

# The Impact of Talent Management Dimensions on Employee Performance in Four-Star Hotels

Analyzing Talent  
Management  
Dimensions

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## ABSTRACT

*This study explores the influence of talent management on employee performance in the hospitality sector, focusing on a mid-sized four-star hotel in Bengkulu, Indonesia. The objective was to analyze the collective and individual effects of 11 talent management dimensions, namely company's vision and mission, workforce planning and analytics, talent acquisition, performance management, learning and development, succession planning, employee experience, change management, organizational development, total rewards, and diversity, equity, inclusion, on employee performance. A quantitative explanatory approach was employed, collecting data from 25 permanent employees using a questionnaire with a 5-point Likert scale. Multiple linear regression was used to test hypotheses, with classical assumption tests ensuring model validity. The findings revealed that the 11 dimensions collectively significantly impact employee performance, explaining 61.3% of performance variance. However, only employee experience and change management showed significant individual effects, likely due to their role in fostering engagement and adaptability, while other dimensions were not significant, possibly due to high turnover and resource constraints in the hotel setting. In conclusion, prioritizing employee experience and change management can enhance service quality, offering practical strategies for hotel management to improve performance.*

**Keywords:** Employee Experience, Employee Performance, Employee Productivity, Hospitality Industry, Human Resource Development, Talent Management.

## ABSTRAK

*Studi ini mengeksplorasi pengaruh manajemen bakat terhadap kinerja karyawan di sektor perhotelan, dengan fokus pada hotel bintang empat menengah di Bengkulu, Indonesia. Tujuannya adalah untuk menganalisis efek kolektif dan individual dari 11 dimensi manajemen bakat, yaitu visi dan misi perusahaan, perencanaan dan analisis tenaga kerja, akuisisi bakat, manajemen kinerja, pembelajaran dan pengembangan, perencanaan suksesi, pengalaman karyawan, manajemen perubahan, pengembangan organisasi, total imbalan, dan keberagaman, ekuitas, inklusi, terhadap kinerja karyawan. Pendekatan penjelasan kuantitatif digunakan, mengumpulkan data dari 25 karyawan tetap menggunakan kuesioner dengan skala Likert 5 poin. Regresi linier berganda digunakan untuk menguji hipotesis, dengan uji asumsi klasik memastikan validitas model. Temuan tersebut mengungkapkan bahwa 11 dimensi secara kolektif berdampak signifikan terhadap kinerja karyawan, menjelaskan 61.3% varians kinerja. Namun, hanya pengalaman karyawan dan manajemen perubahan yang menunjukkan efek individual yang signifikan, kemungkinan karena perannya dalam mendorong keterlibatan dan kemampuan beradaptasi, sementara dimensi lainnya tidak signifikan, kemungkinan karena tingginya tingkat pergantian karyawan dan keterbatasan sumber daya di lingkungan hotel. Kesimpulannya, memprioritaskan*

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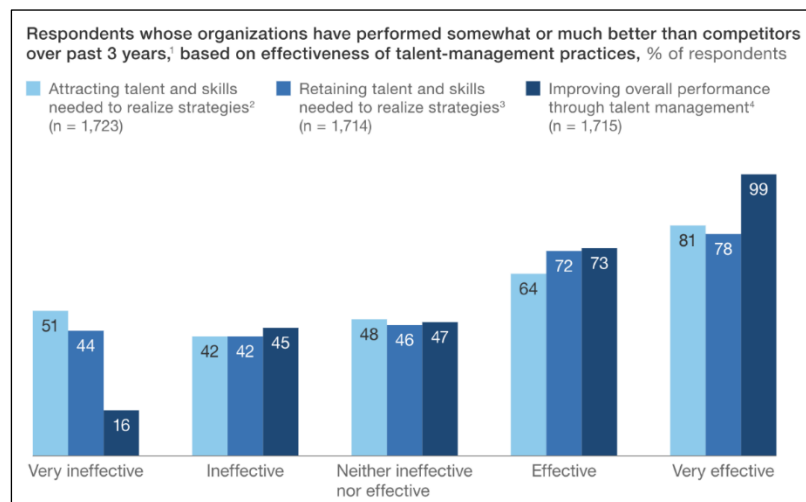
*pengalaman karyawan dan manajemen perubahan dapat meningkatkan kualitas layanan, menawarkan strategi praktis bagi manajemen hotel untuk meningkatkan kinerja.*

