were single, whereas one-third (33.5%) were married. Regarding the respondents' religious affiliation, the majority (87.4%) were Christians, while 11.5 were Muslims and Buddhists (1.1%) respectively.

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Concerning the educational level of the respondents, less than one-third (29.1%) were HND/Diploma holders, followed by Degree (28.6%), WASSCE (24.2%), Vocational Schools certificate (12.6%), and the least were employees with Master Degrees (5.5%). With respect to the respondents' tribe or ethnicity, just a little above one-third (37.4%) were Akan, while Ewe were second (31.9%), followed by Ga Adangbe (20.3%). Only a few (6.6%) were Mole Dagbani, while other tribes (Frafra, Waala, Kabye and Igbo) were the least (3.8%). Regarding respondents' income, about one-third (33.5%) earned above GH¢2100 and above, while 25.3% earned GH¢1000- GH¢1500. Few (24.2%) earned GH¢1000- GH¢1500, whereas the least (17%) were respondents who earned Below GH¢1000.

Table 2: Socio-Demographic Characteristics of Respondents (n=182)

Variables	Frequency	Percentage
Gender		
Male	101	55.5
Female	81	44.5
Age		
20-30	117	64.3
31-40	43	23.6
41 and above	22	12.1
Nationality		
Ghanaian	175	96.2
Non-Ghanaian	7	3.8
Marital status		
Single	121	66.5
Married	61	33.5
Religion		
Christianity	159	87.4
Islam	21	11.5
Buddhist	2	1.1
Educational level		
Senior High School	44	24.2
Vocational Training	23	12.6
HND/Diploma	53	29.1
Degree	52	28.6
Masters	10	5.5
Ethnicity		
Akan	68	37.4
Ewe	58	31.9

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Ga Adanbe	37	20.3
Mole Dagbani	12	6.6
Others	7	3.8
Income		
Below GH¢1000	13	17
GH¢1000- GH¢1500	46	25.3
GH¢1600- GH¢2000	44	24.2
GH¢2100 and above	61	33.5

Source: Field Survey, Abubakari (2024)

Employees Work Characteristics

Table 3 presents the results of respondents' work characteristics that were assessed. This was done in order to give the researcher information about the calibre of employees who responded to the questionnaire. These include the employee's current position, length of stay with the hotel, years of experience in the hospitality industry, type of employment, category of employees, as well as the employee's department. The results indicate that 28.6% of the respondents were waiters/waitresses, followed by Chefs (25.8%), while 24.2% were receptionists. For employees' length of stay with hotels, over one-third (48.4%) of the respondents indicated they were less than 3 years, just a little below one-third (30.2%) were within 3-6 years, whereas 11.5% were within 7-10 years.

Concerning respondents' experience, 37.4% had between 3 and 4 experience in the hospitality industry, followed by those with experience less than 3 years (24.7%), and 18.1% had experience above six years (7-10). On the type of employment, most (76.4%) of the respondents were full-time employees, 11.5% were contract employees, and just a few (9.9%) were part-time employees. It also came out that over forty per cent (46%.2) were at the middle level, less than one-third (30.8%) were at the junior level, whereas 23.1% were at the senior level. Finally, the results on employees' department show that less than half (48.9%) were from the Food and Beverage department,

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less than one-third (26.9%) were from the front office department, 11.5% were from the marketing, sales and finance department while 9.9% were housekeeping staff.

Table 3: Employee Characteristics (n=182)

Work characteristics	Frequency	Percentage
Current position		
Waiter/Waitress	52	28.6
Chef	47	25.8
Receptionist	44	24.2
Housekeeper	19	10.4
Sales Executive	10	5.5
Engineer	10	5.5
Length of Stay Hotel		
Less than 3	88	48.4
3-6	55	30.2
7-10	21	11.5
11-15	12	6.6
More than 15	6	3.2
Years of Experience		
Less 3	45	24.7
3-6	68	37.4
7-10	33	18.1
11-15	19	10.4
16-20	11	6.0
More than 20	6	3.2
Type of Employment		
Full Time	139	76.4
Part-Time	18	9.9
Contract	21	11.5
Casual	4	2.2
Category of Employee		
Junior Level	56	30.8
Middle Level	84	46.2
Senior Level	42	23.1
Employee Department		
Front Desk	49	26.9
Food and Beverage	89	48.9
Housekeeping	18	9.9
Marketing, sales, and finance	21	11.5
Maintenance	5	2.7

Source: Field Survey, Abubakari (2024)

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Perceived Talent Management Practices in Upscale Hotels

This section examines talent management practices in upscale hotels from the employees' perspective. Percentages means, and standard deviations are used to summarise employees' responses to each statement measuring TM practices in the three dimensions: attraction, development, and retention. Table 4 details the descriptive statistics for employee perceptions of TM practices.

Table 4: Descriptive Statistics for Talent Management Practices in Hotels

Talent Management Practices	% in agreement	Mean	Std. Dev.
Talent Attraction	**67.83**	**3.769**	**0.835**
I was attracted to this hotel because of the good wages	49.5	3.19	1.295
I was attracted to this hotel because of the good working environment	73.1	3.91	1.007
I was attracted to this because of its brand image successfully established by the hotel	79.1	3.97	1.000
I was attracted to this because the hotel provides job security to its talented staff	57.7	3.49	1.193
I was attracted to this hotel because of the prestige attached to employees working here	68.1	4.01*	3.224
I was attracted to this hotel because the job offered to me aligned well with my skills	78.1	3.95	1.004
The hotel mission is in line with my personal values	69.2	3.87	1.009
Talent development	**71.18**	**3.843**	**0.669**
In our hotel, in-house development is commonly used by management	62.6	3.60	1.155
Employees are coached by sectional heads in my hotel	77.5	4.02	1.000
Suitable education techniques are practised in this hotel	76.9	4.00	1.003
My hotel grows workers with great potential at all levels	78.1	3.96	.951
There is upward trend of development among hotel employees	68.9	3.78	.984
In my hotel personnel have excellent opportunities for career progression	72.5	3.93	.989

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My employer offers career mentors/ I have/had a mentor at my workplace	61.5	3.81	1.098
I see a good opportunity for advancement in my current role within the hotel	77.5	3.63	1.218
Training is available to me whenever I need it	70.4	3.95	.976
My training needs are determined using a performance appraisal	65.9	3.81	1.133
Talent Retention	**66.28**	**3.723**	**0.703**
My hotel has a competitive salary system with other hotels of similar standards which motivates me to stay	55.8	3.34	1.267
My hotel has a flexible working schedule which serves as a motivating factor for me to stay	61.3	3.58	1.116
The internal recruitment practice is behind my loyalty to the hotel	70.8	3.79	.989
My employer always makes sure that we are inspired	68.0	3.76	1.019
Talented staff in my hotel are given non-cash incentives	58.6	3.61	1.083
Well-performing employees always receive recognition in my hotel	74.2	3.85	1.019
The policy for promotions treats every employee equally	59.7	3.89	1.082
The hotel's organisational culture is a driving force behind my decision to stay	57.4	3.52	1.195
I have positive working relationships with coworkers and management	84.1	3.61	1.036
I enjoy work-life balance in this organisation	72.9	4.13	.931

Source: Field Survey, Abubakari (2024)
Scale: 1.0-1.49=Strongly disagree; 1.5-2.49=Disagree; 2.5-3.49=Neutral; 3.5-4.49=Agree; 4.5-5.0=Strongly agree

The findings revealed that 67.83% of respondents found the seven items measuring talent attraction appealing. Among these, the most attractive factor was perceived to be brand image with the majority (79.1%) agreeing (mean=3.97, SD=1.000) indicating that respondents were drawn to the hotels by a brand image associated with employment at that organisation. This mirrors

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the conclusions of Cheraisi and Busolo (2020) and Sokro (2012), which highlighted that a company's brand significantly influences employees' decisions to join.

The second aspect of the agreement focused on job alignment with personal skills (78.1%), with a corresponding mean of 3.95 and SD of 1.004, with employees noting their attraction to the hotels was because the job offered to them aligned well with their abilities. This corroborates with Ariyanto and Kustini (2021), who concluded that employees' attractiveness to an organisation was influenced by the employee value proposition, especially when offering jobs that were in congruence with their skills. In contrast, the lowest item in terms of percentage of agreement was when respondents expressed neutrality about good wages (49.5%) being a factor in their attraction. Consequently, this result is inconsistent with the work of Mir et al. (2023) and Adeosun and Ohiani (2020), who considered pay to be a crucial element of talent attraction strategies. Scholars have argued that employees from the millennial and Generation Z demographics seek organisations that provide opportunities for career advancement, work-life balance, continuous learning, purpose-driven work, fairness, effective communication, collaboration, and organisational support. Thus compensation is one of the least significant factors when a hotel employee wants to join an organisation (Dwivedula & Singh, 2020; Otieno & Nyambegera, 2019). This explains the neutral results towards pay as a means of talent attraction in this study.

Talent development is essential dimension of TM practices within the hospitality sector, particularly following the successful recruitment of skilled employees. This aspect was measured through ten items, revealing that an

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overall 71.8% of participants agreed to the implementation of development practices. The findings align with those reported by Jepchumba (2021), who identified talent development as a critical element of TM. In particular, the majority (78.1%) agreed that the hotel grows workers with great potential at all levels with a mean score of 3.96 and a SD of 0.951 as the highest. This finding corroborates the study of Johnson, Huang and Doyl (2019), who found hotel growing workers with great potential at all levels as a way of developing talented staff. Following closely, 77.5% were employees receiving coaching from sectional heads, with a mean score of 4.02 and SD of 1.000 as the highest. This finding corroborates the study of Samanta and Eleni (2021), which posited that the presence of a coach or mentor facilitates the assimilation of new hires into the organisational environment. Conversely, over 61.5% of respondents agreed (mean=3.81, SD=1.098) that they had career mentors at their respective hotels. However, this was the lowest in terms of the percentage of agreement with the items used to measure TD. This observation corroborat the work of Nordin, Saraih, Ismail and Hamdan (2021), who concluded that career advancement in the hotel industry is greatly influenced by mentoring.

The final dimension of talent management pertinent to this study is talent retention, which was assessed using ten (10) items. Talent retention is essential for mitigating turnover costs, enhancing productivity, and improving the quality of service delivery, achieving an overall 66.28% agreement among respondents. Notably, having positive working relationships with coworkers and management emerged as the most significant factor recording 84.1% agreement (mean=3.61, SD=1.036) in measuring employees' perceptions of talent retention practices. This finding aligns with Ngozi and Edwinah (2022), who identified

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positive working relationships with coworkers as a significant factor in improving employee retention. Furthermore, 74.2% agreed with a corresponding mean of 3.85 and SD of 1.019, that well-performing employees always receive recognition which influences their retention at the hotel, corroborating the findings of Arunraj, Murugesan, Pandi and Sivasubramanian (2024), who discovered that recognition improves staff retention in an organisation. Conversely, the item that recorded the lowest percentage of agreement (55.8%) with a mean score of 3.34 and Standard Deviation of 1.267 was the competitive salary system serving as a motivating factor for employee retention. This finding contrasts with the conclusions drawn by Dogonyaro (2021), who examined staff retention strategies in the hospitality industry and posited that competitive compensation is a critical strategy for retaining employees in hotels of comparable standards.

These findings can be explained with the use of Hertzberg, Mausner & Snyderman (1959), Two-Factor motivation theory. Herzberg's Two-Factor Theory offers a framework for comprehending why compensation is not the main driver of talent retention, despite being a necessary component of employment. According to the theory, there are two types of motivating factors: "Motivators" and "Hygiene Factors." Salary and other hygiene aspects are important to keep employees happy, but when they are sufficient, they do not help with employee engagement or retention. conversely, incentives including chances for individual development, acknowledgement, and a supportive workplace are essential for promoting job satisfaction and employee engagement, which in turn leads to retention.

