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TALENT MANAGEMENT AND EMPLOYEE PROSOCIAL BEHAVIOUR IN THE HOSPITALITY SECTOR

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Abstract

This study examined the relationship between talent management and employee prosocial behaviour among hotel employees in Yenagoa, Bayelsa State, with specific attention to whistleblowing and co-worker support. The study adopted a cross-sectional survey research design, and data were collected from employees of three-star hotels operating in Yenagoa. The population comprised 712 employees drawn from the administrative and accounting departments of ten registered hotels, out of which a sample size of 253 respondents was determined using the Krejcie and Morgan (1978) sample size determination table. Data were collected using a structured questionnaire measured on a five-point Likert scale, while reliability was established using Cronbach's alpha, with coefficients of 0.7 and above considered acceptable. Descriptive statistics and Pearson Product-Moment Correlation Coefficient were employed for data. The findings revealed that talent retention had a positive and significant relationship with both whistleblowing. The study therefore concludes that effective talent management practices significantly enhance employee prosocial behaviour in the hospitality sector in Yenagoa. Based on the findings, the study recommends that hotel management should strengthen employee retention strategies through competitive compensation, career development opportunities, and reward systems, while also fostering a supportive and collaborative work environment through team-building initiatives, mentorship programmes, and peer-support mechanisms to encourage prosocial behaviours among employees.

Keywords: Talent Management, Employee Prosocial Behaviour, Whistleblowing, Talent Retention, Talent Identification, Hospitality Sector

Introduction

There is renewed concern in organizational behaviour literature on the need to have a workforce that is supportive either at the macro level of attaining organizational goals or at micro level of individual employee handling work tasks (Badru, 2013; Gerald & Labell, 2017). Expectedly, a cohesive workplace according to Badru (2017) is typically showcased in the degree of willingness by work members to collaborate and cooperate to commonly achieve assigned tasks with a view to achieving the goals of the organization. The concept of co-worker support is conceptually linked with creating a work climate that is disposed to showing functional concern with work member and will entails sharing knowledge, lending competencies voluntarily, filling operational gaps that would arise from late or absentee work members noted Kaluma and Jero (2015).

Importantly, evolving and sustaining co-worker support behaviour according to Malaka (2016) can only be realizable with a workforce that is potent in skills, competencies and know how. The support therefore must be functional and value added to the entire drive towards work goals. This simply suggests that co-worker support behaviour can be likely instigated by some formal and informal workplace practices. Organizational theorists had however, posited that formal initiatives in form of policies and strategies as enunciated workplace behaviour (Nelson & Badru, 2013; Ramadhal, 2009; Almaran, 2015).

In other words, the multiple behavioural patterns that represent organizational character are largely owed to deliberate organizational actions in term of policies and strategies. For instance, much of the incentive schemes initiated by work organizations are aimed at ensuring a committed and instigated workforce that can be engaging. In



same vein, employee prosocial behaviour has been owed to flexible work structures that permit into functional relationship thereby ensuring support for work members (Badru, 2013). While this remained the case, Kapo (2018) argues that competent and skilled employees are at the fore front of providing support for colleagues. Therefore, strategic attempt at acquiring and enhancing talents in work organization will be plausible to the goal of employee prosocial behaviour. The author espoused that managing talent which is an embracing process will ultimately create social bonds among work members with talent asset to share and support each other.

In order to meet current operational and administrative demands and improve organisational performance by leveraging the workforce's inherent capabilities, Mellinder and Blackson (2014) noted that the main goal of talent management and development is to improve the processes of hiring, retaining, and developing employees. Three viewpoints were examined in Olureni and Theodore's (2016) investigation on talent management. The first definition they gave was a mix of common HRM procedures including hiring, choosing, and advancing one's career. The development of a sizable personnel pool with the abilities, know-how, and competences needed to sustain competitiveness is the second step in the process. According to the third viewpoint, talent should be handled as a strategic asset in accordance with the attainment of organisational objectives and targeted performance levels.

As a process, talent management involved identification of priority skills and competencies and how to acquire and retain them for sustained operational and administrative effectiveness. The realization of these chain of activities though strategically initiated at the level of firm, the individual employee willingness to share inherent and acquire talents remains a central focus. Employee with requisite skills and talent endowments are likely to fast track the whole support process as may be required. Ivanla (2016) noted employee are consistent in knowledge sharing to the extent that their talent composition markers that confident to share and support co-worker. The need to empirically validate this position is underscored therefore this study which is aimed at enhancing knowledge space on the relationship between talent management and employee prosocial behaviour in the hospitality sector in Yenagoa.