**Kata Kunci:** *Pengalaman Karyawan, Kinerja Karyawan, Produktivitas Karyawan, Industri Perhotelan, Pengembangan Sumber Daya Manusia, Manajemen Bakat.*

### INTRODUCTION

The hospitality industry is characterized by high service intensity, rapid employee turnover, and constant pressure to deliver superior guest experiences, making human resources its most critical asset. Performance relies heavily on employee behavior, interpersonal skills, and service consistency, all of which depend on effective talent management. However, many hospitality organizations continue to face challenges in attracting, developing, and retaining skilled employees amid increasing competition and shifting labor market dynamics. Inadequate talent strategies often result in performance fluctuations, low motivation, and declining service quality, which directly affect customer satisfaction and organizational competitiveness (Shani & Noumair, 2021). These persistent issues underscore the urgent need to examine how comprehensive talent management practices can be effectively implemented to enhance employee performance and sustain operational excellence in the hotel industry.

To optimize talent management, several critical elements must be considered, including talent acquisition to attract top talent, performance management for objective performance evaluation, learning & development to equip employees with up-to-date skills, succession management to prepare future leaders, employee experience to boost motivation, change management to address organizational shifts, organizational development for structural efficiency, and total rewards as a comprehensive reward strategy (Mouazen et al., 2024). This study is grounded in Human Capital Theory, which posits that investments in employee development enhance productivity and performance, and the Resource-Based View, which regards talent as a strategic asset for competitive advantage (Barney, 2021). A study by McKinsey (2021) revealed a positive correlation between talent management effectiveness and overall company performance, with 99% of respondents noting improved competitiveness through such systems. As illustrated in Figure 1, 99% of surveyed leaders reported that talent management strengthens their ability to compete in the market. This underscores the potential of talent management to enhance individual and organizational productivity.



**Figure 1.** The Relationship Between Talent Management and Company Performance Achievement

According to Rachmadinata and Ayuningtias (2017), effective talent management practices, particularly in recruitment and training, significantly improved employee performance in a Jakarta-based technology firm. Similarly, Febriani (2012) found that talent management positively influenced employee performance. Talent management, through employee engagement, enhanced work efficiency in the plantation sector (Irfani, 2023). However, according to Kravariti et al. (2023), most hospitality studies focus on general talent management practices, such as training and internal promotions, without dissecting the specific contributions of dimensions like employee experience or change management. This study identifies a research gap the lack of a comprehensive analysis of how each talent management dimension impacts employee performance in the hospitality sector, particularly in mid-sized four-star hotels in Indonesia.

This research was conducted at Two K Azana Style Hotel Bengkulu, a four-star hotel in Bengkulu City. With 52 rooms of various types, the hotel offers 24-hour room service, a restaurant, free Wi-Fi, an outdoor pool, a fitness center, a spa, and family-friendly facilities like a water park and Playodania. Known for its family-oriented services and support for Meeting, Incentive, Convention, and Exhibition (MICE) activities, the hotel experiences high occupancy during holiday seasons. Internal operational data from March to May 2025, revealed a decline in Key Performance Indicators (KPIs) across nearly all departments. These KPI declines signal weaknesses in talent management practices, such as inadequate training and suboptimal incentive systems (Payambarpour & Hooi, 2015; Ntalakos, 2025). According to Akuba et al. (2022), similar challenges in the public sector suggest that poorly integrated talent management hinders employee performance. This study aims to analyze the influence of each talent management dimension on employee performance, identifying the most dominant dimensions to develop adaptive and sustainable HR strategies.

## **LITERATURE REVIEW & HYPOTHESIS DEVELOPMENT**

### **Talent Management and Employee Performance**

Talent management is a strategic approach to attracting, developing, and retaining employees to enhance organizational performance. According to Mensah (2015), Talent Management is rooted in Human Capital Theory, which posits that investments in employee skills and knowledge yield higher productivity and organizational value. The Resource-Based View further supports this, viewing talented employees as strategic assets that provide a competitive edge (Gerhart & Feng, 2021; Lubis, 2022; Hossain et al., 2022). These theories underscore the importance of aligning Talent Management practices with organizational goals. In the hospitality sector, Kravariti et al. (2022) emphasize that effective Talent Management enhances service quality by fostering employee skills and engagement. Studies like Payambarpour and Hooi (2015) demonstrate that talent management practices, such as training and rewards, significantly boost employee performance by increasing motivation and commitment. This study adopts Jooss et al. (2021) framework, which identifies talent management dimensions, chosen for their comprehensive coverage of HR practices critical to hospitality settings. Collectively, these dimensions are expected to influence employee performance by creating a supportive work environment.

