The Mediating Role of Work Engagement in the Relationship between Talent Management and Service Quality Performance of Front Line Officers in the Hospitality Sector in Indonesia

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Our research intends to explore the effect of talent management and work engagement on the service quality performance of front line officers in the hospitality sector in Indonesia. The data in this study were collected by questionnaires to frontline officers of the hospitality sector located in Bandung, West Java Indonesia. We distributed 360 questionnaires, and only 232 respondents completed and returned the questionnaires. The research method was done by a quantitative method research approach. In examining the hypotheses, we used structural equation modelling processed by Amos Version 23. The finding demonstrates that talent management effect work engagement positively, talent management and work engagement affects service quality performance positively and significantly. The indirect effect of the talent/management through work engagement on services quality performance is larger than the direct effect of talent management on service quality performance. This means that work engagement in this study mediates talent management's effect on the services quality performance of the hospitality sector in Indonesia. We recommend to improve the engagement of employees and also develop talent management. It can be done by giving the best rewards, competency development, a good path career, etc. The originality in our model proposed in this study is applied successfully and examines talent management, work engagement, and service quality performance. Work engagement has a role as intervening that improves the effect of

talent management on service quality performance of the hotel industry in Indonesia.

Key words: *Talent Management, Work Engagement, Service Quality Performance, Hospitality.*

Introduction

As one of the tourist destinations, Indonesia has experienced rapid development in the hospitality sector (Lestari & Saputra, 2018). The phenomenon shows that the performance of the hospitality sector in 2019 declined dramatically. It can be seen from the data that show the occupancy rate of star hotel rooms in Indonesia until October period 2019 is 52.77% or down 4.36 points compared to the same achievement in 2018 (www.bps.go.id). The occupancy rate of star hotel rooms in Indonesia can be seen in figure 1.

Figure 1. The Occupancy Rate of Hotel Room
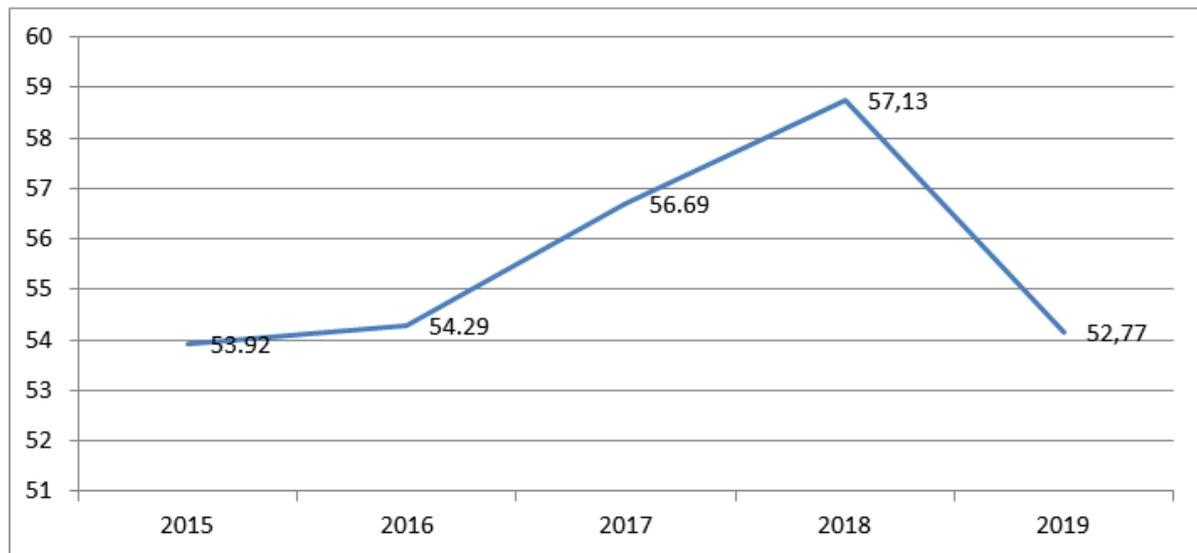
Source: www.bps.go.id

In the hospitality sector, the role of service quality performance is very important in ensuring guests' satisfaction (Lestari & Saputra, 2018). The frontline officer has a very vital role in the delivery service quality in the hotel industry (Guchait, et al, 2012). Therefore, the service quality performance in the hospitality sector must always be improved. The retention and the development of frontline employees who have a high quality performance in the workplace are very important to gain business success in the hotel industry (Karatepe, 2013).

Empirical evidence from the previous study shows that talent management has become an important role that can improve performance (Scullion et al, 2010; Kontoghiorghes, 2015;

Kehinde, 2012). A study conducted by Mangusho et al, (2015) also found that employee performance was influenced by talent management practices. Employee engagement also has become a very important dimension that can improve performance (Alias, Nor, & Hassan, 2016). A study conducted by Karatepe, (2013) found that high engagement of employees will have a high performance, and the employee will do the task as well as possible. Engaged employees are highly energetic and committed to doing their best in their jobs (Choo, 2016). In this study, we also examine work engagement as a mediator. This opinion is based on Devi, (2017) who proposed work engagement as a mediator in their model. It means that work engagement is also predicted by talent management. The empirical evidence also shows that there is a relationship between talent management and work engagement (Mohammed, 2015; Dhanalakshmi & Gurunathan, 2014;Alias et al., 2016). In this study we want to discuss with focus research the service quality performance of frontline officers in the hospitality sector in Indonesia. Therefore, the research questions in this study are:

1. Does talent management effect work engagement of frontline officers in the hospitality sector in Indonesia?
2. Does talent management effect service quality performance of frontline officers in the hospitality sector in Indonesia?
3. Does work engagement effect service quality performance of frontline officers in the hospitality sector in Indonesia?
4. Does work engagement mediate the effect of talent management on service quality performance of frontline officers in the hospitality sector in Indonesia?