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Accordingly, while appealing compensation is always vital for workers, it does not guarantee retention, as individuals tend to prioritize intrinsic motivators once their basic financial needs are met. This implies that even though insufficient pay can cause dissatisfaction and may trigger employee turnover, especially in the hotel sector, an exponential increase in salary/pay alone does not inherently motivate workers to be loyal (Herzberg, 1966). Therefore, depending exclusively on pay may not be a successful strategy when it comes to retaining talent. Hotels can instead concentrate on improving intrinsic motivators, which include job enlargement and job enrichment, chances for advancement, and recognition. These elements will help to create a stronger psychological bond between the person and the hotel that would invariably lead to talent retention.

Employee Perception of Talent Management Practices by their Socio-demographic and Work Characteristics

Studies show that employees' socio-demographics and work characteristics influence their perceptions of TMPs. In view of this, the research also examined the degree to which workers' opinions vary across socio-demographic and occupational characteristics concerning the implemented Talent Management practices, utilising Analysis of Variance (ANOVA) and t-tests. ANOVA was applied in scenarios involving three or more groups to ascertain whether significant differences existed among them, while the t-test was employed for comparisons involving two categorical variables or groups. Consequently, the results are detailed in Table 5.

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Table 5: ANOVA Test and T-test for TM Practices across Socio-demographic and Work Characteristics

Variable	Talent attraction	Talent development	Talent retention
Gender			
Male	2.59*	2.68*	2.54
Female	2.44*	2.42*	2.47
p-value	***p*=0.05**	***p*=0.02**	*p*=0.33
t-value	*t*=1.95	*t*=2.40	*t*=0.97
Marital status			
Single	2.50	2.59	2.48
Married	2.60	2.64	2.58
p-value	*p*=0.17	*p=0.47*	*p=0.16*
t-value	*t=-1.37*	*t=-0.70*	*t=-1.45*
Nationality			
Ghanaian	2.53	2.61	2.52
Non-Ghanaiana	2.51	2.60	2.43
p-value	*p=0.89*	*p=0.97*	*p=0.64*
t-value	*t=0.14*	*t=0.03*	*t=0.47*
Age			
20-30	2.48	2.57	2.44*
31-40	2.66	2.65	2.68*
41 and above	2.56	2.69	2.55*
p-value	*p=0.09*	*p=0.40*	***p=0.02***
F-value	*F=2.49*	*F=0.91*	*F=3.82*
Educational level			
Senior High School	2.44	2.54	2.33*
Vocational Training	2.43	2.44	2.54
HND/Diploma	2.61	2.62	2.63
Degree	2.55	2.70	2.49
Masters	2.69	2.67	2.73*
p-value	*p*=0.23	*p*=0.15	***p*=0.02**
F-value	*F*=1.41	*F*=1.69	*F*=2.97
Religious affiliation			
Christianity	2.53	2.60	2.51
Islam	2.55	2.61	2.52
Buddhist	2.71	2.75	3.00
p-value	*p*=0.84	*p*=0.90	*p*=0.36
F-value	*F*=0.17	*F*=0.11	*F*=1.04
Category of hotel			
3-Star	2.61	2.69	2.65*
4-Star	2.54	2.56	2.54*
5-Star	2.43	2.59	2.30*
p-value	*p*=0.16	*p*=0.29	***p*=0.00**

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F-value	*F*=1.87	*F*=1.24	*F*=6.78
Category of employee			
Junior Level	2.49	2.55	2.35*
Middle Level	2.54	2.59	2.57
Senior Level	2.59	2.72	2.62*
p-value	*p*=0.56	*p*=0.17	***p*=0.01**
F-value	*F*=0.58	*F*=1.78	*F*=5.18
Department			
Front Desk	2.52	2.59	2.58
Food and Beverage	2.52	2.59	2.49
Housekeeping	2.48	2.57	2.41
Marketing, sales, and finance	2.63	2.69	2.50
Maintenance	2.60	2.80	2.58
p-value	*p=0.72*	*p=0.77*	*p=0.88*
F-value	*F=0.52*	*F=0.46*	*F=0.30*

Source: Field Survey (2024) * Posthoc Scale: 1.0-1.49=Disagree; 1.5-2.49=Neutral; 2.5-3.0=Agree

The findings presented in Table 5 reveal statistically significant differences in employees' perceptions of talent attraction (p = 0.05) and talent development (p = 0.02) based on gender; however, no significant differences were observed for talent retention. Further analysis found that males reported a higher mean score for talent attraction (mean = 2.59) compared to females (mean = 2.44), as well as a higher mean score for talent development (mean = 2.68) compared to females (mean = 2.42). This disparity may be elucidated by Silva and Couto (2023), which explored gender biases within the hospitality sector. Their research highlighted that, despite constituting a significant portion of the workforce, women were predominantly assigned to roles characterised by inherent domestic responsibilities, such as cleaning and room service tasks. Conversely, men tended to be allocated to roles that required higher skill levels, including management, administration, and physically demanding tasks. Consequently, it is noted that hotels' implementation of TM practices may have

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preferentially targeted male employees over their female counterparts. This could account for the observed differences in perceptions regarding talent attraction and development between genders.

The findings also show notable variations in employees' opinions of talent retention practices and the age of the respondents (p = 0.02). Precisely, employees in the 31-40 age range (mean = 2.68) perceived or appreciated the talent retention practices more than those who were 41 years and above (mean = 2.55), while those in the 20-30 age range were the lowest (mean = 2.44). One could argue that workers in the 31–40 age range often have jobs that require striking a balance between personal obligations and professional development. Talent retention strategies that provide stability, career growth, and work-life balance are typically valued by this generation. According to a study by Kooij, De Lange, Jansen and Dikkers (2008), successful talent retention methods significantly inspire workers in this age range. Conversely, younger workers (20–30) frequently seek varied experiences, quick job advancement, and skill improvement. Research by Lyons, Schweitzer and Ng (2015) found that this age group may find chances that provide instant growth and learning more enticing than traditional talent retention strategies. This could account for their lesser appreciation (mean = 2.44) of current retention initiatives.

The results indicate that statistically significant differences exist (p = 0.02) between talent retention and the educational status of respondents. The post hoc analysis using the Tukey Honestly Significant Difference (HSD) test demonstrated that individuals holding a Master's Degree displayed a higher mean agreement toward talent retention (mean=2.73) compared to those with a West African Senior School Certificate Examination (WASSCE) certificate

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(mean=2.33). This can be substantially understood through the lenses of empirical literature regarding employee perceptions and engagement in the workplace. Because they anticipate more organisational support and growth chances, employees with advanced degrees typically respond to talent retention practices more than those with low educational status. According to research, retention rates are greatly impacted by perceived organisational support (POS) and therefore employees with advanced degrees frequently evaluate their workplaces critically with the resources provided for professional development and promotion (Khalid & Nawab, 2018; Wei, 2022). Their levels of commitment are significantly impacted by the assumption of more stringent management guidelines and a well-organised workplace, which increases their likelihood of sticking with their companies.

On the other hand, Kumar, Devadas and Dhammika (2021), found that employees with low educational backgrounds especially, those with only a secondary education could have different expectations and participate less in organisational development programs, which might result in lower loyalty and more inclinations to leave when better possibilities arise elsewhere. This mirrors the study of Vetráková, Šimočková, and Pompurová (2019), which established a strong correlation between staff educational attainment and propensity to remain with in the hotel. Specifically, employees with higher educational qualifications exhibited greater job stability and lower turnover rates compared to their less-educated counterparts.

Furthermore, regarding hotel categories, analysis of variance (ANOVA) revealed statistically significant differences exist ($p = 0.00$) in talent retention across different hotel categories. The Tukey post hoc test indicated that while

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employees from three-star (mean=2.65) and four-star (mean=2.54) hotels exhibited a positive agreement towards the implementation of talent retention practices, employees in five-star establishments remained neutral (mean=2.30). One important observation is that in contrast to their colleagues in five-star hotels, employees at 3 and 4-star establishments could see more obvious and immediate advantages from talent retention initiatives. The operational style of 3 and 4-star hotels frequently places a greater emphasis on team dynamics and employee contributions than on five-star hotels (Marinakou & Giousmpasoglou, 2019), which might be the reason for this finding.

Additionally, Sadek (2020) posits that workers in five-star hotels and other luxury hotels may encounter different support systems than those in less opulent environments. As a result, workers in three- and four-star hotels frequently express feeling more involved with management, which may initiate proactive retention tactics that resonate more effectively with them. This mirrors the conclusion by Siaw, Agbenyeke, Gyasi and Afari (2022), which indicated that three-star and four-star hotels aggressively implement comprehensive retention strategies to address employee turnover. Additionally, Lepilale (2009) examined the relationship between staff retention and turnover, concluding that while five-star hotels attempt to retain key staff members, their retention strategies are often inadequate due to a focus on other operational facets or a reliance on brand recognition to retain employees.

With regard to the classification of employees, the findings from the Analysis of Variance (ANOVA) reveal a statistically significant difference ($p = 0.01$) in the perceptions of talent retention between senior-level employees (mean = 2.62) and junior-level employees (mean = 2.35). Pandita and Ray

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(2018) found that senior-level employees frequently have higher expectations of organisational commitment to talent retention practices of hotels, these workers view talent management techniques as a means of advancing their professional growth and job happiness because they are probably more committed to their careers. They are more knowledgeable about and involved with the organisation's people management frameworks, which include succession planning, mentoring, and leadership development opportunities. This is why Ismail, Ka, Fern and Imran, (2021) in their study concluded that these factors greatly improve their sense of value, which in turn affects their retention.

Moreover, the participation of senior staff members in decisions pertaining to talent management programs is another element causing the discrepancy. Hongal & Kinange (2020), posited that senior employees frequently have positions that give them direct control over or influence over the creation and execution of retention strategies, which raises the practices' perceived relevance and efficacy. This engagement increases organisational commitment by fostering a sense of ownership over organisational policies and improving their alignment with overarching company objectives. Accordingly, this phenomenon is further supported by Simmons Jr. (2023) study, which indicates that managers often prioritise retention strategies that address critical challenges, uphold retention initiatives, and ensure the longevity of experienced employees. The author posits that the focus on senior personnel can be attributed to the substantial investments made in their professional development and the pivotal roles they occupy within the organisation. Consequently, this may elucidate why senior-level employees across various hotel categories report a

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more favourable perception of talent retention activities compared to their junior counterparts.

***H_{01}**: The study hypothesised that no statistically significant variations in TMPs among different hotels in Accra Metropolis, specifically:*

***H_{01}a:** There is no statistically significant variation of talent attraction practices among different hotel*

***H_{01}b:** There is no statistically significant differences in talent development practices in hotels*

***H_{01}c:** There is no statistically significant differences in talent retention among hotels*

*Based on the analysis the results revealed no statistically significant variations in talent attraction and development among different upscale hotels in Accra Metropolis. However, a statistically significant difference was observed in talent retention practices, suggesting some upscale hotels employee more talent techniques more than the others. In light of this, **H_{01}a** and **H_{01}b** is accepted while **H_{01}c** is rejected.*

Theoretically, the results indicate employees were more attracted to the organisation's brand image and job skills alignment than pay. This supports the HRBV theory, which stipulates that a company capacity to maintain a durable business advantage and function well organisationally depends on its ability to effectively utilise unique resources that are valuable, hard to replace, and intangible within its purview. The findings reinforce that employees view the hotel's reputation/brand image and job fit as valuable, characteristics that cannot be replaced which is essential for developing strategic competence.

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Moreover, for talent development, respondents' high agreement concerning growing workers with great potential, coaching, suitable education techniques as well as the offering of training opportunities reflects the hotels' investment in developing distinctive organisation-specific competencies. This development improves employees' value and strengthens their commitment which is the fundamental tenets of HRBV.

Finally, concerning talent retention, the results indicate that employees' response to retention practices was impacted by intrinsic factors such as work relationships and recognition than by compensation alone. This implies that hotels were utilising organisational culture and human relationships as strategic resources, which is in line with HRBV theory's focus on intangible assets. These findings indicate that upscale hotels in Accra view their staff as valuable resources. Thus, the HRBV theory, which states that human resources, when properly managed, will produce a sustained competitive advantage through improved OCB, is in line with the practices in talent attraction, development, and retention.