Employee development, through dimensions like learning & development and succession planning, directly impacts performance outcomes (Mogrovejo et al., 2025). In hospitality, where service quality relies heavily on employee interactions, such investments are critical. According to Akuba et al. (2022), integrated talent management practices in service-oriented organizations enhance operational efficiency by addressing skill gaps. However, variations in organizational context, such as hotel size or market dynamics, can moderate these effects (Tirdasari & Dhewanto, 2012). This study leverages these theories to examine how talent management dimensions collectively drive performance in a four-star hotel setting.

H1: All dimensions of talent management simultaneously have a significant effect on employee performance.

### Factors Influencing Employee Performance

The set of talent management dimensions includes company's vision and mission, workforce planning & analytics, talent acquisition, performance management, learning & development, succession planning, employee experience, change management, organizational development, total rewards, and Diversity, Equity, Inclusion (DEI). According to Rachmadinata and Ayuningtias (2017), aligning employees with the company's vision and mission fosters a sense of purpose, enhancing performance in service-oriented roles. Workforce planning & analytics ensures the right talent is in place to meet organizational needs, with Gurusinghe et al. (2021) noting its role in predicting performance outcomes. Talent acquisition focuses on recruiting skilled individuals, which Febriani (2012) found critical for employee performance in banking. Performance management, through regular feedback, improves accountability, as shown by Aguinis and Burgi-Tian (2021). Learning & development, as highlighted by Mustafa and Lleshi (2024) and Manutilaa (2024), enhances employee skills, directly impacting productivity in hospitality settings. However, studies like Dewi and Darma (2022) suggest that the effectiveness of these dimensions varies in hospitality due to high turnover and seasonal demands.

According to Hafsara and Mukhsin (2024), succession planning ensures leadership continuity, boosting long-term performance in service industries. Employee experience, encompassing work environment and engagement, is critical in hospitality, as noted by Nanda and Prawitowati (2025). Change management facilitates adaptation to organizational shifts, with Errida and Lotfi (2021) highlighting its role in maintaining performance during transitions. Organizational development, as per Bushe and Lewis (2023), enhances structural efficiency, indirectly supporting employee performance. Total rewards, including financial and non-financial incentives, motivate employees, though their impact varies by context (Wenzel et al., 2019; Matloob et al., 2021; Chi et al., 2023). DEI fosters an inclusive workplace, with Maurya and Agarwal (2018) linking it to improved performance through employee satisfaction.

H2: Company's vision and mission have a significant effect on employee performance.

H3: Workforce planning & analytics has a significant effect on employee performance.

H4: Talent acquisition has a significant effect on employee performance.

H5: Performance management has a significant effect on employee performance.

H6: Learning & development has a significant effect on employee performance.

H7: Succession planning has a significant effect on employee performance.

H8: Employee experience has a significant effect on employee performance.

H9: Change management has a significant effect on employee performance.

H10: Organizational development has a significant effect on employee performance.

H11: Total rewards have a significant effect on employee performance.

H12: Diversity, equity, and inclusion have a significant effect on employee performance.

The research framework integrates the 11 talent management dimensions as independent variables influencing Employee Performance, as depicted in Figure 2. This framework is grounded in Human Capital Theory and the Resource-Based View, positing that strategic HR practices enhance performance outcomes. According to Sareen and Mishra (2016), a comprehensive talent management framework ensures alignment between individual capabilities and organizational goals, particularly in service-driven industries like hospitality. The framework hypothesizes that dimensions like employee experience and change management have a stronger impact in hospitality due to their focus on engagement and adaptability (Kravariti et al., 2022). This study tests both the collective (H1) and individual (H2–H12) effects of these dimensions on employee performance.