It is fast becoming a phenomenal occurrence within the hospitality sector that the employees particularly at the lower level of work do not expose counterproductive behaviour of colleagues even when seen to be inimical to the overall interest of the organization. In some instances, the concealment and unwillingness to share information amongst work members has accounted for delayed and poor service delivery with the attendant result of low level organizational performance. All of these suggest that employees in work organization particularly the hospitality sector are only akin to taking only formal roles which do not sufficiently meet the demanding challenges of prompt, reliable and quality service delivery to the customer.

Akang (2016) observed that the hospitality sector has evolved rapidly considering increase in globalization practices and government policies targeted at improving hospitality and tourism. This has also signaled increased work responsibilities on the workforce which requires extra roles behaviour particularly offering co-worker support and volunteering to undertake role beyond assigned.

This being the case, the inability of employee to be involved in prosocial work behaviour has been commonly linked to poor incentive schemes, non-transformative work climate and structural rigidities (Bada, 2014). These notwithstanding, Mara and Obadore (2017) have argued that organizational operators not willing to create a mix between governance and individual behaviour at work undermine the required synchrony that permits employee engagement and dedication to work tasks and organizational goals. This prism of conceptualization though intuitive has drawn attention to democratic practices as opposed to classical practice that restricts employee's involvement in the administrative latitude of work organizations. The following null hypotheses are formulated from the above specific objectives:

H₀₁: There is no significant relationship between talent retention and whistleblowing in the hotel employees in Yenagoa.

H₀₂: There is no significant relationship between talent identification and whistleblowing in the hotel employees in Yenagoa.

Talent Management

The idea of talent management has become well-known and has significantly advanced the area of human resource management. According to Betra et al. (2010), Gerald (2014), and Meldan (2015), this emphasises its function as a strategic activity that is necessary for identifying and using abilities that are critical for accomplishing organisational objectives. Finding and obtaining important abilities to be competitive is the goal of talent management, which entails a number of coordinated measures (Millow, 2012). The systematic process of recruiting, identifying, developing, engaging, keeping, and deploying persons with high potential who may assume major tasks inside the organisation is known as talent management, however its conceptualisation may vary (Davies & Davies, 2010).

In order to guarantee that an organisation recruits, maintains, motivates, and develops the talent it needs now and in the future, Harris and Foster (2010) contend that talent management entails a thorough and integrated set of operations. Muller (2010) asserts that the use of strategic resources—of which talent is one special resource—is necessary to accomplish strategic organisational objectives. A key component of productivity talks is human capital, which by definition involves abilities that, if recognised and maintained, need good management.

Furthermore, the skills of the people who comprise a company's human capital pool are intimately related to the competencies that propel its competitive advantage (Cheese et

al., 2008; Wright et al., 2014). Competency development, which includes actions made by the company and the worker to maintain or enhance the worker's functional skills, training, and professional development, therefore becomes crucial (Forre & Sels, 2013).

Egule (2011) argues that talent management is an organisational practice that includes all of a company's functional operations rather than just being a competitive strategy. Its transformational character guarantees all-encompassing advantages for the organisation, which accomplishes its long-term objectives, as well as for personnel, who gain and improve their capabilities. A company's ability to fulfil and surpass its present and future goals depends on its ability to manage its talent. Determining the skills and abilities needed, as well as how individuals may contribute to the organization's vision, purpose, and strategic objectives, are the first steps in an effective talent management approach for identifying essential knowledge workers. Developing the knowledge capacity required for long-term employee engagement and the best results depends on talent management. Accordingly, management at all levels has to understand the significance of talent management techniques (Lytras, 2012). A number of methodical steps must be taken in order to see talent as a fundamental business strategy. As the hospitality sector struggles with government laws that have liberalised much of its operational scope, Gracia and Lay (2012) emphasised the strategic significance of personnel management as a way to fight competition. Identification, mapping, and retention are the methods used in talent management, which is defined as a process.

Talent Retention

The goal of retention is to put policies in place that motivate staff members to remain with the organisation for the rest of their careers. According to Morway (2013), employee turnover increases recruiting expenses and is seen to be detrimental to resource utilisation. Echolen (2009) states that there are expenses associated with workers leaving an organisation, both direct and indirect. Offering incentives that are suited to the requirements of workers or organised within the framework of the company are two techniques that may help retain talent, claim Viaiman and Vance (2011). Furthermore, Leesi (2012) contended that keeping talent is a socio-technical process that need to be tightly correlated with the employee's psychological composition.