Overall Commitment Level

Figure 3 presents the overall commitment level of employees' OCB. The data revealed that 25% indicated their commitment was very high, 44% indicated their commitment was high, 23% indicated moderate and 8% indicated low.

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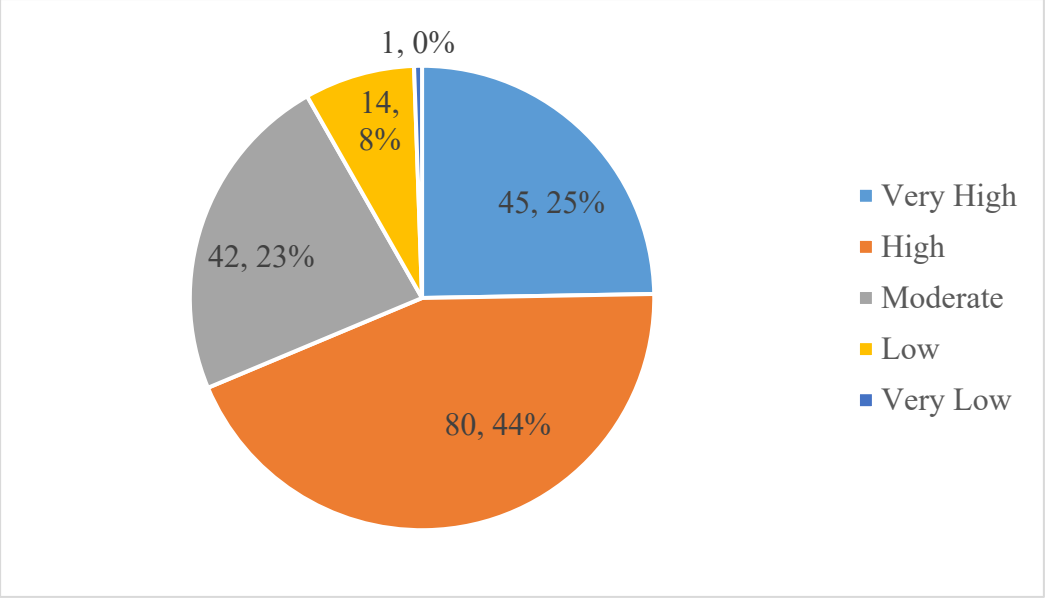


Figure 3: Overall Commitment Level
Source: Field Survey, Abubakari (2024)

Descriptive Statistics for Employees' Organisational Citizenship Behaviour

This section examines organisational citizenship behaviours (OCB) exhibited by employees of upscale hotels in the Accra metropolis. OCB in this study was measured using five dimensions (altruism, conscientiousness, courtesy, sportsmanship, and civic virtue). Consequently, percentages, means and standard deviation were used to present the responses of each statement used to measure the dimensions of OCB. Table 6 presents the details of the results.

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Table 6: Descriptive Statistics for Employees' OCB Behaviour

Altruism	% in agreement	Mean	Std. Dev.
Altruism	***71.14***	***3.80***	***1.18***
I willingly assist my coworkers who have been absent in catching their work	68.2	3.79	1.191
I willingly assist coworkers who have heavy workloads	71.5	3.84	1.152
I willingly take time out of my schedule to train new employees	66.5	3.71	1.233
I voluntarily assist people with work-related issues	69.8	3.68	1.203
I am always willing to offer assistance to anyone in my immediate vicinity	79.7	3.96	1.109
Conscientiousness	***81.36***	***4.10***	***1.09***
If I cannot make it to work, I notify the hotel in advance	85.7	4.28	.925
I do not take extra breaks during working hours	69.8	3.70	1.343
I follow hotel policies and procedures even when no one else is around	80.4	4.13	1.005
I am constantly mindful of doing my work-related activities	85.2	4.17	1.050
I firmly believe that one should work hard for a day's Compensation	85.7	4.23	1.102
Courtesy	***89.36***	***4.34***	***0.85***
I take steps to avoid having problems with coworkers	89.6	4.25	.887
I consider the impact that my actions have on other people's job	83.6	4.21	.935
I do not violate other people's rights	89.6	4.40	.827
I make an effort not to cause my coworkers any trouble	91.7	4.42	.813

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I think about how my actions will affect my coworkers	92.3	4.43	.795
Sportsmanship	***81.42***	***4.15***	***0.97***
I do not spend a lot of time complaining about unimportant things at work	74.1	4.21	.892
I constantly focus on what is positive rather than the negative	89.5	4.32	.927
I often do not turn small things into big problems	80.8	4.05	1.034
I avoid making seemingly simple work issues appear complicated	79.2	4.05	1.047
I constantly concentrate on the good things I see in the hotel	83.5	4.10	.958
Civic Virtue	***68.7***	***3.68***	***1.24***
I attend meetings that are not mandatory but help the hotel image	74.9	3.67	1.249
I participate in events that enhance the hotel's reputation but are not mandatory	68.5	3.71	1.193
I stay up to date on any changes that occur at the hotel	72.6	3.82	1.110
I volunteer to fill roles when they become available at work	66.5	3.64	1.278
I willingly come to work to help when the hotels have a busy day	61.0	3.55	1.381
Overall Employee Commitment	78.4	4.01	1.0656

Source: Field Survey, Abubakari (2024)
Scale: 1.0-1.49=strongly disagree; 1.5-2.49=Disagree; 2.5-3.49=Neutral; 3.5-4.49=Agree; 4.5-5.0=strongly agree

The employees' OCB was measured using five latent variables. Starting with altruism as a dimension, which is described as employee selfless and voluntary work to support their coworkers (Organ, 1988), five items/questions were used to measure it. The survey discovered most (71.14%) of the respondents exhibited altruism as a dimension of OCB. The descriptive

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statistics show that the majority (79.7%) with a corresponding mean of 3.96 and standard deviation of 1.109, of the employees indicate their willingness to offer assistance to anyone in their immediate vicinity, conforming with the findings of Arthur-Amissah (2018), who found employees offering assistance to their colleagues in the immediate vicinity as an item measuring employees' altruism. Followed by 71.5% (mean=3.84, SD=1.152) of employees agreed to assist coworkers who have heavy workloads, which is consistent with the study of Olonade, Omotoye, Awosusi and Odunayo (2023), who found that employees helping coworkers with heavy workloads is one of the significant components of staff altruistic behaviour. 66.5% (mean=3.71, SD= 1.233) willingly take time out of their schedule to train new employees was the lowest in terms of percentage of agreement, however, this corroborated with the findings of Tandoh (2020), who found that employees willingly sacrifice time from their schedule to orient new staff in their quest to show altruistic behaviour.

Also, conscientiousness as a component of OCB, which describes the discretionary actions of employees that go above and beyond the call of duty, exhibiting a high degree of accountability, diligence, and dependability (Organ, 1988), was measured using five items. The responses obtained from the employees revealed an aggregate (81.36%) agreement (mean=4.101, SD=1.085). This indicates the respondents strongly agreed to exhibit conscientiousness as one of the dimensions of OCB. Specifically, most (85.7%) of the employees indicate that if they cannot make it to work, they notify the hotel in advance with a mean score of 4.28 and a standard deviation of 0.925. Similar to research of Agarwal et al. (2024), which discovered staff demonstrated conscientious behaviour such as notifying the hotel in advance if

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they cannot make it to work. Another 85.7% of the respondents with a corresponding mean score of 4.23 and standard deviation of 1.102 indicated that they believe in working hard for day compensation. This finding was in line with Abun, Theogenia, Micah & Abigail (2024), who found that employees' moral attitudes toward their work and conscientiousness as a dimension of OCB were significantly correlated. This suggests that OCB is more common among workers who have high moral attitudes toward their jobs. However, the lowest item concerning the percentage of agreement was 69.8% (mean=3.70, SD=1.343) of which respondents agreed that they avoid taking additional breaks during business hours, which coincided with the findings of Singh (2020), who found employees did not take extra breaks during working hours as a way of exhibiting conscientiousness.

Furthermore, employee courtesy, which is characterised by kind and thoughtful interaction with others, is one of the most important dimensions of OCB and was also measured using five items. The results show that overall, employees' courtesy behaviour was 89.36% (mean=4.337, SD=0.8514). This also emerged as the highest percentage of agreement among the five dimensions used to measure OCB in this study. Studies such as Santos, Lousã, Sá, and Cordeiro (2023) found that courtesy exerts a significant and beneficial effect on workers' well-being, highlighting the essence of polite behaviour in promoting good atmosphere of work. In specific terms, employees' thinking about how their actions will affect their coworkers was very significant in measuring courtesy. For this reason, it recorded a higher percentage of agreement among respondents (92.3%) with a mean score of 4.43 and a standard deviation of 0.795, in line with the study of Al-Zu'bi (2011), which found that courtesy

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includes considering the needs of coworkers and averting any issues. This was followed by staff making an effort not to cause their coworkers any trouble in their quest to exhibit politeness (91.7%) with a corresponding mean score of 4.43 and a standard deviation of 0.813. In congruence with this, Fan, Wider, and Chan (2023) also discovered that courtesy entails creating a cooperative and effective workplace where staff members want to avoid upsetting their colleagues, which greatly contributes to the success of the company. Conversely, 83.6% (mean=4.21, SD= 0.935) agreed that they consider the impact their actions have on other people's jobs. This was consistent with Na-Nan, Kanthong and Joungtrakul (2021), who found that employee courtesy includes staff taking into consideration the impact of their activities on coworkers.

For sportsmanship, which is described as employees' ability to put up with less-than-ideal situations without complaining excessively, overall recorded 81.42% in agreement (mean=4.146, SD=0.972), indicating that the majority of the employees exhibited sportsmanship as a dimension of OCB through TM practices like training and development, coaching, mentoring, career development etc. Further details show that most (89.5%) employees constantly emphasized on the favourable aspect instead of the negative ones, with a corresponding mean score of 4.32 and a standard deviation of 0.927. Followed by 83.5% of respondents agreed that (mean=4.10, SD=0.958) they constantly concentrate on the good things they see in the hotel, which is consistent with findings made by Branches and Biru (2024), who discovered constantly concentrate on what is positive rather than negative as employees' sportsmanship behaviours. Whereas, 74.1% of employees agreed that they do

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not spend a lot of time complaining about unimportant things at work, which supports the findings of Romaiha, Maulud, Ismail, Jahya, Fahana and Harun (2019), who found that one aspect of employees' sportsmanship behaviour is their ability to avoid complaining about unimportant things at work.

Concerning civic virtue, the results revealed 68.7% overall agreement (mean=3.678, SD=1.242) as a dimension of employees' OCB, indicating that TMPs lead to employees' civic virtue to a moderate extent. This implies that while over 60% of the employees are engaged in civic virtue as discretionary behaviour, further strengthening of TMPs will promote OCB among hotel employees. Specifically, 74.9% (mean=3.67, SD=1.249) indicated they *attend meetings that are not mandatory but help the hotel's image*. Also, 72.6% (mean=3.82, SD=1.110) agreed that they *stay up to date on any changes that occur*. These findings corroborate the research by Abd Elsalam (2021), who discovered that hotel employees exhibited high levels of civic virtue in attending meetings that enhance the hotel's reputation but are not mandatory, as well as staying up to date on any changes that occur in the hotel. However, just a little over 61% (mean=3.55, SD= 1.381) which is the lowest with respect to percentage of agreement, agreed that they *willingly come to work to help when the hotel has busy* days. This was similar to that of Hemaloshinee and Nomahaza (2017), who pointed out that during times of high demand, workers in the hospitality sector could put their primary duties ahead of voluntary help.

Consequently, the overall employees' commitment to OCB revealed that the majority (78.4%) of the respondents engaged in OCB (mean=4.01), especially in the areas of altruism, conscientiousness, courtesy, sportsmanship, and civic Virtue.