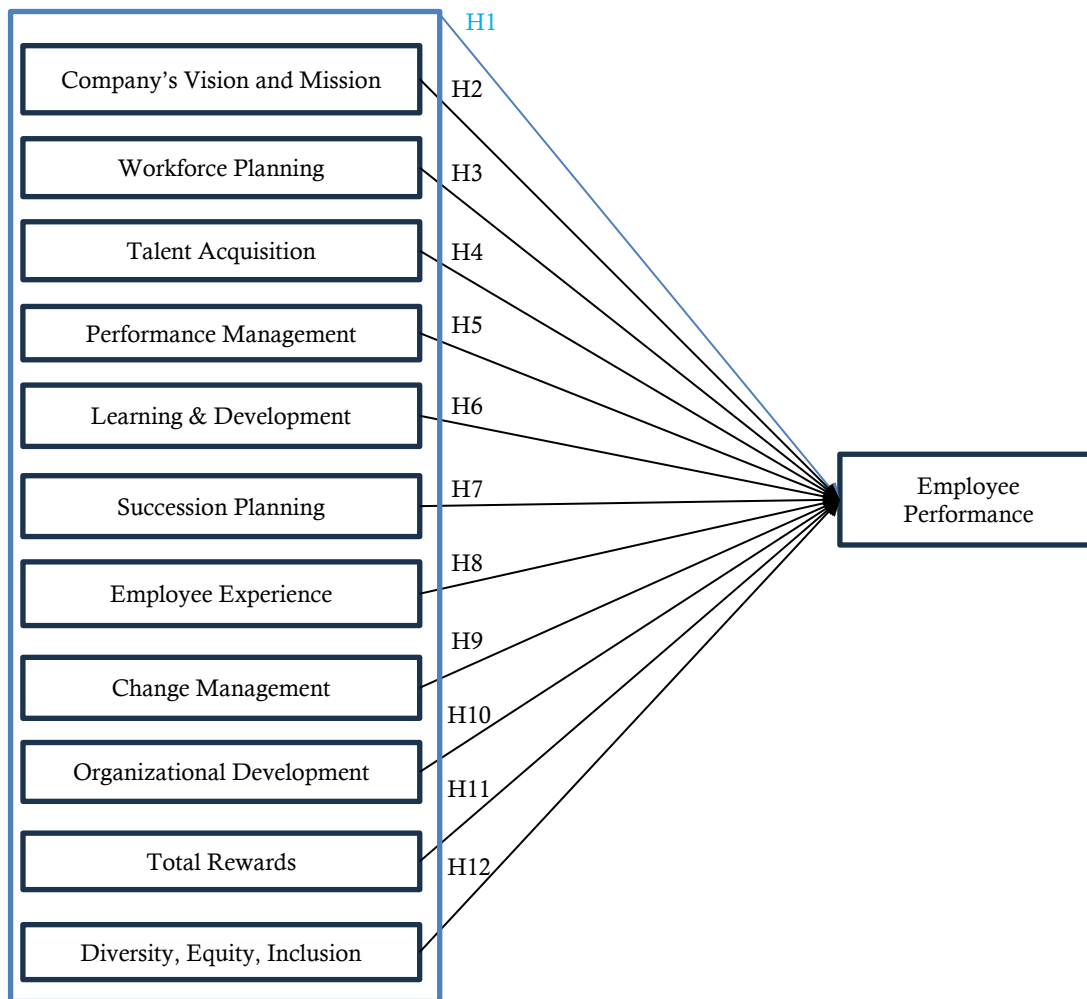


Figure 2. Research Framework

## RESEARCH METHOD

This study employed a quantitative explanatory approach to investigate the influence of talent management dimensions on employee performance at Two K Azana Style Hotel, Bengkulu. The research targeted a population of 25 permanent employees across various departments, including front office, housekeeping, food and beverage, and human resources. Given the small population size, a saturated sampling technique was used, ensuring all 25 employees were included as respondents. The questionnaire was developed by adapting items from prior studies, specifically aligning with Jooss et al. (2021) talent management framework and validated scales for employee performance. To ensure reliability, Cronbach's Alpha was calculated, yielding values above 0.7 for all constructs, indicating strong internal consistency. Validity was confirmed through factor analysis, with all items loading above 0.5 on their respective constructs. Data were collected using a 5-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree), to measure perceptions of the 11 talent management dimensions and employee performance.

Employee performance (Y) was operationalized using five indicators: work quality, productivity, punctuality, teamwork, and adaptability, adapted from Payambarpour and Hooi (2015). The 11 talent management dimensions (X1–X11) were measured with specific indicators: for example, employee experience included workplace satisfaction and engagement, while change management covered adaptability to organizational changes (Kimonyo, 2024). Questionnaires were distributed in person during staff meetings in April

2025, achieving a 100% response rate due to the small sample and direct engagement with respondents. Data collection was conducted over two weeks, with follow-ups to ensure completeness. All responses were checked for accuracy and entered into SPSS for analysis, ensuring no missing or invalid data.

