
TALENT MANAGEMENT PRACTICES AND EMPLOYEE DISCRETIONARY WORK BEHAVIOUR (DWB) IN THE HOTEL SECTOR IN MALAYSIA

¹* Tunku Twan Alkaf & ²Dr. Dulcie Mohammed Chiang
^{1, 2} Universiti Teknologi MARA (UiTM) Shah Alam

*Corresponding Author tunkualkaf233@gmail.com

Date of Publication: May 2022

ABSTRACT

Purpose of the Study: This study assessed talent management practices and employee discretionary work behaviour (DWB) in the hotel sector in Malaysia.

Methodology: The study established the relationship between talent management practices and employee discretionary work behaviour (DWB) in the hotel sector in Malaysia. The paper used a desk study review methodology where relevant empirical literature was reviewed to identify main themes. A critical review of empirical literature was conducted to establish the effect of talent management practices and employee discretionary work behaviour in the hotel sector in Malaysia.

Result: The study found a positive and significant relationship between talent management practices and employee discretionary work behaviour in the hotel sector in Malaysia. Talent management is one of the modern functions of human resource management and the most inspiring topics in management. Talent plays an important role as a part of the human resource management function in managing all employees within the organisation that leads to high performance. The management of the hotels can achieve this by providing enough skills development opportunities to employees, providing equal opportunities for advancement to employees, providing career growth opportunities to all employees, encouraging personal initiative for career advancement and offering all the employees.

Recommendation: The study recommends that hotel industry should aim at promoting career talent management since the practice has a positive and significance influence on employee retention in the hotel industry. The management of the hotels can achieve this by providing enough skills development opportunities to employees, providing equal opportunities for advancement to employees, providing career growth opportunities to all employees, encouraging personal initiative for career advancement and offering all the employees career advancement opportunities.

Keywords: *Talent, Management practices, Employee discretionary work behaviour, Hotel industry*

INTRODUCTION

When employees build emotional connections with their employer, they will naturally give more than minimum effort towards achieving organizational goals (Ahmed, Liang, Anjum & Durrani (2021). This factor, which is intrinsically linked to engagement, rather than logical thought, is called 'Discretionary Effort. Ahmed et al. (2021) points out that discretionary work effort is an important construct because it is known to affect individual performance as well as organisational efficiency and effectiveness. T Optional job conduct is a kind of wild method of behaving previous work standards, which integrates two substantial exploration regions (Damghanian *et al.*, 2022). One is extra-job conduct addressed by authoritative citizenship conduct (OCB), voice conduct, as well as context oriented implementation, etc.; the other is negative hierarchical way of acting, like counterproductive job conduct (CWB), tranquillity conduct, fanatic conduct, and so forth. The age of DWB is the intuitive repercussion of individual as well as environment variables. The link in between 'OCB-CWB' and also 'voice-quietness' are not negatively related and also they can become one another under certain problems (Rahman, Kistyanto & Surjanti, 2022).

Talent management is the calculated fascination, identifiable proof, enhancement, commitment, maintenance, and also arrangement of those individuals who are of details worth to an organization. This might be through their high potential or taking into account the fact that they please fundamental work. The workforce is changing at a quick rate throughout the globe. It has been proposed by the demographers that the upcoming labour force will certainly be really special in regard to the labour force of the other day (Barot & Chhaniwal, 2020). The rising rate of interest in the neighbourliness company around the world is characteristic of the creating worldwide and also home-grown visitor endeavours. Out of their common spot of home, the vacationer prerequisites for temporary cover amongst different requirements of care, solace as well as diversion cannot be exaggerated. Thus, the convenience area structures the groundwork of the neighbourliness service (Tsaur, Liang & Hsu, 2012) with lodgings being, prevalent across the globe (Holloway, 2001). The expansion of lodgings integrated with broadening all around notified visitors have actually uplifted rivalry in the area, which elevates the need to obtain upper hand.