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Employees' Organisational Citizenship Behaviour by Socio-Demographic and Work Characteristics

In examining whether there is a statistically significant difference between OCB across employees' socio-demographics as well as work characteristics, ANOVA and T-test were conducted. Specifically, the ANOVA was used where there are more than three variables while the T-test was used with two categorical variables. To explore further to ascertain where the differences are, Tukey HSD posthoc was used to point out the differences. Consequently, details of the results are presented in Table 7.

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Table 7: One-way ANOVA and T-test for Organisational Citizenship Behaviour

Variable	Altruism	Conscientiousness	Courtesy	Sportsmanship	Civic Virtue
Gender					
Male	2.50	2.73	2.85	2.77	2.47
Female	2.62	2.70	2.85	2.75	2.50
p-value	*p*=0.21	*p*=0.65	*p*=0.96	*p*=0.81	*p*=0.74
t-value	*t*=-1.25	*t*=0.45	*t*=-0.05	*t*=0.25	*t*=-0.34
Marital status					
Single	2.59	2.69	2.85	2.77	2.52
Married	2.48	2.76	2.85	2.73	2.41
p-value	*p=0.32*	*p=0.30*	*p=0.99*	*p=0.54*	*p=0.35*
t-value	*t=-0.99*	*t=-1.04*	*t=0.01*	*t=0.61*	*t=0.93*
Nationality					
Ghanaian	2.58	2.72	2.86	2.77	2.50
Non-Ghanaian	1.91	2.60	2.71	2.43	1.97
p-value	***p*=0.01**	*p=0.49*	*p=0.33*	***p=0.04***	***p=0.04***
t-value	*t*=1.89	*t=0.43*	*t=0.50*	*t=1.19*	*t=1.42*
Age					
20-30	2.51	2.66	2.82	2.75	2.44
31-40	2.73	2.84	2.94	2.81	2.67
41 and above	2.50	2.76	2.83	2.69	2.34
p-value	*p*=0.14	*p=0.07*	*p=0.20*	*p=0.56*	*p=0.09*
F-value	*F*=1.20	*F=2.74*	*F=1.60*	*F=0.59*	*F=2.44*
Educational level					
Senior High School	2.42	2.65	2.83	2.72	2.32
Vocational Training	2.63	2.66	2.79	2.67	2.37
HND/Diploma	2.48	2.69	2.87	2.76	2.54
Degree	2.63	2.77	2.87	2.83	2.58

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Masters		2.96	2.96	2.92	2.76	2.68
p-value		*p*=0.12	*p=0.23*	*p=0.88*	*p=0.62*	*p=0.25*
F-value		*F*=1.86	*F=1.42*	*F=0.30*	*F=0.66*	*F=1.37*
Religious affiliation						
Christianity		2.57	2.72*	2.84	2.76	2.48
Islam		2.51	2.78*	2.93	2.74	2.50
Buddhist		1.90	2.00*	2.70	2.80	2.70
p-value		*p*=0.35	***p=0.05***	*p=0.52*	*p=0.97*	*p=0.90*
F-value		*F*=1.06	*F=2.97*	*F=0.66*	*F=0.03*	*F=0.11*
Category of hotel						
3-Star		2.78*	2.87*	2.92	2.82	2.73*
4-Star		2.57	2.45*	2.80	2.71	2.45
5-Star		2.27*	2.65	2.87	2.79	2.24*
p-value		***p*=0.00**	***p*=0.01**	*p*=0.23	*p*=0.28	***p*=0.00**
F-value		*F*=7.74	*F*=4.93	*F*=1.48	*F*=1.29	*F*=6.70
Category of employee						
Junior Level		2.45*	2.43*	2.85	2.76	2.33
Middle Level		2.52	2.70	2.87	2.75	2.44*
Senior Level		2.77*	2.86*	2.82	2.77	2.72*
P-value		***p*=0.05**	***p*=0.03**	*p*=0.82	*p*=0.97	***p*=0.02**
F-value		*F*=3.03	*F*=3.43	*F*=0.19	*F*=0.03	*F*=4.29
Department						
Front Desk		2.61	2.70	2.82	2.70	2.46
Food and Beverage		2.56	2.72	2.88	2.81	2.53
Housekeeping		2.33	2.62	2.70	2.61	2.22
Marketing, sales, and	finance	2.52	2.77	2.91	2.80	2.45
Maintenance		2.88	2.92	3.00	2.80	3.00
P-value		*p=0.47*	*p=0.69*	*p=0.29*	*p=0.34*	*p=0.19*
F-value		*F=0.90*	*F=0.58*	*F=1.26*	*F=1.14*	*F=1.57*

Source: Field Survey (2024) * Posthoc Scale: 1.0-1.49=Disagree; 1.5-2.49=Neutral; 2.5-3.0=Agree

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The results from Table 8 indicate significant differences exist in OCB practices in the areas of altruism (p=0.01), sportsmanship (p=0.04) and civic virtue (p=0.04) in relation to nationality. Even though all the employees exhibit altruism, sportsmanship and civic virtue, the mean score for Ghanaians was generally higher. Specifically for altruism (mean=2.58), sportsmanship (mean=2.77) and civic virtue (mean=2.50). This corroborated with findings of Abd Elsalam (2021) who found that demographic factors, particularly nationality, have a substantial impact on OCB dimensions among hotel workers, suggesting that different patterns of civic virtue, sportsmanship, and altruism may be observed within similar demographic categories, such as nationality. Therefore, nationality can play a significant role in determining distinct OCB practices, as employees' willingness to go above and beyond the call of duty is influenced by their ingrained cultural values and identity views.

Again, the results indicate a statistically significant difference (p = 0.05) in employees' Conscientiousness as a dimension of OCB and their religious affiliation. While Muslims had a higher mean score of 2.78, the Christians were closely behind with a mean score of mean=3.72. The lowest score for conscientiousness concerning religious affiliation was Buddhist (mean 2.00). Arguably, Islamic teachings, which place a strong emphasis on responsibility, integrity and accountability, might have encouraged more conscientious behaviour among Muslim employees than their counterparts. For instance, research by Hayati and Caniago (2012) found that OCB, especially conscientiousness as a dimension of employees' OCB, was positively impacted by employees' Islamic work ethics. The authors postulated that the principle of Islam, which hinges on being answerable to God for one's actions, increases the

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desire to perform well, even in instances where management does not directly oversee them. Moreover, Islamic teachings frequently encourage resilience, optimism, and communal support, which can be seen as motivations for employees' OCB and, more especially, conscientiousness (Aderibigbe & Mjoli, 2018). This might be the reason why, in this study, Muslims were more conscientious than employees of other religious affiliations, corroborating the findings of Murtaza, Abbas, Raja, Roques, Khalid, and Mushtaq (2016), who found that those with greater levels of Islamic work ethics exhibit more conscientious behaviour.

Also, the results indicate that there is a statistically significant difference between the category of hotels and OCB, particularly in altruism (p=0.00), conscientiousness (p=0.01) and civic virtue (p=0.00). The results further revealed that employees from 3-star hotels exhibited more altruism as OCB with the highest means score (mean=2.78), followed by 4-star (mean=2.57) while 5-star was the lowest (mean=2.27). This means that employees of lower-end hotels, such as 3-star hotels, are more likely to engage in altruism than those at higher-end hotels, like 5-star hotels. The justification could be that smaller businesses necessitate closer interpersonal ties and teamwork (Khalid et al., 2009). For conscientiousness, the results show that a 3-star rating had the highest mean score (mean = 2.87). Five-star had the next highest mean rating (mean = 2.65), whereas 4-star had the lowest (mean = 2.45). Hemaloshinee and Nomahaza (2017) argued that conscientiousness differs among hotel categories, where employees of mid-range hotels exhibit a greater level of conscientiousness because of a structured yet flexible, organised work setting.

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Concerning civic virtue, the results show that the 3-star had the highest mean rating (2.73), followed by the 4-star with the second-highest mean score (2.45), while the 5-star had the lowest mean score (2.24). Employees of 3-star hotels, according to the results, are found to exhibit more civic virtue as a dimension of organisational culture, possibly because of their participation in organisational activities and decision-making, which corroborates the findings of Tambe (2014). These findings were inconsistent with Muhtasom, Mus, Bijang, and Latief (2017), who found that employees of higher-rated hotels exhibit more OCB, such as altruism, conscientiousness, and civic virtue, due to strong leadership philosophies that foster a positive workplace culture. Additionally, Freire and Gonçalves (2021) found that compared to workers in lower-tier enterprises, staff in 5-star hotels generally work in an atmosphere that emphasises premium service, which naturally requires higher levels of altruism, conscientiousness, and civic virtue. According to the authors, responsible leadership in upscale hospitality environments enhances civic engagement, particularly those focused on client connection and satisfaction, which aligns with the high standards for premium service in five-star establishments.

Finally, the results revealed that there are notable variations in the altruism of employees (p=0.05), conscientiousness (p=0.03) and civic virtue (p=0.02) with respect to the category of employees. The results further indicate that the employees at the senior level were found to have exhibited altruistic behaviour (mean=2.77) more than the middle level (mean=2.52) and junior level (mean=2.45), respectively. Similarly, with respect to employees' conscientiousness, the senior level had the highest mean score (mean = 2.86), the middle level yielded a second mean score (mean = 2.70), while the junior

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level was the lowest (mean = 2.43). Additionally, the Tukey Post Hoc Test pointed out that for employees' civic virtue, the senior level had the highest mean rating (mean = 2.72), followed by the middle level (mean = 2.44) and the junior level (mean = 2.33), respectively.

The reason is that senior-level employees frequently display more of these dimensions of OCB as a result of their leadership responsibilities, organisational devotion and expertise. Scholars argued that senior employees frequently face different expectations for their behaviour than junior and middle-level employees when it comes to leadership style. For instance, Kang and Ryan (2016) found that senior employees in organisations were held to greater standards of civic virtue and altruism, which is consistent with their established positions as mentors and leaders. While junior employees might place more importance on compliance and role-based responsibilities than on voluntary citizenship behaviours, senior staff members are likely to be more altruistic as a result of this higher expectation.

Similarly, due to the cumulative experience and accountability of senior-level employees, they exhibit higher levels of conscientiousness, which reflects diligence and responsibility (Almos, 2023). Again, as a result of senior staff involvement in decision-making, they exhibit a higher level of civic virtue than middle and junior-level employees (Mallick et al., 2014). This corrobotes the conclusion of Romaiha et al. (2019) and Hazzi (2018) who discovered that workers at higher levels demonstrated noticeably more OCB, including civic virtue, conscientiousness, and altruism. This trend was attributed to the greater organisational commitment, job autonomy, and role clarity of higher-level roles, resilience and flexibility over time.

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***H_{02}**: The study hypothesised that there is no statistically significant difference to which employees engage in OCB (altruism, conscientiousness, courtesy, sportsmanship, and civic virtue) across upscale hotels in Accra Metropolis*

***$H_{02}a$**: There is no statistically significant difference in employees' altruistic behaviour*

***$H_{02}b$**: There is no statistically significant difference in employees' conscientiousness behaviour*

***$H_{02}c$**: There is no statistically significant difference in employees' courtesy behaviour*

***$H_{02}d$**: There is no statistically significant difference in employees' sportsmanship*

***$H_{02}e$**: There is no statistically significant difference in employees' civic virtue*

Based on the findings, there is a statistically significant difference in employees' OCB, particularly altruism, conscientiousness, and civic virtue across upscale hotels in the Accra metropolis. Hence, H02a, H02b and H02e are rejected. However, the study accepts H02c and H02d.

Theoretically, the Social Exchange Theory (SET) which is based on is based on a sense of reciprocity and that employees of organisations with talent when well-managed feel obligated to contribute something in return and would do so by exhibiting OCB. The high OCB level (78.4%) overall agreement is a testament to the fact that employees exhibited strong altruism, conscientiousness, sportsmanship, civic virtue and courtesy. Based on the SET, this is a reciprocal response to talent management practices like mentoring,

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coaching, and equal treatment of employees with great potential. Thus when employees feel their talent is being managed properly, they respond favourably with discretionary behaviour which is a direct embodiment of the SET reprocity principle.