Data analysis involved classical assumption tests to ensure the suitability of multiple linear regression. Normality was assessed using the Kolmogorov-Smirnov test, confirming a normal distribution ( $p > 0.05$ ). Multicollinearity was checked via the Variance Inflation Factor (VIF), with all values below 10, indicating no multicollinearity. Heteroskedasticity was tested using the Glejser test, showing no significant issues ( $p > 0.05$ ). Multiple linear regression was employed to test the simultaneous (H1) and partial (H2–H12) effects of talent management dimensions on employee performance. The F-test evaluated the overall model significance, while the T-test assessed the significance of individual dimensions. The regression model’s goodness of fit was evaluated using  $R^2$ , providing insights into the proportion of variance in employee performance explained by the talent management dimensions. This rigorous approach ensured robust findings tailored to the hospitality context of a four-star hotel.

## RESULTS

The results, presented in six tables, include descriptive statistics, assumption tests, and hypothesis testing outcomes, with a focus on identifying significant dimensions in a hospitality context. As noted by Kravariti et al. (2022), hospitality settings require tailored Talent Management strategies due to high employee turnover and service demands, making these findings particularly relevant. The following sections detail the findings, addressing both the collective (H1) and individual (H2–H12) effects of the dimensions on employee performance.

**Table 1.** Descriptive Statistical Results

Variable	N	Minimum	Maximum	Mean	Std. Deviation
Company's Vision and Mission (X1)	44	3	15	12.59	2.527
Workforce Planning & Analytics (X2)	44	3	15	12.57	2.583
Talent Acquisition (X3)	44	3	15	12.16	2.988
Performance Management (X4)	44	3	15	12.43	2.757
Learning & Development (X5)	44	3	15	11.98	3.173
Succession Planning (X6)	44	3	15	12.27	2.880
Employee Experience (X7)	44	3	15	12.68	2.657
Change Management (X8)	44	3	15	12.00	3.103
Organizational Development (X9)	44	3	15	12.43	2.984
Total Rewards (X10)	44	3	15	11.80	3.100
Diversity, Equity, Inclusion (X11)	44	3	15	12.77	2.718
Employee Performance (Y)	44	12	20	17.95	2.496
Valid N (listwise)	44				

Descriptive statistics provided an overview of the 11 Talent Management dimensions and employee performance. As shown in Table 1, the variables, namely Company’s Vision and Mission (X1), Workforce Planning & Analytics (X2), Talent Acquisition (X3), Performance Management (X4), Learning & Development (X5), Succession Planning (X6), Employee Experience (X7), Change Management (X8), Organizational Development (X9), Total Rewards (X10), Diversity, Equity, Inclusion (X11), and Employee Performance (Y).

The descriptive analysis shows generally positive perceptions across all talent management dimensions. Diversity, Equity, and Inclusion (X11) achieved the highest mean ( $\mu = 12.77$ ,  $SD = 2.718$ ), reflecting successful inclusivity initiatives, while Total Rewards (X10) had the lowest ( $\mu = 11.80$ ,  $SD = 3.100$ ), indicating potential dissatisfaction with compensation. The Company’s Vision and Mission (X1) and Workforce Planning & Analytics (X2) followed closely ( $\mu = 12.59$  and  $\mu = 12.57$ ), suggesting clear organizational direction and effective HR planning. Learning & Development (X5) also scored relatively low ( $\mu = 11.98$ ), highlighting the need to enhance training programs.

Employee Performance (Y) recorded a high mean ( $\mu = 17.95$ ,  $SD = 2.496$ ), indicating strong productivity levels. The standard deviations (2.5–3.1) across variables show consistent data distribution without outliers. This aligns with Dewi and Darma (2022), who found that hospitality employees often rate engagement-focused practices highly, influencing service quality.

**Table 2.** Normality Test

Parameter	Test	Unstandardized Residual	
N		44	
Normal Parameters <sup>a, b</sup>	Mean	0.0000000	
	Hours of deviation	1.55230916	
Most Extreme Differences	Absolute	0.122	
	Positive	0.122	
	Negative	-0.098	
Test Statistic		0.122	
Asymp. Sig. (2-tailed) <sup>c</sup>		0.096	
Monte Carlo Sig. (2-tailed) <sup>d</sup>	Itself.	0.092	
	99% Confidence Interval	Lower Bound	0.085
		Upper Bound	0.100

Based on the results of the normality test using the Kolmogorov-Smirnov One-Sample method, as presented in Table 2, a test statistic of 0.122 was obtained with a significance value (Asymp. Sig. 2-tailed) of 0.096. Since the significance value is greater than the significance level of 0.05, the null hypothesis that the normally distributed residual cannot be rejected. In other words, the residual regression model meets the assumption of normality. Thus, the assumption of normality in regression analysis is met, and the results of regression analysis can be considered valid for further statistical inference.