An organisation must deliberately set aside particular methods to attract, retain, and develop workers while directing their strengths towards activities that benefit the organisation. Talent retention is more than just finding and developing personnel. According to Schweyer (2004), talent retention is the process of drawing in, spotting, hiring, training, inspiring, elevating, and keeping employees who have a high chance of succeeding in the company. Similarly, the process of inviting, recruiting, engaging, and keeping brilliant employees is what Creelman (2004) refers to as talent retention.

Talent Identification

The process and actions involved in identifying and locating talent sources are referred to as talent identification. Finding the appropriate individuals—those who are passionate, exceptionally skilled, and in line with the organization's values, beliefs, and mission—is not the same as just drawing people to it (Davies & Davies, 2010). Management looks for people who can significantly contribute to the long-term development of the company when identifying talent. Organisations must keep ahead of the curve by anticipating who will be the primary forces behind their success in the future if they are to survive in the ever-changing settings in which they operate (Davies & Davies, 2010). The most prosperous companies look to the future, predicting the abilities, dispositions, and conduct that their skilled workers will need to exhibit (Davies & Davies, 2010).

Prosocial Behaviour

The concept of prosocial behaviour has been a subject of much debate due to the definitional challenges it poses, with scholars struggling to reach a consensus on its precise meaning. Despite the extensive research dedicated to clarifying this construct, prosocial behaviour remains entangled with related concepts such as organizational citizenship behaviour and extra-role behaviour, making its boundaries somewhat fluid (Podsakoff et al., 2019; Organ & Ryan, 2017; Zhan et al., 2018). The complexity of the term is partly due to its overlap with other behavioural constructs that are considered beneficial to the organization or society but are not always clearly distinguished from prosocial actions. For example, behaviours like helping colleagues, offering support, and contributing to organizational goals can all be categorized as prosocial but may also be considered part of broader organizational citizenship behaviours (Sweeney & McFarlin, 2016).

Social Exchange Theory (Blau, 1964)

The psycho-social framework offered by social exchange theory describes how negotiated exchanges between parties lead to societal development and stability. The idea states that a subjective cost-benefit analysis and alternative comparison are how human connections are created. The theory, which has roots in sociology, psychology, and economics, shares presumptions with structuralism and rational choice theory. It is often used in the business sector to characterise a two-way, mutually dependent, and profitable process involving exchanges or transactions. Kelly (1959) and Thibaut (1961) were the forerunners of the social exchange theory, but Blau (1964) and Caprazano (1999) brought it into the modern day. Their writings provide a concise explanation of how social ties are inherently reciprocal.

According to Homan (2000), social exchange is the sharing of activities between two or more people that might be profitable or intangible. The social exchange hypothesis, according to Blau (1964), places a strong emphasis on reciprocity and encourages people in functioning relationships to return gestures. Blau is regarded as one of the main proponents of the exchange approach in sociology, along with Homans.

Individual behaviour during encounters, especially in dyadic exchanges—where two individuals participate in a reciprocal process—was the main focus of Homans' research. Within the context of social exchange theory, John Thibaut and Harold Kelley are renowned for their emphasis on psychological ideas, namely the dyad and small groups. This theoretical viewpoint is also credited to Levi-Strauss, particularly for his anthropological research on generalised exchange systems like gift-giving and kinship. This theory is used as theoretical reinforcement considering its philosophical focus in demonstrating a give and take or reciprocal gesture arising from social relationship. It is believed that investment in managing talent will spur function behaviour survey employees in the hospitality sector.

Empirical Review

The effect of talent management on productive work results has been studied in the past (Bende & Bende, 2009; Beehr, 2011; Mendelson, 2013). There has also been much emphasis on the need of talent management in preserving competitiveness. This viewpoint is mostly predicated on personnel management's ability to identify and develop the strategic capabilities required for the best possible engagement and involvement in work-related activities. In this sense, health is the accomplishment of certain goals as evaluated by predetermined criteria. Employee prosocial behaviour, then, is a measure of an organization's actual output or objectives as compared to its anticipated outputs or goals. Employee prosocial behaviour is influenced by a number of elements, including as organisational procedures, technology, globalisation, talent management, company strategy, and customer focus.