Moreover, senior-level and highly educated employees display more OCB. Particularly, so this category of employees often experiences more targeted talent development practices and recognition, reinforcing SET's belief that people who receive greater assistance from the organisation are more inclined to reciprocate. Thus, SET provides a clear explanation for the favourable correlation between OCB and talent management strategies in this study. In return for the resources and assistance they believe the hotels provide, employees take part in extra-role activities such as OCB.

Justification for the Use of Demographic Variables

To achieve a comprehensive understanding of the study population and to account for individual differences that can have an impact on OCB, demographic factors were included in this research. The inclusion of certain demographic variables, such as religion and ethnicity, was methodologically justified and in line with conventional procedure in organisational and hospitality research (Biru, 2024; Edeh et al., 2022; Arthur-Amissah, 2018), even though they were found not to have a statistically significant effect on OCB.

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Table 8: Summary of the Findings Based on the Hypothesis

Hypothesis	Status
H_{01}: There is no statistically significant variations in TMPs among different hotels in Accra Metropolis	
H01a: There is no statistically significant variation in talent attraction practices among different hotels	Fail to reject
H01b: There is no statistically significant differences in talent development practices in hotels	Fail to reject
H01c: There is no statistically significant difference in talent retention among hotels	Rejected
H_{02}: There is no statistically significant difference in employees OCB across upscale hotels	
H_{02a}: There is no statistically significant difference in employees' altruistic behaviour among upscale hotels	Rejected
H_{02b}: There is no statistically significant difference in employees' conscientiousness behaviour among hotels	Rejected
H02c: There is no statistically significant difference in employees' courtesy behaviour in hotels	Fail to reject
H_{02d}: There is no statistically significant difference in employees' sportsmanship among hotels	Fail to reject
H_{02e}: There is no statistically significant difference in employees' civic virtue in hotels	Rejected
H_{03}: There is no statistically significant effect of TMPs on OCB in upscale hotels	Rejected

Source: Abubakari, 2024

Effect of Talent Management Practices on Employees' Organisational Citizenship Behaviour

Structural Equation Modeling (SEM) was used to systematically evaluate factor structures and to confirm the relationship between the study constructs. It was performed using the AMOS 23 Graphics to determine the complex relationships between directly and indirectly observed (latent) variables" (Stein, Medland, Vasquez, Hibar, Senstad, Winkler & Weiner, 2012). Prior to the analysis using the SEM technique univariate normality was examined using the skewness and kurtosis within -2.00 to 2.00. The SEM procedure was performed in two main steps: First, the confirmatory factor analysis (CFA) technique was used to validate the research instrument. The

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second step was to examine the formulated hypotheses to determine the relationship between the constructs. The study used several model fit indices to assess the model adequacy and fit of the proposed model such as chi-square to the degree of freedom ratio χ^2/df , comparative fit index (CFI), Tucker-Lewis's index (TLI), and the root mean square error of approximation (RMSEA) (Hu & Bentler (1999). According to (Hu &Bentler,1999) recommended that indices such as χ^2/df should be lower than 5, CFI and TLI should not be lower than 0.95, and RMSEA should be smaller than 0.08.

The Results of the Measurement Model

The underlying structures of talent management practices were assessed, and the factorial validity of the various constructs employed in this study was established. Before conducting the CFA, all the observed variables were screened for normality. First, the data's normality was assessed by examining the skewness and kurtosis. In addition, the in-built normality test in AMOS was also used to assess the normality of the data (Appendix B).

The CFA was conducted on all the variables using the maximum likelihood estimates technique to test the measurement fit. Also, the psychometric properties of the measurement scale in terms of reliability, convergent validity, and discriminant validity were performed as part of the CFA model. Convergent validity is the extent to which multiple attempts to measure the same latent variable yield similar results. Discriminant validity is the extent to which measures of different latent variables are distinct. Table 8 contains the results of the CFA with its validity measures.

Generally, an assessment of the model shows that it fits the sample well, as all the standard estimates were within agreed ranges. The standard loadings

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were between 0.50 and 0.76 while the variances were all positive definite. Again, the standard errors were reasonable as they were neither too small (close to one) nor too high (close to one). Finally, all the estimates were significant at $p<0.010$ and a chi-square value ($X^2 = 545.309$, $p=0.000$) was statistically significant which indicates a good fit. Aside from the assessment of the measurement model, other more stringent model fitting results indicated that the model well to the sample data.

For a model to be regarded as a good fit, the Goodness of Fit Index (GFI) and Adjusted Goodness of Fit Index (AGFI) to be considered significant to a model, their values should be close to one (1) (Bryne, 2010). Both GFI (0.824) and AGFI (0.779) values show that the model fits the data well. In terms of the Normed Fit Index (NFI), Incremental Index of Fit (IFI), and Comparative Fit Index (CFI), values greater than 0.90 are considered to be indicative of a good of fit (Byrne, 2012). The results show that NFI (0.794), IFI (0.895), and CFI (0.893) values all indicate a well-fitting measurement model, though not up to the threshold of 0.90 or more. Lastly, the Root Mean Square Error of Approximation (RMSEA) is one of the most informative criteria in covariance SEM and values of 0.06 or less indicate a good fit (Hu & Bentler, 1998). Again, from the table, the RMSEA value of 0.062 shows that the model is a significant one.

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Table 9: Confirmation Factor Analysis on Talent Management Practices

Construct	Items	Standardized Loadings	Cronbach's Alpha	CR	AVE
Talent Attraction	TA2	0.526	0.78	0.79	0.40
	TA3	0.532			
	TA4	0.680			
	TA5	0.665			
	TA6	0.630			
	TA7	0.658			
Talent Development	TD1	0.501	0.885	0.89	0.48
	TD2	0.702			
	TD3	0.717			
	TD4	0.716			
	TD5	0.715			
	TD6	0.753			
	TD7	0.732			
	TD8	0.702			
	TD9	0.661			
Talent Retention	TR1	0.607	0.872	0.88	0.45
	TR2	0.705			
	TR3	0.727			
	TR4	0.737			
	TR5	0.653			
	TR6	0.689			
	TR7	0.719			
	TR8	0.685			
	TR10	0.511			

Chi-square = 545.309 (df = 300). Model Fit Indices: GFI = 0.824; AGFI = 0.779; CFI = 0.893; TLI = 0.895; NFI = 794; RSMEA = 0.062

With respect to the individual latent variables (constructs), standardized loadings ranged from 0.501 to 0.753, exceeding the minimum acceptable threshold of 0.50, thereby indicating adequate indicator reliability. Talent attraction had loadings between 0.526 and 0.680, talent development demonstrated comparatively stronger loadings (0.501–0.753), while talent retention loadings ranged from 0.511 to 0.737. These indicate a very strong

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relationship between each of the indicators and the latent variables and that the indicator variables are significant and representative of their construct. It further suggests that all items contribute meaningfully to their respective constructs, with talent development being the most consistently measured dimension, likely reflecting the relatively structured nature of development-related organisational practices. Again, high standardized regression weights of indicator variables signify convergent validity (Byrne, 2010). Convergent validity indicates the extent to which the indicator variables of the latent construct share a higher proportion of variance in common (Hair, Black, Babin, Anderson, & Tatham, 2010). This validity was measured using standardized factor loadings. The factor loadings of the latent to the observed variables should be above .50 (Byrne, 2001; 2010, Hair, et. al, 2010).

Internal consistency reliability was supported across all constructs. Cronbach's alpha values ranged from 0.78 to 0.885, while Composite Reliability (CR) values ranged from 0.79 to 0.89, exceeding the recommended cutoff of 0.70 (Nunnally & Bernstein, 1994). These findings confirm that the measurement items demonstrate strong internal coherence and reliably capture their underlying latent constructs. Convergent validity was assessed using Average Variance Extracted (AVE). The AVE values were 0.40 for talent attraction, 0.48 for talent development, and 0.45 for talent retention. Although these values fall slightly below the conventional threshold of 0.50, convergent validity is still considered adequate in this study. According to Fornell and Larcker (1981), constructs with AVE values below 0.50 may be retained when Composite Reliability exceeds 0.60, as is the case here.

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In applied management research, particularly within human resource and organisational studies, strict adherence to the AVE ≥ 0.50 rule has been increasingly questioned, with scholars emphasizing theoretical coherence and reliability over rigid statistical thresholds (Hair, Risher, Sarstedt & Ringle, 2019; Kline, 2016). Therefore, the AVE results do not undermine the convergent validity of the constructs in this study.

Discriminant Validity

Discriminant validity of the latent variable in the measurement model was also assessed. One common measure of discriminant validity in CFA is a comparison of the square root of the AVE value of each latent construct with its correlation with other construct (Fornell & Larcker, 1981). The interrelationships among the constructs are evaluated through the Fornell-Larcker criterion, which requires that the square root of each construct's AVE be greater than the correlation between that construct and other constructs. As shown in Table 9, the correlation coefficients among the constructs are smaller than the square root of their respective AVEs, demonstrating that discriminant validity is assured (Fornell & Larcker, 1981). Specifically, the square roots of the AVE values for talent attraction (0.632), talent development (0.693), and talent retention (0.671) exceeded their respective correlations with other constructs. This satisfies the Fornell–Larcker criterion and confirms adequate discriminant validity. The observed correlations among the talent constructs (ranging from 0.514 to 0.569) indicate related but non-redundant dimensions, reflecting the reality that attraction, development, and retention are interconnected yet conceptually separable components of an integrated talent management system.

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Table 10: Model Validity Measures and Correlation among all Constructs

Constructs	OCB	TA	TD	TR
Organisational Citizenship Behavior	1.000			
Talent Attraction	0.402	1.000		
Talent Development	0.497	0.569	1.000	
Talent Retention	0.427	0.514	0.533	1.000

Legend: *Diagonal values = √AVE (should be greater than the off-diagonal correlations for adequate discriminant validity).*

Importantly, the inclusion of Citizenship Behaviour further strengthens the discriminant validity assessment. The comparatively lower correlations between organisational citizenship behaviour and the talent constructs (0.402–0.497) suggest that while positive employee behaviours may be influenced by talent management practices, they constitute a separate behavioural outcome rather than a measurement artifact. This distinction supports the theoretical positioning of organisational citizenship behaviour as a consequence of effective talent systems rather than a sub-dimension of talent management itself.

Although the AVE values for the talent management constructs were marginally below the conventional 0.50 threshold, this does not undermine the validity of the measurement model. As argued by Fornell and Larcker (1981) and reiterated in more recent SEM guidelines (Hair et al., 2019), AVE values below 0.50 may be acceptable when composite reliability is high and discriminant validity is clearly established. In this study, all constructs demonstrated strong composite reliability, and the Fornell–Larcker results indicate that shared variance between constructs is lower than the variance captured by each construct's indicators. This is particularly common in

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organisational and management research, where constructs are behaviourally rich, multidimensional, and context dependent.