**Table 3.** Multicollinearity Test Results

Model	Collinearity Statistics	
	Tolerance	VIF
(Constant)		
Company's Vision and Mission (X1)	0.112	8.940
Workforce Planning & Analytics (X2)	0.152	6.579
Talent Acquisition (X3)	0.112	8.898
Performance Management (X4)	0.125	8.000
Learning & Development (X5)	0.109	9.203
Succession Planning (X6)	0.124	8.046
Employee Experience (X7)	0.138	7.246
Change Management (X8)	0.098	10.331
Organizational Development (X9)	0.151	6.588
Total Rewards (X10)	0.148	6.379
Diversity, Equity, Inclusion (X11)	0.165	5.877

Based on the results of the multicollinearity test presented in Table 3, it can be concluded that the regression model does not experience critical multicollinearity problems. This can be seen from the Variance Inflation Factor (VIF) value of all independent variables, which is below the critical threshold limit of 10, with a value range between 5.877 and 10.331. However, there were indications of moderate multicollinearity in several variables, especially the X8 variable which showed the highest VIF value of 10.331 and the lowest tolerance value of 0.098. Based on the criteria of Kalnins and Hill (2025), this model still meets the requirements of linear regression analysis because the average VIF (7.67) < 10 and there is no dominance of extreme VIF (>10).

Heteroscedasticity Test using the Glacier Test, it can be seen that the significance value produced from the 11 variable indicators used in this study. It can be concluded that the regression model meets the assumption of homoskedasticity. This is proven through the Glejser test by regressing the residual absolute value (Abs\_Res) to all independent variables, where a significance value (Sig.) of 0.721 is obtained. This value far exceeds the

significance level of  $\alpha = 0.05$ , so that a hypothesis of zero ( $H_0$ ) that states the absence of heteroscedasticity symptoms in the research data is feasible, so that a linear regression test is feasible.

Table 4. F Test Results

Model	Sum of Squares	df	Mean Square	F-Statistic	Sig.
Regression	164.294	11	14.936	4.613	<0.001b
Residual	103.616	32	3.238		
Total	267.909	43			

According to Table 4, the F statistical test (simultaneous test) on multiple regression aims to test whether all the free variables together have a significant influence on the dependent variables. This test was carried out within the framework of ANOVA regression analysis to assess the feasibility of the overall model. The F test usually uses a significance level of  $\alpha = 0.05$ . According to Sugiyono (2019), the criterion for decision making of the F test is that if the significance value (p-value)  $< 0.05$ ,  $H_0$  (no simultaneous influence) is rejected, which means that the independent variables together have a significant effect on the dependent variables. If the p-value  $> 0.05$ ,  $H_0$  is accepted, and the regression model has no significant effect if the test is carried out simultaneously.

The results of ANOVA analysis in this study, as presented in Table 4, showed that the significance value (Sig.) obtained was less than 0.001. Since the value of Sig.  $< 0.05$ ,  $H_0$  is rejected. This means that there is a significant simultaneous influence of the Talent Management dimension on Employee Performance. In other words, this multiple regression model is feasible to explain the influence of independent variables on dependent variables. This supports H1, suggesting that Talent Management, as a holistic strategy, significantly influences performance outcomes in the hospitality context. This result is in line with the criterion that if the p-value  $< 0.05$ , then the regression model is considered valid and the free variable simultaneously affects the bound variable. Thus, it can be concluded that the regression model that tests the influence of the Talent Management dimension on Employee Performance is simultaneously significant. This means that the dimension of Talent Management makes a real contribution in explaining the variation in Employee Performance. This conclusion supports the simultaneous hypothesis that the combined influence of independent variables on employee performance is significant and that the estimated regression model is feasible to use.