As a cordiality office, the accommodations is a job intensified area of which the human resources stay the significant source that drives accomplishment (Prayag & Hosany, 2015). This is crucial as the assistance point of views of workers essentially influence consumer loyalty (Lin, Wong & Ho, 2013) with effect on re-buy objectives, productivity and also the supportability of business. A pay system shares to reps the significance of the association's placement with respect to pay, as well as consistently includes a definition of outside significant market and also inside value targets, meaning of pay programs that will certainly be made use of as well as why, and also information concerning how plans will certainly be regulated One of the vital human possession options made by any type of organization is the plan of its pay method (Kang & Lee, 2021). While selecting a compensation technique, neighbourliness principals should choose an array of bewildering choices that will at some point affect a company's enrolment as well as maintenance endeavours, as well as the fulfilment of ordered goals (Yandori & Marter, 2013).

Ong and Koh (2018) share that, offered the significant expenses spent, association's facility around holding qualified reps and also diminishing turnover. Bambacas and Kulik (2013) shared that, presuming there is employee change, it will interfere with organization exercises, specifically presuming that agents with great implementation leave the company, while the company actually depends upon them. Roughage (2002) found that a lot of agents choose vocation, learning as well as improvement outstanding open doors as the basic reason for remaining in an organization, which

prompts job fulfilment. Based on Ingsih *et al.* (2020), the majority of organizations will determine employee fulfilment regularly by making use of overviews to lower the representative turnover rate, which is normally significant for the organization. Hassan (2014) revealed that it is important that representatives enjoy with their basic settlement because this can influence their mindsets and also conduct.

DWB compares to logical implementation, which includes commitment in added tasks past the errand implementation (Dalal, 2005) and gotten in touch with various ideas like imaginative means of behaving (Elorza *et al.*, 2016), authoritative citizenship conduct (Piccoli *et al.*, 2017) and counterproductive job conduct (Vatankhah, Javid & Raoofi, 2017). As per Body Organ and Ryan (1995), DWB is a cognizant selection to join job and also work workouts past formal or legally binding dedication. DWBs are various as well as calculated dedications welcomed by employees several of which might be endorsed or un-recommended by employers (Gonzales, 2016) and focused on at enhancing high quality help conveyance. Either supported or un-recommended, representatives present DWB excitedly and also it depicts their feeling of responsibilities in the direction of their organizations. The DWB of representatives is affected by series of reliant elements, all the same, the composing distinguished the high effect variables to be non-financial, version incorporates work environment, the board style, availability of asset, approaches and techniques (Howard, 2008; He, Zhang & Morrison, 2019; Redmond & Sharafizad, 2020). World over, it is believed that a big portion of the organizations adhere to a responsive system of solving this problem by getting details via post-employment studies. As indicated by ISR, this is dangerous, considering that the information isn't just responsive, however the information which is captured at the hour of representative leaving the organization doesn't truly mirror the condition of the brain of the individual when he was collaborating with the organization.

Capacity the execs includes in a genuine sense all that happens in your company gotten in touch with choose, preparing, satisfying as well as holding reps as well as is crucial for the capability the board cycle (Latukha, Michailova, Ott, Khasieva & Kostyuk, 2022). While many companies simply bump it all together under the extensive umbrella of "HR," capacity the board procedures are basic to your company's endurance as well as advantage phenomenal consideration. In this ability the board guide, you'll discover all that you may at any kind of factor demand to be knowledgeable about capability the exec's cycles, systems, as well as just how to accomplish it in your company to pull in and also hold top capacity. Kline and Hsieh (2007) handled that a significantly thought complete pay plan was essential for the "legitimacy of the management and also the result of business." Developing a full-scale commission plan should be crucial for the lodging's basic field-tested strategy (Latukha, Michailova, Ott, Khasieva & Kostyuk, 2022). They saw that as on the off opportunity that representatives saw that they were not obtaining sufficient payment for their work, they were probably going to lower their outcome or turnover. Kline as well as Hsieh even more spoke about that superior workers were probably going to leave and that the remaining reduced entertainers would certainly remain. Kysilka and Csaba (2013) reveal that less than perfect instalment is one of substantial reason for worker turn over. Rep also will in general leave their continuous manager due to various other deal.