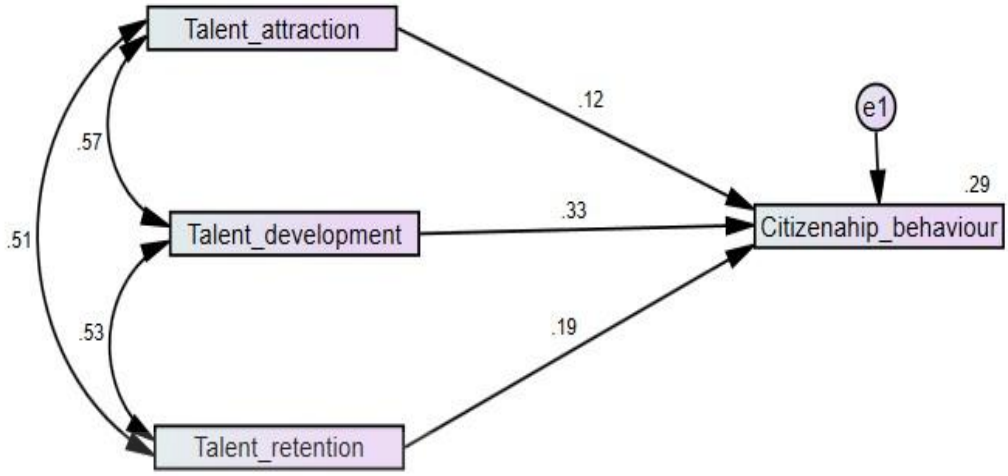


Figure 4: Structural model of talent management practices and Organisational citizenship behaviour

Assessment of Path Relationships

This subsection explains the relationships hypothesised for this study. The independent variable was TMPs (TA, TD and TR) and the dependent variable was organisational citizenship behaviour. The structural model examined the direct effects of TA, TD and TR on OCB. The results reveal differentiated effects across the three dimensions of TMPs, underscoring their distinct roles in shaping discretionary employee behaviours. The results are presented in Table 10. The results revealed that there is a positive relationship between talent management practices and organisational citizenship behaviour (p-value=0.00). This implies that as talent management practices increases, organizational citizenship behaviour increases. Therefore, the null hypothesis is rejected because there is statistically significant relationship between talent

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management practices and organisational citizenship behaviour. Overall, the model accounts for 29.2% of the variance in OCB ($R^2 = 0.292$), reflecting a moderate explanatory capacity. This finding suggests that effective talent management practices are integral to promoting OCB, though it is important to recognize that other elements, such as leadership style and organisational culture, also play significant roles.

Specifically, talent development has a significant positive effect on organisational citizenship behaviour (OCB), with a standardized coefficient of $\beta = 0.328$, $p < 0.001$, indicating that investing in hotel growing talented workers with great potential at all levels, coaching, suitable education initiatives for employees, opportunity for advancement, employee training, and career progression encourages voluntary extra-role behaviours. This aligns with empirical literature, that indicate a strong favourable correlation between TD and and OCB, indicating TMPs focused on employee growth encourage workers to go beyond their formal duties (Araka and Kipkebut, 2025; Rubel & Rahman, 2018). Moreover, studies on career development strategies have shown that these programs improve OCB by raising workers' organisational commitment and engagement, which encourages them to return the favour by engaging in discretionary behaviours like supporting coworkers and upholding a positive work environment (Chepkemoi, 2023). Among talent management dimensions, talent development is the most influential predictor of OCB, underscoring the role of development practices in promoting staff prosocial behaviour.

Additionally, talent retention exerts strong favourable prediction in OCB ($\beta = 0.192$, $p = 0.013$), suggesting that psychological commitment among

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employees is influenced by positive working relationships coworkers, internal recruitment practices, job life arrangement, acknowledment, and supportive work environments, which in turn encourage discretionary behaviours that enhance organisational effectiveness. This aligned with a number empirical studies which predict a favourable influence of talent retention and OCB. For instance, Soliman and Hasanein (2020) found that talent retention practices were positively associated with OCB among hotel employees, suggesting that supportive retention practices foster strong affective commitment and pro-social behaviours. Similarly, Tian, Iqbal, Akhtar, Qalati, SAnwar & Khan, (2020) in their study found a positive significant effect of talent retention on employee OCB. These studies corroborate the present findings that talent retention practices have a significant positive influence on OCB, reinforcing the idea that sustaining employee engagement and organisational support through retention mechanism encourages voluntary extra-role behaviour. Even while talent retention has a less effect than talent development, it is still important to maintaining long-term employee loyalty.

Conversely, there is a statistically insignificant but positive relationship between talent attraction and OCB ($\beta = 0.117$, $p = 0.144$). This is in line with Moreira and Cesário (2021), who found non-significant effect of talent attraction on OCB. This implies that company branding and recruitment strategies alone are insufficient to promote pro-social behaviours. The results suggest that, whereas acquiring talent is key for initial hiring, employees' experiences and relationships inside the organisation after joining have a greater impact on OCB. The results indicate pre-entry recruitment strategies have less of an impact on fostering organisational citizenship behaviour than post-entry

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talent management strategies (development and retention). This emphasizes the importance it is for organisations to continue investing in their workers after hiring them in order to cultivate behaviours that promote organisational effectiveness.

Table 11: Influence of Talent Management Practices on Organisational Citizenship Behaviour

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			Estimate	S.E.	P	R^2
Talent attraction	→	OCB	0.117	0.234	0.144	
Talent development	→	OCB	0.328	0.194	0.000*	29.2
Talent retention	→	OCB	0.192	0.180	0.013*	
Talent attraction	→	Altruism	0.061	0.078	0.491	
Talent development	→	Altruism	0.177	0.065	0.048*	13.6
Talent retention	→	Altruism	0.197	0.060	0.022*	
Talent attraction	→	Conscientiousness	0.150	0.056	0.073	
Talent development	→	Conscientiousness	0.340	0.046	0.000*	21.8
Talent retention	→	Conscientiousness	0.039	0.043	0.633	
Talent attraction	→	Courtesy	0.166	0.055	0.058	
Talent development	→	Courtesy	0.171	0.045	0.051*	15.2
Talent retention	→	Courtesy	0.130	0.042	0.126	
Talent attraction	→	Sportsmanship	0.182	0.053	0.027*	
Talent development	→	Sportsmanship	0.222	0.044	0.008*	24.7
Talent retention	→	Sportsmanship	0.192	0.040	0.016*	

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Talent attraction	⟶	Civil Virtue	-0.035	0.078	0.684	
Talent development	⟶	Civil Virtue	0.356	0.065	0.000*	20.3
Talent retention	⟶	Civil Virtue	0.172	0.060	0.038*	

NB: OCB = Organisational Citizenship Behaviour

The model was further estimated on the individual dimensions of OCB of hotel employees. For altruism, talent development (β = 0.177, p = 0.048) and talent retention (β = 0.197, p = 0.022) were significant predictors, with the model explaining 13.6% of the variance. These results suggest that employees who perceive continuous learning opportunities and career development are more inclined to help colleagues voluntarily, corroborating with the findings of Chepkemoi (2023). However, talent attraction was not significant (β = 0.061, p = 0.491), consistent with conclusion made by Moreira and Cesário (2021), reinforcing the assumption that helping behaviours emerge primarily from ongoing organisational experiences rather than pre-employment perceptions. Conscientiousness was significantly influenced only by talent development (β = 0.340, p < 0.001), with an R^2 of 21.8%, demonstrating its strong explanatory power. This is in line with findings of study by Widodo and Ciptaningsih (2023), which discovered strong positive correlations between talent development and OCB in general, including behaviours connected to conscientiousness. In contrast, the effects talent attraction (β = 0.150, p = 0.073) and talent retention (β = 0.039, p = 0.633) were not statistically significant corroborating with the findings of Moreira and Cesário (2021). This pattern suggests that performance expectations and competence development have a

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greater influence on diligence, timeliness, and rule compliance than recruitment signals or retention incentives.

With respect to courtesy, talent development again emerged as a significant predictor (β = 0.171, p = 0.051), with the model (TMP) explaining 15.2% of the total variance, albeit at a marginal significance level. This is consistent with the findings of Edeh et al. (2022), who discovered a significant positive relationship between talent management and employee courtesy as a dimension of OCB. Talent attraction (β = 0.166, p = 0.058) and talent retention (β = 0.130, p = 0.126) did not show statistical significance. This suggests that proactive behaviours aimed at preventing interpersonal conflict are more likely to be cultivated through continuous learning and socialisation processes rather than initial attraction or retention mechanisms.

All three talent management dimensions significantly predicted sportsmanship. Talent attraction (β = 0.182, p = 0.027), talent development (β = 0.222, p = .008), and talent retention (β = 0.192, p = .016) collectively explained 24.7% of the variance. This mirrors the findings of Manenzhe and Ngirande (2021); Edeh et al. (2022) which discovered talent development and retention practices has a significant positive effect on employee extra-role behaviour in the hospitality industry. This finding implies that tolerance for inconvenience and positive attitudes toward organisational challenges are influenced by both entry-level expectations and sustained employment experiences, making sportsmanship the most broadly responsive OCB dimension in the model.

Finally, civic virtue was significantly predicted by talent development (β = 0.356, p < .001) and talent retention (β = 0.172, p = .038), accounting for

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20.3% of the variance. Talent attraction showed no significant effect (β = −0.035, p = .684). This is consistent with study of Alkaf and Chiang (2022) who found TD and TR as significant predictor of employee OCB including civic virtue. These results indicate that active participation in organisational governance and concern for institutional well-being are primarily fostered through long-term developmental investment and sustained organisational attachment rather than recruitment appeal.

The results suggest that, whereas acquiring talent is key for initial hiring, employees' experiences and relationships inside the organisation after joining have a greater impact on OCB. It further indicates that pre-entry recruitment strategies (talent attraction) have less of an impact on fostering organisational citizenship behaviour than post-entry talent management strategies (development and retention). This emphasizes the importance it is for organisations to continue investing in their workers after hiring them in order to cultivate behaviours that promote organisational effectiveness. This pattern reinforces the argument that citizenship behaviours are socially constructed over time, emerging from continuous exchanges rather than initial employment signals. *Based on the findings, the* ***H_{03}****, which hypothesised no statistically significant effect of TMPs on OCB in upscale hotels was rejected because there was a statistically significant effect of TMPs on OCB in upscale hotels*.

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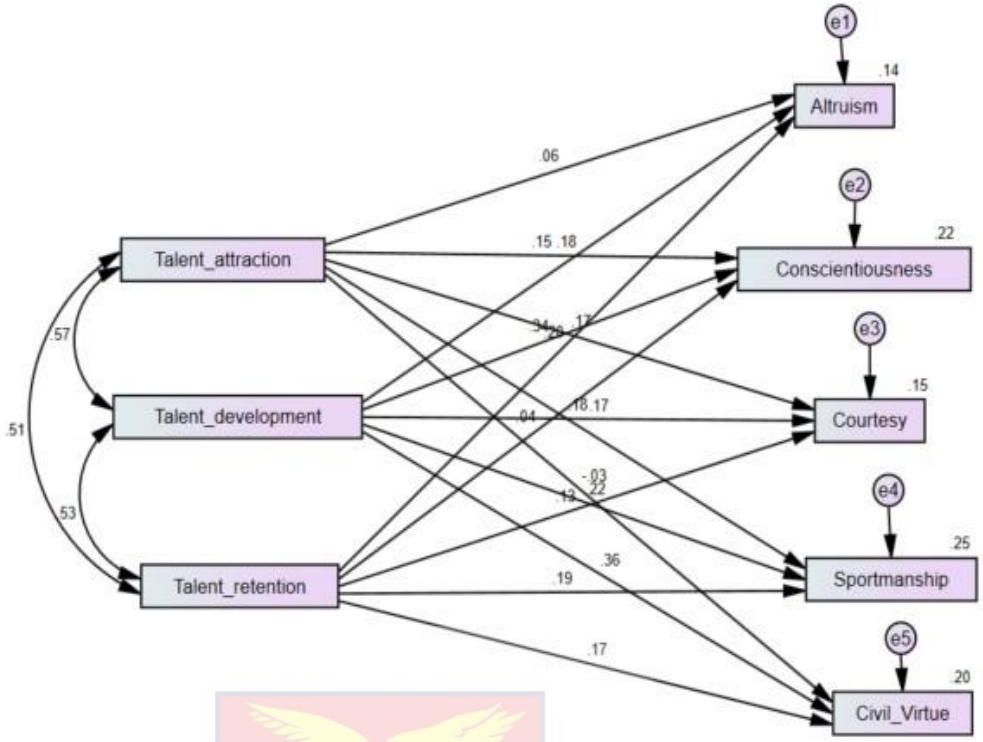


Figure 5: Structural model of talent management practices and organisational citizenship behaviour (Dimensions)

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Table 12: Appendix B: Assessment of normality