Table 5. T-Test Results

Variable	Un-std. Coef. Beta	Std. Error	Std. Coef. Beta	t-statistic	Sig.
(Constant)	9.348	1.595		5.861	<0.001
Company's Vision and Mission (X1)	0.405	0.325	0.410	1.248	0.221
Workforce Planning & Analytics (X2)	-0.556	0.434	-0.575	-1.281	0.210
Talent Acquisition (X3)	0.180	0.274	0.216	0.658	0.515
Performance Management (X4)	-0.165	0.486	-0.183	-0.341	0.736
Learning & Development (X5)	-0.038	0.262	-0.048	-0.144	0.886
Succession Planning (X6)	-0.069	0.270	-0.080	-0.257	0.799
Employee Experience (X7)	1.056	0.473	1.124	2.235	0.033
Change Management (X8)	0.125	0.456	0.156	0.274	0.786
Organizational Development (X9)	-0.090	0.411	-0.108	-0.219	0.828
Total Rewards (X10)	-0.362	0.309	-0.449	-1.172	0.250
Diversity, Equity, Inclusion (X11)	0.168	0.399	0.183	0.421	0.676

In contrast to the F test, the t-test will be seen more specifically regarding the influence of each independent variable on the dependent variable individually. If the significance value is less than 0.05 or t is calculated  $> t$  table, then the independent variable has a partial effect on the dependent variable. The results of the t-test that have been carried out are as follows: it is known that the value of the table  $T = (a/2; n-k-1$  or residual  $df) = 0.05/2; 44 - 11 - 1 = 32$ , then the value t of the table obtained is 2.04.

Based on the results listed in Table 5, the significance value (Sig.) for each independent variable is obtained as follows: Variable X1 (Company Vision and Mission) with Sig. = 0.221; X2 (Workforce Planning & Analytics) with Sig. = 0.210; X3 (Talent Acquisition) with Sig. = 0.515; X4 (Performance Management) with Sig. = 0.736; X5 (Learning & Development) with Sig. = 0.886; X6 (Succession Planning) with Sig. = 0.799; X8 (Change Management) with Sig. = 0.786; X9 (Organizational Development) with Sig. = 0.828; X10 (Total Rewards) with Sig. = 0.250; and X11 (Diversity, Equity, Inclusion) with Sig. = 0.676. All of these significance values are greater than 0.05, so  $H_0$  is accepted for each of these variables. This means that the variables X1, X2, X3, X4, X5, X6, X8, X9, X10, and X11 have no significant effect on employee performance (Y). In contrast, the X7 (Employee Experience) variable has a value of Sig. = 0.033, which is smaller than 0.05. Thus,  $H_0$  is rejected for this variable, so X7 is shown to have a partially significant effect on employee performance.

Based on the t-test criteria above, only the Employee Experience variable (X7) had a partially significant influence on employee performance, as its significance value (0.033) was below the 0.05 limit. All other variables (X1–X6 and X8–X11) showed no significant partial influence on Y (Sig. value > 0.05). In other words, of the eleven talent management dimensions tested, only the Employee Experience factor statistically contributed significantly to improving employee performance in the hospitality industry in Bengkulu.

**Table 6.** Determination Coefficient Test

Test	Value
R	0.783
R Square	0.613
Adjusted R Square	0.480
Std. Error of the Estimate	1.799

The regression model’s explanatory power was assessed using the coefficient of determination. As shown in Table 6, the  $R^2$  value of 0.613 indicates that 61.3% of the variance in Employee Performance is explained by the 11 Talent Management dimensions, while 38.7% is attributed to other factors. This moderate  $R^2$  suggests a strong but not exhaustive influence, consistent with hospitality studies where external factors like seasonal demand impact performance (Kravariti et al., 2022). The significant effects of Employee Experience and Change Management highlight their critical role in fostering engagement and adaptability, key drivers of service quality in hotels. These findings provide practical insights for the hospitality industry to prioritize these dimensions in HR strategies.

## DISCUSSION

The findings of this study confirm that the 11 talent management dimensions collectively have a significant impact on employee performance, supporting H1. This aligns with Human Capital Theory, which posits that strategic investments in employee development enhance performance outcomes (Chen et al., 2021). According to Mensah et al. (2016), integrated talent management practices create a synergistic effect, improving organizational outcomes in service-driven industries like hospitality. The  $R^2$  value of 0.613 indicates that 61.3% of the variance in employee performance is explained by these dimensions, consistent with studies in similar contexts (Payambarpour & Hooi, 2015). However, the remaining 38.7% suggests external factors, such as seasonal demand or customer expectations, may also influence performance, particularly in a mid-sized four-star hotel (Mogrovejo et al., 2025). This collective impact underscores the importance of a holistic talent management approach in hospitality settings.