Taming employee turnover is an essential and also crucial concern. No company can appreciate and also sustain the success until it handles this turn over issue proficiently and also properly. A lot of considerable issue is to lay the basis for long haul responsibility. Without essential representatives, an organization cannot produce income and grow. Each person has a factor to do and also without a solitary one, the photo comes to be invisible to locate success in genuine way

(Mcevoy, Glenn & Cascio 2020). It protests this structure that the review will attempt to recognize the impact of worker compensation methods on representative job turn over in star assessed accommodations in Cape Community.

EMPIRICAL AND THEORETICAL REVIEW

As per Lawler (2017), a significant issue in ability improvement is ability maintenance. Ability maintenance as distinguished by Sparrow and Makram (2015) is ability security and is the interaction by which associations foster secluding executes to safeguard its ability assets from being lost to different associations. Turnover is costly from a regulatory and advancement perspective, however it's most noteworthy cost frequently is the chance of the ability lost. Apparently, the monetary slump toward the beginning of this decade has made numerous representatives stay in positions that they could have left before. As the economy recuperates, up to half of the administrators could be searching for new positions as extended periods of time, lower compensations and advantages combined with their impression of dissatisfied and insatiable senior authority, which impels disappointed workers to leave as additional amazing open doors become accessible.

The hypothetical structure utilized in this study depends on the Expectancy Theory which centres around connect among remunerations and conduct. In this study the prize is remuneration while the way of behaving is work fulfilment. As indicated by the hypothesis, Motivation is the result of valence, instrumentality and hope. Hope hypothesis propounded by Vroom (1964) is a cycle hypothesis that makes sense of the psychological course of a representative in translation and view of hierarchical remuneration prompting ways of behaving of responsibility, inspiration and exertion increment. Remuneration frameworks vary as per their effect on these inspirational parts and pay frameworks contrast most in their effect on instrumentality. There is an apparent connection among conduct and pay. Representatives reports of their fulfilment with their positions, are straightforwardly connected with the degree to which their positions give them such remunerating results, as pay, assortment in re-enactment, thought from their manager, a high likelihood of advancement, close communication with colleagues, a chance to impact choices and command over their speed of work (Gupta, 2003).

According to Dessler (2011), delegate pay suggests a wide range of pay going to labourers and rising up out of their business. The articulation 'a wide range of pay' in the definition prohibits non-financial benefits, but all of the quick and indirect money related pay. Direct financial compensation contains pay got as wages, pay rates, rewards and commissions gave at normal and solid ranges while abnormal money related compensation consolidates all financial awards that are rejected from direct compensation and can be seen to approach part of the normal understanding between the business and labourer, for instance, clinical cover, portion for time not worked, retirement designs, extra cash portions other than those considering execution, costs of supported bistro, among other such benefits.

The Expectancy speculation communicates that specialist's motivation is a consequence of how far a solitary will go for an award (Valence), the assessment that the likelihood that the work will provoke expected execution (Expectancy) and the conviction that the show will incite grant (Instrumentality) (Mathibe, 2008). Thus, Valence is the significance related by an individual about the typical outcome. It is an ordinary and not the certified satisfaction that a specialist desires to get following achieving the goals. People habitually go with decisions considering the honor they desire to get from their work. This thought, known as the expectation speculation of motivation,

can help you with getting understanding into the different ways you can uphold your partners. By acknowledging what convinces your accomplices to work harder, you can all the more promptly choose tasks, set forth goals and flow critical awards (Fudge & Schlacter, 1999). In this article, we will review what expectation speculation is and the way that you can include it to spike others in the workplace. The expectation speculation of motivation or the expectation speculation is the conviction that a solitary will pick their approaches to acting considering what they acknowledge will incite the most significant outcome. This speculation is dependent upon how much worth a singular puts on different motivations, achieving a decision they expect will give them the best yield for their undertakings. Instrumentality is the conviction that a singular will come by an ideal outcome accepting the show supposition that is met (Wabba & House, 1974). Instrumentality reflects the singular's conviction that, "Expecting I accomplish this, I will get that." The ideal outcome could come as a lift in compensation, progression, affirmation, or pride. Having clear systems set up obviously enlightened in an understanding guarantees that the award will be conveyed accepting the settled upon execution is met. Instrumentality is low when the outcome is uncertain or problematic, then again if the outcome is the same for all likely levels of execution.