Variable	min	max	skew	c.r.	kurtosis	c.r.
TR10	1.000	5.000	-.984	-5.403	.414	1.137
TR8	1.000	5.000	-.515	-2.829	-.161	-.443
TR7	1.000	5.000	-.685	-3.764	-.347	-.952
TR6	1.000	5.000	-1.011	-5.551	.438	1.204
TR5	1.000	5.000	-.542	-2.977	-.313	-.860
TR4	1.000	5.000	-.777	-4.268	.201	.553
TR3	1.000	5.000	-.884	-4.856	.553	1.519
TR2	1.000	5.000	-.635	-3.488	-.320	-.880
TR1	1.000	5.000	-.433	-2.380	-.949	-2.607
TD9	1.000	5.000	-1.008	-5.538	.457	1.256
TD8	1.000	5.000	-1.132	-6.218	1.230	3.378
TD7	1.000	5.000	-.675	-3.709	-.474	-1.301
TD6	1.000	5.000	-1.016	-5.580	1.041	2.858
TD5	1.000	5.000	-1.028	-5.648	1.168	3.208
TD4	1.000	5.000	-1.146	-6.293	1.451	3.985
TD3	1.000	5.000	-1.149	-6.312	1.223	3.359
TD2	1.000	5.000	-1.128	-6.193	1.059	2.907
TD1	1.000	5.000	-.721	-3.957	-.204	-.560
TA7	1.000	5.000	-.796	-4.371	.244	.670
TA6	1.000	5.000	-1.139	-6.255	1.092	2.998
TA5	1.000	5.000	-.971	-5.335	.855	2.349
TA4	1.000	5.000	-.665	-3.653	-.356	-.979
TA3	1.000	5.000	-1.227	-6.739	1.384	3.801
TA2	1.000	5.000	-.870	-4.776	.252	.693
Multivariate					128.410	21.828

Source: Abubakari, 2024

Theoretical perspectives also support these findings. The Human Resource-Based View (HRBV) asserts that employees are strategic assets, and managing them effectively can yield sustained competitive advantages. This

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perspective aligns with the study's outcome, where meaningful development and retention mechanisms encourage OCB. Therefore, developing workers who share the hotel's values and culture not only ensures job fit but also enhances engagement and performance, ultimately improving OCB (Juari 2023). This implies that HR strategies aimed at developing employees have a direct impact on creating a more engaged workforce that can demonstrate higher levels of employees' OCB.

Additionally, the implications of HRBV theory for the findings of this study suggest that employees' development and professional progression support the notion that ongoing investment in staff members will enhance their dedication and capabilities. This aligns with Gupta's (2019) findings, which suggest that aspects of TMP, particularly development initiatives, have a favourable effect on OCB and staff retention in the hotel sector.. Therefore, good TM practices that include talent development also help to improve organisational culture, which is crucial to the HRBV framework.

Social Exchange Theory is based on a sense of reciprocity, and employees of organisations with talented individuals, when well-managed, would feel obligated to contribute something in return and would do so by exhibiting Organisational Citizenship Behaviour (OCB). Thus, when upscale hotels invest in their employees through development and retention strategies, employees reciprocate with discretionary behaviours that benefit the organisation. Therefore, the display of employees' OCB as discovered in this study is a result of effective talent development and retention techniques initiated by hotels. This provides a baseline for understanding how favourable attitudes among talented staff can be generated by TM practices.

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However, the insignificant effect of attraction may suggest that acquiring talent is key for initial hiring, employees' experiences and relationships inside the organisation after joining have is what foster OCB. This idea is supported by empirical evidence from Xu, Wang, and Ma (2022), which shows that how an organisation treats its employees affects job satisfaction. However, reciprocal exchanges, which are what employees believe they receive from the organisation, must be constructive and directly lead to improved OCB. Therefore, the attraction alone may not be sufficient without the active growth opportunities and retention provided by comprehensive talent management techniques.

Lastly, organisational atmosphere and leadership style have been highlighted in previous literature as influencing OCB. For instance, Sharafizad and Redmond (2020) emphasised the role of non-financial work environment elements, including interpersonal relations and leadership, in shaping OCB among hotel workers in Australia. AlShbail and AlShbail (2020) also found that a supportive organisational climate is positively related to OCB. These studies suggest that while TM practices like development and retention are key, the broader organisational environment, culture, leadership, and recognition also play a vital role. Therefore, future hotel management strategies should integrate TM with cultural and leadership improvements to enhance OCB among staff holistically.

With respect to the conceptual framework of this study, it hypothesised that TM Practices such as TA, TD and TR influence employees' OCB which can be measured through altruism, conscientiousness, courtesy, sportsmanship and civic virtue. Consequently, the results suggested that talent development

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had a positive significant impact on employees OCB. Again, TR also had a favourable influence on OCB, reinforcing that developing staff promote organisational commitment where employees feel obliged to reciprocate the organisation's investment in their development by going above their obligated job duties. Moreover, high overall (78.4%) employee OCB was discovered, particularly in courtesy (89.36%), conscientiousness (81.36%) and sportsmanship (81.42%). Arguably, this strong OCB suggests that employees reacted favourably to supportive talent management practices with a high level of levels of staff discretionary behaviour. However, talent attraction did not significantly influence employees' OCB, as conceptualised in the conceptual framework.

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CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

Introduction

This chapter presents the summary, conclusions and recommendations based on the findings of the study. The study aimed to assess the effect of talent management practices on employees' OCB in upscale hotels in the Accra metropolis. The chapter highlights key findings drawn from the dimensions of TMPs such as talent attraction, talent development and talent retention and their effect on employees' behaviour. The chapter concludes by providing actionable recommendations for enhancing talent management practices to foster employees' OCB, as well as areas for further studies.

Summary of the thesis

The global hospitality and tourism industry has had a significant positive impact on the economy, leading to many countries to develop their national hospitality sectors to seize opportunities in the rapidly expanding market. Over the past few years, Africa's tourism and hospitality industries have rapidly expanded (Bama et al., 2022) and have played a significant role in the growth of African economies over the past few decades (Monnier, 2021).

Ghana's hospitality industry is a crucial tool for the country's sustainable economic development, just like in other developing nations. The country's hospitality sector, which falls under the tourism industry, has become one of the fastest-growing and the fourth-largest source of foreign exchange earnings. Regarding employment, the industry generated 277,985 total jobs, direct and indirect, in 2022 as opposed to 252,714 in 2021, increasing employment by 10% (Ministry of Tourism, Arts and Culture, 2023). The hotel industry, in particular,

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significantly contributes to Ghana's economy, with a notable increase in its Gross Domestic Product (GDP). This has attracted foreign capital, created job opportunities, and increased tax revenues.

However, the hotel industry faces a significant challenge due to its high employee turnover rates, which can negatively impact organisational performance and profitability. According to Goh & Baum (2021), the hospitality sector has a high personnel turnover rate of up to 75%. To address the employee turnover and ensure the long-term success of the hotel industry, TMP has become one of the key HRM techniques to minimize staff turnover (Mohsin et al., 2023; Deri et al., 2021).

TMP offers hotels several benefits, among which is Organisational Citizenship Behaviour. OCB, as the optional extra-role behaviour, has been identified as vital to organisational success, such as customer satisfaction, employee commitment, enhanced organisational competitive advantage, employee performance and so on. Moreover, scholars suggest a positive relationship between TMP and OCB. For this reason, using TM practices as a technique to influence OCB is possible, as it was the study's aim.

Despite the rise in global research in TM, studies in Ghana are limited and frequently concentrate on other industries. However, few studies have looked at how TMPs influence employees' OCB, especially in upscale hotels in Accra Metropolis. Previous research in the hospitality industry has examined TMPs on various dependent variables such as talent management on service quality (Wangechi et al., 2020), TM and resilience (Ugboego et al., 2022), TM on employee commitment (Ollor & Harry, 2021), TMPs on employee engagement (Sadek, 2022) and so on.

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Additionally, the majority of studies on TM practices within the hospitality industry employed a qualitative approach (Jooss et al., 2023; Mousa et al., 2023; Magrizos et al., 2023; Mousa et al., 2022; Marinakou & Giousmpasoglou, 2019). Even though the qualitative approach provides rich insights into individual unique experiences and opinions, however, a quantitative method is crucial to establish a causal linkage and statistical significance between TM practices and OCB as an outcome variable. This has created a geographical and methodological gap that this study seeks to address by examining how TMPs specifically, TA, TD and TR influences OCB.

The main objective of the study was to analyse the effect of talent management practices on organisational citizenship behaviour in upscale hotels in the Accra Metropolis. Specifically, the study sought to:

4. Examine talent management practices in hotels from the employees' perspective
5. Examine employees' organisational citizenship behaviour in hotels
6. Analyse the effect of talent management practices on the organisational citizenship behaviour of employees

The study made use of RBV proposed by Penrose and Blau's SET to explain how TM practices contribute to OCB. Also, the review of literature revealed that three key dimensions were mostly used to measure talent management practices, while five dimensions were used to measure OCB, such as altruism, conscientiousness, courtesy, civic virtue and sportsmanship. Moreover, the connection between TMPs and OCB was reviewed, and it revealed that effective TM significantly influenced OCB according to previous scholars. Based on the conceptual, theoretical and empirical review, a conceptual framework was

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developed to guide the study by linking TM practices to OCB, demonstrating the relationship between these variables. The framework serves as the basis for comprehending how efficient talent management encourages employees to exhibit discretionary behaviour.

Using a cross-sectional design and a questionnaire as a research instrument, 182 valid responses were obtained from employees. The hypotheses were tested using One-way Analysis of Variance (ANOVA) and independent sample T-tests to examine notable disparities in the opinions of employees of TMPs and their OCB across socio-demographic and occupational characteristics. Finally, Partial least squares structural equation modelling (PLS-SEM) was used to analyse the effect of TMPs on employee OCB.

Summary of key findings

The results of the study revealed that upscale hotels employed talent management practices specifically in the area of TA, TD and TR with an overall mean score of 3.769, 3.843 and 3.723, respectively. With respect to talent attraction strategies, hotels placed more emphasis on their good working environment, brand image, prestige, and job alignment with individual skills, whereas relatively fewer employees cited good wages and job security as talent attraction techniques. Talent development practices were notably positive, particularly employees agreed to receive coaching from sectional heads, the existence of suitable education techniques for employee growth, hotels growing workers with great potential at all levels, career progression opportunities, receiving mentorship from their superior, and availability and access to training needs by employees. Talent retention practices overall received a slightly slower rating (66.28%) compared to talent attraction (67.83%) and talent

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development practices (71.18%), particularly, work-life balance, internal recruitment practices driving loyalty, recognition of high performances, positive working relationship with coworkers as well management were the cardinal means of retaining talented staff in upscale hotels, while competitive pay was perceived to be less favourable in employees retention practices.

The research further assessed the employee perceptions of TMPs by socio-demographic and work characteristics. Consequently, significant differences were observed in talent attraction (p=0.05) and talent development by gender (p=0.02). Also, the results show there were statistically significant differences in talent retention by age (p=0.02), educational level (p=0.02), hotel category (p=0.00), as well as employee levels (p=0.01). Specifically, employees between the age of 31-40 years and those with a Master's Degree were noted to perceive or appreciate the talent retention practices more than the other categories. The senior-level employees, as well as those in 3-star hotels, rated the talent retention practices more favourably than the junior staff.

The study assessed employees' organisational citizenship behaviour in upscale hotels with specific emphasis on five key dimensions: altruism, conscientiousness, courtesy, sportsmanship, and civic virtue. The results show remarkably substantial levels of employee OCB with, courtesy (M=4.337), conscientiousness (M=4.101) and sportsmanship (M=4.146), noted to be the most prominent among employees. This suggests that hotel employees often engage in behaviours that promote a respectful and responsible work environment such as avoiding problems among coworkers, adhering to policies and maintaining a positive work attitude by handling pressure from the workplace without getting upset. Altruism (M=3.796) and civic virtue

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(M=3.678) were relatively lower, however were within the acceptable range (agreed) suggesting that even though most of the employees voluntarily assisted colleagues and took in optional organisational activities, these behaviours were not so high.