Among the individual dimensions, only Employee Experience (X7,  $p = 0.033$ ) showed significant partial effects on employee performance, supporting H8. According to Nanda and Prawitowati (2025), employee experience, encompassing workplace satisfaction and engagement, is critical in hospitality due to its direct link to service quality. This finding aligns with Maslow’s Hierarchy of Needs, where a positive work environment fulfills

employees' social and esteem needs, boosting motivation. Errida and Lotfi (2021) note that effective change management fosters resilience, particularly in dynamic industries like hospitality. These results suggest that fostering a supportive workplace and adaptive culture is vital for performance in a four-star hotel setting.

The non-significant dimensions, namely Company's Vision and Mission (X1), Workforce Planning & Analytics (X2), Talent Acquisition (X3), Performance Management (X4), Learning & Development (X5), Succession Planning (X6), Change Management (X8), Organizational Development (X9), Total Rewards (X10), and Diversity, Equity, Inclusion (X11), warrant further discussion. According to Tirdasari and Dhewanto (2012), non-significant effects in hospitality may stem from high turnover, which disrupts the impact of talent acquisition and learning & development. For instance, the negative coefficients for workforce planning & analytics and total rewards suggest that misaligned workforce strategies or inadequate incentives may reduce their effectiveness in a mid-sized hotel (Hafsara & Mukhsin, 2024). Similarly, Rachmadinata and Ayuningtias (2017) found that performance management often fails to impact performance in smaller organizations due to inconsistent feedback mechanisms. These non-significant findings may reflect the unique challenges, such as limited resources for training or succession planning, as noted in Indonesian hospitality contexts (Dewi & Darma, 2022).

The findings' generalizability to other hospitality settings, such as larger hotels or different regions, is limited by the small sample size ( $n = 25$ ) and cross-sectional design. However, Kafetzopoulos and Gotzamani (2022) suggest that employee experience and change management are universally critical in service industries, indicating potential applicability to other four-star hotels. The negative coefficients for some dimensions highlight the need for context-specific talent management strategies, as generic approaches may not address hospitality's unique demands (Murray & Holmes, 2021). This study's focus on a mid-sized hotel provides valuable insights for similar establishments facing resource constraints.

Enhance employee performance, management should prioritize employee experience by fostering a positive work environment through team-building activities and recognition programs. Additionally, strengthening change management through regular training on new protocols can improve adaptability, addressing issues like interdepartmental miscommunication noted in the KPI declines. These strategies can enhance service quality and customer satisfaction, aligning with the hotel's family-friendly and MICE-oriented positioning. Future research could explore these dimensions in larger hotels or use longitudinal designs to assess long-term impacts, building on this study's findings.

## CONCLUSION

This study investigated the influence of 11 talent management dimensions on employee performance, revealing that the dimensions collectively have a significant impact, supporting H1. Individually, only employee experience demonstrated significant effects, supporting H7, while the remaining dimensions, such as company's vision and mission, workforce planning & analytics, talent acquisition, performance management, learning & development, succession planning, change management organizational development, total rewards, and diversity, equity, inclusion were not significant, rejecting H2–H6 and H8–H12. The non-significant findings likely stem from challenges unique to mid-sized hotels, such as high turnover, limited training resources, and inconsistent incentive structures, which may dilute the impact of these practices. The  $R^2$  value of 0.613 indicates that 61.3% of employee performance variance is explained by these dimensions, highlighting their substantial but not exhaustive role in a hospitality setting. These results emphasize the critical role of fostering a positive work environment and adaptability in enhancing employee performance.

The findings offer practical implications, suggesting a focus on improving employee experience through team-building activities and recognition programs to boost engagement and service quality. Similarly, enhancing change management with regular

training on new protocols can address issues like interdepartmental miscommunication observed in KPI declines. However, the study's limitations include a small sample size ( $n = 25$ ) and a cross-sectional design, which restricts generalizability to larger hotels or different contexts. Future research should explore these dimensions in larger hospitality settings or use longitudinal designs to assess long-term impacts. Additionally, investigating external factors, such as seasonal demand or customer expectations, could provide deeper insights into the unexplained 38.7% of performance variance. These steps can guide hotel management toward more effective HR strategies to elevate performance and customer satisfaction.

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