RESEARCH METHOD

The study established the relationship between talent management practices and employee discretionary work behaviour (DWB) in the hotel sector in Malaysia. The paper used a desk study review methodology where relevant empirical literature was reviewed to identify main themes. A critical review of empirical literature was conducted to establish the effect of talent management practices and employee discretionary work behaviour (DWB) in the hotel sector in Malaysia.

FINDINGS AND DISCUSSIONS

In light of the discoveries, Talent the executives (TM) is one of the advanced elements of human asset the board (HRM) and the most motivating subjects in administration. Ability has a significant job as an impact of the HRM work in dealing with all representatives inside the association that prompts superior execution. The job of HRM has quickly changed from just focusing on recruiting, representative advantages and finance to key HR by which the emphasis is on supporting and driving business systems. This brings up issues about the need of re-skilling of HRM capacities. This addresses a significant change in how business leaders view the worth of HRM, as they comprehend the essential worth of TM and the effect areas of strength for that can have on monetary results. Ability is becoming perceived as a centre cutthroat resource in any business association and fills in as a money of business.

Countless representatives in the inn area in Malaysia find employment elsewhere before they have enjoyed a year with the association. Maintenance methodologies ought to be embraced to reinforce the capacity of associations to draw in and hold their labour force. Worker maintenance is significant for building a useful, committed and solid labour force. Maintenance is basically to forestall the deficiency of equipped representatives in the association, which could hurt efficiency and administration conveyance. Strikingly, in understanding provokes looked by associations to hold staff, understanding worker turnover is crucial. Representatives who see commitments equivalent to the advantages they get are more averse to find employment elsewhere. The appreciation can be pretty much as basic as leaving a little note on the representative table, earnest email, a gift voucher, an additional three day weekend or, as a shock to a meriting individual, an inward advancement. To prevail in the battle for ability, associations need to obviously

comprehend how various prize elements impact whether capable entertainers stay or find employment elsewhere.

The association's top administration ought to uncover the fault as they try to ignore and don't focus on this significant issue, as they are potentially not equipped for perceiving what is going on how work turnover hurts the association's general presentation. Worker turnover brings about the entrance and potential chance to go into new business. It is important to quantify work turnover and compute its expense to assess future misfortunes for arranging and furthermore to perceive the intentions on why individuals leave their business. Optional exertion/conduct of the workers is the way to further developing execution in any association just in light of the fact that the representatives are spurred, connected with and set forth substantially more energy than what is generally anticipated which brings about expanded execution. HR Strategy and practices truly do assume a part in setting the stage to further develop business execution, in any case, the job that is much of the time disregarded in associations, is that of a Line Manager. In numerous associations, HR plays taken the part of an essential colleague which implies the conventional elements of HR connected with individuals execution exercises have been moved to Line chiefs, in any case, whether the Line Managers have the important abilities or devices to adapt to this new test is the issue.

The work environment is a climate comprised of many individuals coming from various foundation. Accordingly, various ways of behaving are shown by these individuals in the work environment. Every one of these ways of behaving influences someone else inside the association as well as the whole association (Akhigbe & Sunday, 2017). Associations in created and lacking nations ought to set out a freedom for their directors and workers to involve their experience as well as their expected abilities to work on hierarchical objectives, and this can't occur until there is a chance for suitable ways of behaving's (Hasani *et al.*, 2013). Both work environment aberrance and hierarchical citizenship ways of behaving are noted as being optional ways of behaving that are established in friendly trade and reactions to the climate. Working environment abnormality is characterized as wilful way of behaving that disregards significant standards of the association, and in this manner, compromises the prosperity of the association or its individuals, or both. Working environment abnormality incorporates negative working environment ways of behaving, for example, burglary, coming in late, or forceful demonstrations towards colleagues.