Furthermore, the results revealed significant variations in employees' organisational citizenship behaviour based on nationality, category of hotel, religious affiliation and employment level. Precisely, employees from Ghana, employees of 3-star hotels as well as those at the senior-level cadre reported higher levels of OCB. However, no statistically significant differences were found with respect to gender, marital status, age, educational level and department, indicating consistency across these groups. These findings emphasise the need for hotel management to foster employees' OCB through TM practices.

Finally, an analysis of the effect of TMPs on OCB in hotels revealed that talent development and talent retention significantly influence OCB. Particularly, talent development ($\beta = 0.328$, $p < 0.001$) and talent retention ($\beta = 0.192$, $p = 0.013$) show a positive significant impact on employees' OCB, suggesting that developmenting and retaining talented employees promote higher discretionary behaviour among employees. However, talent attraction demonstrated a marginally statistically insignificant effect ($\beta = 0.117$, $p = 0.144$), highlighting that while attraction strategies have a bearing on employees' pro-social behaviour, they are less impactful on OCB than development and retention techniques. Overall, the findings revealed that talent management practices have a positive and significant influence on organisational citizenship behaviour, with the model explaining 29.2 of

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variance in OCB. This suggests that effective talent management is an important driver of employees' discretionary behaviours, although other organisational factors may also contribute.

Conclusions

The study examined talent management practices on organisational citizenship behaviour among upscale hotel employees guided by RBV and SET. Beyond identifying statistical relationships, the findings provide meaningful insights into how and why TM matters for employee behaviour in a service-intensive context like the hotel industry.

From a theoretical perspective, the findings provide a baseline for understanding the intricate relationship between TMPs and OCB by demonstrating that TMPs are not merely management practices but behavioural drivers that shape discretionary employee actions. The results lend strong support to SET as the employees who perceived TD and TR practices as appealing are more likely to reciprocate with positive extra-role behaviours. In the same vein, the findings are consistent with the RBV by showing that talent development helps to transform employees' skills and potentials into valuable organisational capabilities reflected through OCB. Accordingly, the study adds to theory by clarifying the behavioural pathways through which TMPs translate into organisational value, particularly within the hospitality sector in a developing country context.

From a practical and managerial perspective, the findings suggest that hotel managers should reposition TM as a strategic tool for fostering positive employee behaviour rather than viewing it solely as a response to labour turnover. The strong effect of talent development and talent retention on OCB

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indicates that hotels drive positive behavioural benefits from developing and retaining employees.

In terms of contextual significance, the study offers important implications for Ghana's hospitality industry. The study provides empirical evidence that TMPs can serve as a strategic response to persistent challenges such as high labour mobility, service inconsistency, and skill shortage in the hotel sector. Also, the high level of OCB observed among upscale hotel employees suggests that hotels can offer excellent service through the employees' extra-role behaviours.

Concerning the conceptual framework the findings confirm the hypothesised pathways linking TMPs to OCB. Talent development and talent retention emerged as the most behavioural activating components of the framework, while talent attraction played a less decisive role, suggesting that the initial attraction strategies are less impactful than sustained developmental activities. This refines theoretical models by highlighting the importance of post-hire TMPs over pre-hire attractiveness in influencing employee OCB.

Recommendations

Based on the findings and the conclusions of the study, the following recommendations are made to promote talent management practices and employee organisational citizenship behaviour in upscale hotels:

Given that talent development recorded the highest mean score and emerged as the strongest predictor of OCB, managers in upscale hotels should institutionalise structured talent development as a core strategic function. This can be achieved by formalising coaching and mentorship programmes where senior and sectional heads are assigned to guide the junior staff, develop

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periodic training needs assessment frameworks to ensure training aligns with both employee career and organisational needs.

Additionally, hotel managers should adopt a holistic strategy that emphasizes relational and developmental practices to improve their talent retention rather than focusing predominantly on final rewards as a retention measure. Instead, they should focus on work-life balance, leverage internal recruitment techniques, recognise high-performing staff, and cultivate close bonds with coworkers that will go a long way to promote staff loyalty.

Moreover, the observed differences in employee perceptions of talent management practices across socio-demographics and work characteristics indicate the need for differentiated talent management approaches. Hotel managers should therefore design developmental and retention programmes that respond to the particular demands of all kinds of workforce groups.

Furthermore, the study found high levels of employees' OCB, especially in the areas of sportsmanship, courtesy, and conscientiousness. Therefore, to foster a culture of OCB, upscale hotels should concentrate on encouraging and rewarding voluntary, organisation-supporting behaviours like civic virtue and altruism. This can be achieved through tailored training programs, employee recognition programmes, and creating an atmosphere that motivates staff to take responsibility for their work and make valuable contributions to the hotel's overall performance.

Moreso, given the significant positive effect TMPs have on employee OCB, hotels should continue to invest in TM practices because of the benefits associated with their implementation. Top management should provide policy direction and resources by integrating TM into organisational strategy, while

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the human resource managers design and coordinate a structured recruitment, development, and retention system. Line managers can operationalize these practices through coaching, training, recognision and day-to-day support that reinforces positive extra-role behaviours.

Finally, TMP's especially talented development strategies were effectively implemented across all the categories of hotels. In light of this, hotel employees should use the opportunity to embrace the available development programmes, such as training, coaching, and mentoring opportunities, that will enable them to entrich themselves to remain relevant in the hospitality industry.

Areas for Further Studies

A longitudinal study can be conducted in the future to examine the long-term effect of talent management practices on employee organisational citizenship behaviour in upscale hotels over time. Also, a comparative study in other geographical areas could offer more insight into understanding how talent management practices and organisational citizenship behaviour differ in various contexts. Lastly, this research used a quantitative method; future research could consider mixed methods to better appreciate the underlying motivations and contextual factors influencing employees' OCB.

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APPENDIX

UNIVERSITY OF CAPE COAST

FACULTY OF SOCIAL SCIENCES

DEPARTMENT OF HOSPITALITY AND TOURISM MANAGEMENT

Talent Management Practices on Employees' Organisational Citizenship Behaviour in Upscale Hotels in Accra Metropolis, Ghana

Questionnaire for Employees

Dear Participant,

Thank you for participating in this survey. The study aims to examine the effect of talent management practices on organisational citizenship behaviour in upscale hotels in Accra Metropolis. I sincerely hope you will take a moment out of your hectic schedule to answer this questionnaire. You can be sure that the information you submit will remain confidential because it will not be shared with anyone. The data will be used exclusively for academic reasons and will be handled confidentially. Your input is highly valued and will contribute to valuable insights in this area. Thank you for your time and participation.

SECTION A

Talent Management Practices in Hotels

Please check the following statements to see how much you agree or disagree with them by ticking (√) in the appropriate box. Where 1= Strongly Disagree (SD), 2=Disagree (D), 3=Neutral, 4=Agree, and 5=Strongly Agree (SA).

S/N	ITEM	1	2	3	4	5
	Talent Attraction					
1	I was attracted to this hotel because of the good wages					
2	I was attracted to this hotel because of the good working environment					
3	I was attracted to this because of its brand image successfully established by the hotel					
4	I was attracted to this because the hotel provides job security to its talented staff					

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5	I was attracted to this hotel because of the prestige attached to employees working here					
6	I was attracted to this hotel because the job offered to me aligned well with my skills					
7	The hotel mission is in line with my personal values					
	Talent Development					
1	In our hotel, in-house development is commonly used by management					
2	Employees are coached by sectional heads in my hotel					
3	Suitable education techniques are practised in this hotel					
4	My hotel grows workers with great potential at all levels					
5	There is upward trend of development among hotel employees					
6	In my hotel personnel have excellent opportunities for career progression					
7	My employer offers career mentors/ I have/had a mentor at my workplace					
8	I see a good opportunity for advancement in my current role within the hotel					
9	Training is available to me whenever I need it					
10	My training needs are determined using a performance appraisal					
	Talent Retention					
1	The hotel has a competitive salary system with hotels of similar standards					
2	I enjoy flexible working schedule which motivate me to stay					

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3	The internal recruitment practice is behind my loyalty to the hotel					
4	My employer always makes sure that we are inspired					
5	Talented staff in my hotel are given non-cash incentives					
6	Well-performing employees always receive recognition in my hotel					
7	The policy for promotions treats every employee equally					
8	The hotel's organisational culture is a driving force behind my decision to stay					
9	I have positive working relationships with coworkers and management					
10	I enjoy work-life balance in this organisation					

Section B: Organizational Citizenship Behaviour

Please check the following statements to see how much you agree or disagree with them by ticking (√) in the appropriate box. Where 1= Strongly Disagree (SD), 2=Disagree (D), 3=Neutral, 4=Agree, and 5=Strongly Agree (SA).

SN	**Item**	**1**	**2**	**3**	**4**	**5**
	Altruism					
1	I willingly assist my coworkers who have been absent in catching their work					
2	I assist coworkers who have heavy workloads					
3	I willingly take time out of my schedule to train new train employees					
4	I voluntarily assist people with work-related issues					

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5	I am always willing to offer assistance to anyone in my immediate vicinity					
	Conscientiousness					
1	If I cannot make it to work, I notify the hotel in advance					
2	I do not take extra breaks during working hours					
3	I follow hotel policies and procedures even when no one else is around					
4	I am constantly mindful of doing my work-related activities					
5	I firmly believe that one should work hard for a day's Compensation					
	Courtesy					
1	I take steps to avoid having problems with coworkers					
2	I consider the impact that my actions have on other people's job					
3	I do not violate other people's rights					
4	I make an effort not to cause my coworkers any trouble					
5	I think about how my actions will affect my coworkers					
	Sportsmanship					
1	I do not spend a lot of time complaining about unimportant things at work					

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2	I constantly focus on what is positive rather than the negative					
3	I often do not turn small things into big problems					
4	I avoid making seemingly simple work issues appear complicated					
5	I constantly concentrate on the good things I see in the hotel					
	Civic Virtue					
1	I attend meetings that are not mandatory but help the hotel image					
2	I participate in events that enhance the hotel's reputation but are not mandatory					
3	I stay up to date on any changes that occur at the hotel					
4	I volunteer to fill roles when they become available at work					
5	I willingly come to work to help when the hotels have a busy day					

Overall, how would you describe your commitment to this hotel?

a. Very High [ ]

b. High [ ]

c. Moderate [ ]

d. Low [ ]

e. Very Low [ ]

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Section C

Socio-Demographic Information

1. **Gender**

a. Male [ ]

b. Female [ ]

2. **Age** ……

3. **Nationality** ……..

4. **Marital Status**

a. Single [ ]

b. Married [ ]

c. Divorced [ ]

d. Separated [ ]

e. Widowed [ ]

5. **Religion**

a. Christianity [ ]

b. Islam [ ]

c. Others (please specify)……

6. **Educational Level**

a. Basic [ ]

b. Senior High School [ ]

c. Vocational Training [ ]

d. HND/Diploma [ ]

e. Degree [ ]

f. Masters [ ]

7. **What is your ethnic group ……..**

a. Akan [ ]

b. Ewe [ ]

c. Ga Adangbe [ ]

d. Mole Dagbani [ ]

e. Others (specify)……

8. **How much do you earn at the end of the month?**

a. Below GH¢1000 [ ]

b. GH¢1000- GH¢1500 [ ]

c. GH¢1600- GH¢2000 [ ]

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d. GH¢2100 and above [ ]

9. What is your current position? …….

10. **Before starting at your present hotel, did you hold a comparable position at a different company**?

a. Yes [ ]

b. No [ ]

If yes, indicate the position…….

11. How long have you been working with this hotel? ……

12. How many years of experience do you have in the hospitality industry?.....

13. What type of employment do you have with the hotel?

a. Full Time [ ]

b. Part-Time [ ]

c. Contract [ ]

d. Others (Please specify) ……

14. How will you categorise your employment level in the hotel?

a. Junior Level [ ]

b. Middle Level [ ]

c. Senior Level [ ]

d. Others (Please specify) ……

15. Which of the departments do you work with?

a. Front Desk [ ]

b. Food and Beverage [ ]

c. Housekeeping [ ]

d. Kitchen [ ]

e. Sales and Marketing [ ]

f. Others (Please specify)……..

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