Human resource management and talent management both heavily rely on employee prosocial behaviour since it is directly related to the welfare of talented workers. Employee prosocial behaviour is the most important dependent variable in this research. Employee prosocial behaviour is a topic of interest for specialists in a variety of disciplines, including operations, finance, legal, strategic planning, and organisational development. Many companies have tried to control prosocial behaviour among their employees in recent years using a variety of approaches (Karunathilaka, Yajid, & Khatibi, 2016). The research that is now available emphasises how important strategic talent management techniques are in promoting employee motivation and commitment, which in turn impact organisational and individual results. According to Lepak and Shaw (2008), who drew on behavioural views, strategic talent management systems are made to assist the accomplishment of strategic goals by promoting preferred role behaviours among an organization's employees. Employee actions are thus anticipated to support the efficacy of strategic talent management systems (Campbell et al., 1993; Blumberg & Pringle, 1982; Campbell et al., 1993; Murphy, 1996; Neal & Griffin, 1999; Vroom, 1964).

Boxall and Purcell (2008) emphasised that workers' health is greatly impacted by their capacity, drive, and performance opportunities. Collings and Mellahi (2009) proposed that

people who are chosen as high-potential or high-performing workers are probably of a comparatively high calibre when it comes to strategic talent management. Additionally, the designation of essential talent jobs implies that those occupying these positions have to be provided with the chance to favourably influence employee prosocial behaviour by virtue of their placement in important roles (Collings & Mellahi, 2009). An HR system that attends to workers' requirements, especially those related to their abilities, motivations, and job quality, is optimal for the organization's interests (Boselie et al., 2005). Effective talent management in organisations requires the use of strategic talent management, which focusses on identifying high-potential and high-performing people, assigning them to crucial jobs, and providing them with a unique HR structure. This involves putting in place procedures and guidelines that provide administrative, social, and psychological incentives for staff members to participate in the process (McDuffe, 2013).

Methodology

The study adopts a cross-sectional survey design, enabling data collection from participants at a single point in time using a structured questionnaire. The population comprises employees of three-star hotels in Yenagoa, specifically from the administrative and accounting departments. According to the Hoteliers Association Schedule (2025), 10 three-star hotels operate in Yenagoa, with a total population of 712 employees. Using the Krejcie and Morgan (1978) sample size determination table, a sample size of 253 respondents was selected. Data were collected through a 5-point Likert-scale questionnaire ranging from Strongly Disagree to Strongly Agree. Instrument reliability was assessed using Cronbach's alpha, with items below 0.7 excluded and those with 0.7 and above retained. Data analysis involved descriptive statistics (frequencies, means, and standard deviations) and inferential analysis using the Pearson Product-Moment Correlation Coefficient to examine relationships between variables. All analyses were conducted using SPSS version 23.0.

Analysis and Results

Table 1: Descriptive Statistics on Talent Retention

	N	Min	Max	Mean	Std. Deviation
My organization offers competitive compensation packages that help retain top talent.	225	1	5	3.81	1.096
Employees with critical skills in my organization are recognized and rewarded to keep them motivated and committed.	225	1	5	3.72	1.073

My organization addresses the specific needs and concerns of top talent to ensure their long-term retention.	225	1	5	3.79	1.159
My organization actively works on developing and implementing strategies to retain talented employees.	225	1	5	3.67	1.011
Valid N (listwise)	225				

Source: Survey Data (2025)

Table 1 illustrates the response rates and descriptive statistics for talent retention, measured on a 4-item instrument using a 5-point Likert scale. The table shows that all items related to talent retention received positive responses, with mean scores ranging from 3.67 to 3.81. These results suggest that employees agree that their organization’s talent retention strategies, such as competitive compensation and addressing the needs of top talent, are effective in retaining high-performing employees.

Table 2: Descriptive Statistics on Talent Identification

	N	Min	Max	Mea n	Std. Deviatio n
My organization has a structured process for identifying high-potential employees.	225	1	5	3.96	1.113
My organization regularly evaluates employees’ skills and potential for key positions.	225	1	5	3.87	1.223
Talent identification in my organization is based on both performance and potential for future growth.	225	1	5	3.94	1.309
Valid N (listwise)	225				

Source: Survey Data (2025)

Table 2 illustrates the response rates and descriptive statistics for talent identification, measured on a 3-item instrument using a 5-point Likert scale. The table shows that all items related to talent identification received positive responses, with mean scores ranging from 3.87 to 3.96. These results suggest that employees agree that their organization has a structured process for identifying high-potential employees and regularly evaluates skills and potential for key positions.