Notwithstanding the different examinations related with optional ways of behaving, a survey of the writing proposes that specialists exploring the hierarchical cycles prompting optional way of behaving's might have disregarded an imperative precursor, specifically the fulfilment of representatives with their authoritative specialized strategies. Until this point in time, hardly any researchers have analysed the connection between correspondence fulfilment and optional way of behaving's. Fulfilment with hierarchical correspondence empowers hierarchical viability, and it is a huge indicator of results, including position execution. Past examinations have shown that correspondence fulfilment and effective correspondence connect with work fulfilment, inspiration, work execution, efficiency, work values, administration strategies, hierarchical environment, and authoritative responsibility.

CONCLUSION AND RECOMMENDATION

Based on the reviews, it gets the job done to reason that the rising interest in the friendliness business across the globe is characteristic of the developing worldwide and home-grown traveller ventures. Out of their standard spot of home, the vacationer prerequisites for short-term cover

among different requirements of care, solace and diversion can't be overemphasized. The board of firms invigorate beneficial ways of behaving of workers utilizing explicit HRP. An arising administration demeanour of significance to support ventures is the optional work conduct (DWB) of representatives. DWB is critical in lodgings as workers are confronted with contrary solicitation from clients. Combined with requests for customized administrations, representatives in assistance situated friendliness areas are supposed to show assorted ways of behaving a large portion of which are past characterized jobs to fulfil clients. DWB help in fulfilling the momentary necessities of clients which thusly lessens clashes and upgrades clients' unwaveringness to the inn.

From this study it very well may be inferred that, DWBs are assorted and deliberate commitments embraced by representatives some of which might be endorsed or un-recommended by bosses and designated at upgrading quality help conveyance. Either endorsed or un-recommended, workers show DWB readily and it portrays their feeling of liabilities towards their organizations. The DWB of representatives is affected by series of reliant variables, notwithstanding, the writing distinguished the high effect elements to be non-money related, and model incorporates workplace, the board style, and accessibility of asset, arrangements and practices. Inside the point of view of social trade hypothesis, interest in representative preparation sets off a sense care among representatives and they are probably going to respond this token of the lodging by taking part in optional work ways of behaving, for example, embraced tasks not officially expected of them as well as supportive ways of behaving at work.

Having a fundamental capacity the board offers affiliations the opportunity to attract the most proficient and gifted agents that anybody could expect to find. It makes a business brand that could attract likely gifts, and in this way, adds to the improvement of the affiliations' business execution and results. The ascent of staff through progression is ordinarily associated with extended pay rates, inspirations and benefits because of the presumptions that value of work comparable with compensation. The audit recommends that organization of lodgings can pass effective readiness and pay on to help the discretionary work lead of their workers. The concentrate further reasons that capacity the board outfits associations with the tasks that require essential capacities to plan and address the huge and significantly specific positions in the workforce to its labourers. This suggests that the association will have a constant movement of delegates to fill fundamental tasks to help associations with running their undertakings easily and avoid extra liability regarding others, which could provoke exhaustion. The survey proposes that the organizations of lodgings in Malaysia should embrace capacity the leaders since capacity the board grants relationship to choose conscious and consistent decisions about the improvement of staff, which guarantees the agents' capacities and progression. Furthermore, delegates will feel more associated with when there is a fair system for the development, which helps in growing the guidelines for reliability that helps associations in get-together their practical necessities.