Table 3: Descriptive Statistics on Whistleblowing

	N	Min	Max	Mean	Std. Deviation
My organization encourages employees to report unethical behavior or misconduct in the organization.	225	1	5	4.30	1.112
My organization has a clear and accessible process for whistleblowing that protects employees from retaliation.	225	1	5	4.02	1.195
My organization encourages transparency and openness when employees report unethical conduct.	225	1	5	3.89	1.161
Valid N (listwise)	225				

Source: Survey Data (2025)

Table 3 illustrates the response rates and descriptive statistics for whistleblowing, measured on a 3-item instrument using a 5-point Likert scale. The table shows that all items related to whistleblowing received positive responses, with mean scores of 4.30, 4.02, and 3.89. Overall, these results suggest that employees agreed that their organization encourages employees to report unethical behavior, has a clear and accessible process for whistleblowing that protects employees from retaliation, and promotes transparency when employees report unethical conduct.

Testing of Hypotheses

Ho₁: There is no significant relationship between talent retention and whistleblowing in the hotel employees in Yenagoa.

Table 4: Correlation Result on Talent Retention and Whistleblowing

		Talent Retention	Whistleblowing
Talent Retention	Pearson Correlation	1.000	.571**
	Sig. (2-tailed)		.000
	N	225	225
Whistleblowing	Pearson Correlation	.571**	1.000

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g	n		
	Sig. (2-tailed)	.000	
	N	225	225

** Correlation is significant at the 0.01 level (2-tailed)

Source: Survey Data (2025)

Table 4 presents the correlation results between talent retention and whistleblowing. The Pearson correlation coefficient between the two variables is 0.571, indicating a moderate positive relationship. This relationship is statistically significant, with a p-value of 0.000, which is less than the 0.01 significance level (2-tailed). Based on these results, the null hypothesis that there is no relationship between talent retention and whistleblowing is rejected. Therefore, the study concludes that there is a positive and significant relationship between talent retention and whistleblowing in the hospitality sector in Yenagoa.

H₀₂: There is no significant relationship between talent identification and whistleblowing in the hotel employees in Yenagoa.

Table 5: Correlation Result on Talent Identification and Whistleblowing

		Talent Identification	Whistleblowing
Talent Identification	Pearson Correlation	1.000	.656**
	Sig. (2-tailed)		.000
	N	225	225
Whistleblowing	Pearson Correlation	.656**	1.000
	Sig. (2-tailed)	.000	
	N	225	225

** Correlation is significant at the 0.01 level (2-tailed)

Source: Survey Data (2025)

Table 4.12 presents the correlation results between talent identification and whistleblowing. The Pearson correlation coefficient is 0.656, indicating a strong positive relationship between the two variables. This relationship is statistically significant, with a p-value of 0.000, which is below the 0.01 significance level (2-tailed). Based on these results, the null hypothesis (H₀) that there is no significant relationship between talent identification and whistleblowing is rejected. Therefore, the study concludes that there is a positive and significant relationship between talent identification and whistleblowing among hotel employees in Yenagoa.

Conclusion

This study examined the relationship between talent management and employee prosocial behaviour among hotel employees in Yenagoa by testing two null hypotheses. The findings showed that talent retention had a positive and significant relationship with both whistleblowing. Similarly, talent identification was found to positively and significantly relate to whistleblowing. Based on these results, the study concludes that talent management positively and significantly relates to employee prosocial behaviour in the hospitality sector, implying that effective talent practices enhance prosocial behaviours such as whistleblowing and co-worker support among hotel employees in Yenagoa.

Recommendations

In light of the study's findings, the following recommendations are made to strengthen talent management practices and enhance employee prosocial behaviour in the hospitality sector:

1. Hotel management should implement effective retention strategies by providing fair and competitive compensation, creating clear career progression paths, and instituting reward and recognition programs. This can be achieved through periodic salary reviews, training sponsorships, and employee appreciation schemes that encourage loyalty and reduce turnover.
2. Managers should foster a supportive work culture by organizing regular team-building activities, setting up peer-support systems, and encouraging collaboration through joint tasks. This can be achieved by creating mentorship programs, staff forums, and peer recognition initiatives that allow employees to assist one another.
3. A structured system for identifying employee potential should be established by using performance appraisals, skills audits, and talent assessment tools. This can be done through annual reviews, personality assessments, and leadership development programs to nurture staff with ethical values and growth potential.
4. Management should strengthen interpersonal relationships by encouraging team-based projects, rotational assignments, and mentorship structures. This can be achieved through collaborative project groups, cross-departmental training, and buddy systems that build cooperation among employees.

Contributions to Knowledge

The contributions are outlined as follows:

1. It provides empirical evidence on talent management and employee prosocial behaviour within the hospitality sector in Yenagoa and thereby addresses a contextual gap in existing literature.
2. It extends knowledge by showing how the dimensions of talent management which are talent retention, talent identification and competency mapping relate specifically to prosocial behaviours

such as whistleblowing and co-worker support which have received limited attention in prior studies.

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