REFERENCES

- Abdul Hamid, M. R. A., Rahim, N. F. A., & Salamzadeh, Y. (2020). Influence of Ethical Leadership and Talent Management on Employee Performance: Does Employee Commitment Matter in Malaysian Hotel Industry?. *International Journal of Human Resource Studies*, 10(3), 7797-7797.
- Abdul Latif, F. D., Saraih, U. N., & Harada, Y. (2019). Talent management and turnover intention: the moderating effect of employee engagement. *Journal of Advanced Research in Business, Marketing and Supply Chain Management*, 3(1), 10-17.
- Akanda, M. H. U., Bhuiyan, A. B., Kumarasamy, M. M., & Karuppanan, G. (2021). A Conceptual Review of the Talent Management and Employee Retention in Banking Industry. *International Journal of Business and Management Future*, 6(1), 42-68.
- Akter, H., Ahmed, W., Sentosa, I., & Hizam, S. M. (2022). Crafting employee engagement through talent management practices in telecom sector. *SA Journal of Human Resource Management*, 20, 11.
- Baharin, N. L., & Hanafi, W. N. W. (2018). Effects of Talent Management on Employee Retention: A Case Study of Hospitality Industry. *Global Business & Management Research*, 10(3).
- Cascio, W. F. (2013). *Managing human resources: Productivity, Quality of work, life, Profits*. 6th ed. New-York: McGraw Hill Higher Education.
- Cascio, W. F. (2020). *Costing human resources*. Cincinnati, OH: South Western.
- Cho S, Johanson MM, Guchait P. (2020). Employees' intent to leave: a comparison of determinants of intent to leave versus intent to stay. *International Journal of Hospitality Management* 2009.
- Choi, H. J., & Cho, W. S. (2021). The causal relationships among talent management (TM), extra-role behavior and work engagement in the hotel industry. *Culinary Science & Hospitality Research*, 27(2), 85-94.
- Choi.y. & Dickson.D. (2020). A case study in the benefits of management training programs. Impact of Hotel employee turnover and satisfaction level. *Journal of human Resources in Hospitality and Tourism*.
- Damghanian, H., & Ghanbari Ghaleroudkhani, F. (2022). Discretionary Workplace Behaviors: The Effect of Communication Satisfaction on Workplace Deviance and OCB with the Mediation Role of Justice Sensitivity. *Iranian Journal of Management Studies*, 15(1), 155-168.
- Dessler, G. (2018). *Human Resource Management*. Upper Saddle River, NJ: Pearson/Prentice Hall.
- Dessler, G. (2021). *Human Resource Management*, 12th Ed. New Jersey: Prince Hall.
- Fudge, R. S., & Schlacter, J. L. (1999). Motivating employees to act ethically: An expectancy theory approach. *Journal of Business Ethics*, 18(3), 295-304.
- Gupta C. B. (2013). *Human Resource Management Sultan Chard and Sons Educational Publishers New Delhi*.

- Hassan, M. M., Jambulingam, M., Alagas, E. N., Uzir, M. U. H., & Halbusi, H. A. (2020). Necessities and ways of combating dissatisfactions at workplaces against the Job-Hopping Generation Y employees. *Global Business Review*, 0972150920926966.
- Huang, C., Du, P. L., Wu, L. F., Achyldurdyeva, J., Wu, L. C., & Lin, C. S. (2021). Leader–member exchange, employee turnover intention and presenteeism: the mediating role of perceived organizational support. *Leadership & Organization Development Journal*.
- Kang, E., & Lee, H. (2021). Employee Compensation Strategy as Sustainable Competitive Advantage for HR Education Practitioners. *Sustainability*, 13(3), 1049.
- Latukha, M., Michailova, S., Ott, D. L., Khasieva, D., & Kostyuk, D. (2022). Gender, talent management and firm performance: MNCs' female-focused talent management practices in Russia. *Employee Relations: The International Journal*.
- Mathibe, I. (2008). Expectancy theory and its implications for employee motivation. *Academic Leadership: the Online Journal*, 6(3), 8.
- Mensah, H. K., Agyapong, A., & Osei, B. A. (2021). Effect of corporate social responsibility on eco-citizenship behaviour in luxury hotels: eco-lifestyle as a moderator. *Journal of Global Responsibility*.
- Putri, A. A., Dhewanto, W., & Nurdayat, I. F. (2020). Understanding the role of job satisfaction in workplace from millennial generation's perspective toward organizational performance. *KnE Social Sciences*, 1047-1063.
- Samreen, F., Rashid, M. A., & Hussain, G. (2022). Effect of abusive supervision on subordinates' discretionary behaviors. *Journal of Management & Organization*, 28(1), 149-164.
- Wabba, M. A., & House, R. J. (1974). Expectancy theory in work and motivation: Some logical and methodological issues. *Human relations*, 27(2), 121-147.
- Wood, B. P., Eid, R., & Agag, G. (2021). A multilevel investigation of the link between ethical leadership behaviour and employees green behaviour in the hospitality industry. *International Journal of Hospitality Management*, 97, 102993.