Literature Review

Talent Management

In understanding the talent management, the talented individual must be identified firstly (Son, Park, Bae, & Ok, 2018). Lorsch & Tierney (2002) define that talented individuals are those who have the highest potential in increasing the value of organisations in the future. In a recent review, Gallardo-gallardo, (2015) also gives a definition related to a talented individual. A talented individual means a person who combines excellent input (high potential/excellent abilities) with an outstanding output or in another term excellent performance and value creation (Gallardo-gallardo, 2015). According to Nzonzo & Chipfuva, (2013) talent management consists of employee recruitment, retention, performance management, and human resource development. They also said that effective talent management can make organisations compete successfully. In addition, Scullion et al., 2010) say that the activity of an organisation that systematically attracts identification development of an employee, engagement, retention of an employee and deployment of employee talents is called talent management. This is the same as Kehinde, (2012) who says that talent

management is integrated strategies of an organisation to attract, develop, retain and utilise employees with the skills required.

Work Engagement

The employee engagement refers to the employee with a high level of motivation in performing well related to the job, has a passion for working and a feels connected to the team and also with organisation (Marrelli, 2011). The Engaged of employees will do their best efforts to ensure teams and organisation success (Marrelli, 2011). While disengaged employees often engage in counterproductive work behavior, have higher levels of absenteeism, and intent to leave the organisation (Whittington, et al 2017). When employees feel positively engaged in the workplace, they will form a high level of emotionally connect with their organisation (Jindal & Shaikh, 2019).

Schaufeli, et al (2002) explains that an employee with high engagement at work means he/she has a positive feeling, is fulfilled, and has a work-related state of mind. They measure work engagement by using three dimensions i.e. (1) vigour, (2) dedication, and (3) absorption. Vigour means the high energy of employee, who has a mental resilience at the workplace, the willingness of an employee to make effort, and persistence even when facing a difficult task. Dedication means as enthusiasm of employee, employee inspiration, pride, and challenge. Absorption means an employee being fully concentrated at work and an employee deeply engrossed.

Services Quality Performance

The performance of employees who work as frontline officers in the hospitality sector is very important and can deal with customer requests and complaints successfully (Mensah-kufuor & Doku, 2017). The quality aims at defining, managing, and controlling the business's processes to achieve its goals by meeting the customer requirement and gaining its satisfaction (Alzamil et al., 2019).

Service quality has become a key issue in the service because it provides organisational strategies with important benefits (Parasuraman et al, 1988). Parasuraman et al., (1988) proposed five dimensions of service quality i..e. employee reliability, employee responsiveness, assurance, empathy of employee, and the tangibles dimension.. First, reliability means the ability of person or employee to do the task and performs the promised service accurately. Second, responsiveness is related to willingness of

an employee in helping the customers' needs or complaints and to provide prompt service to customers. Third, assurance means employees' knowledge, courtesy, inspiring trust and

also confidence. Fourth, empathy is the caring of employee to customers, individualised attention that is provided by the organisation to its customers. Fifth, tangibles are the physical facilities, equipment, and staff appearance.

Hypotheses Development

The Influence of Talent Management on Work Engagement

Work engagement is influenced by talent management. Talent management practices such as the support of management, the development of an employee's career, and rewards and recognitions can improve the engagement of employees (Alias et al., 2016). Turner (2016) said that the probability of successful outcomes for both the individual and the organisation will increase where talent management, human resource (HR) development and HR management (HRM) are complementary. Hence, talent management activities should be part of a broader HR approach to the specific challenges of employee engagement.

H1: Talent management influences work engagement

The Influence of Talent Management on Service Quality Performance

Talent management positively impacts on organisations, and productivity, increasing job satisfaction, , improving service quality and also increasing the market share of the organisation (Saad, 2018). Sabuncu & Karacay, (2016) also said that talent management practices effect organisational outcomes like productivity, product and service quality, and company growth. Talent is the primary driver of performance (Kehinde, 2012). This opinion shows that the company's attention to talent management conducted by the hotel will affect the service quality performance of hotel frontline officers in Indonesia.

**H2:** Talent management influences service quality performance

The Influence of Work Engagement on Service Quality Frontline Officer Performance

The high level of work engagement will make the employee perform their task well. Gracia, et al (2013) in their study said work engagement is very important and can affect the service quality performance. In other words, work engagement positively influences service quality performance. Research conducted by Gutermann et al. (2017) found that work engagement brings positive outcomes such as improving performance. They also suggested building employee engagement as the core value of the organisation. Marrelli, (2011) also said that the organisation must give support to facilitate the employee motivation and engagement of their employees and thereby substantially improve workforce performance. Thus, low levels of

engagement of an employee will give an indirect impact on important organisational outcomes (Whittington et al., 2017). Another previous research also found that work engagement affects the performance of the employee (Kim, Kolb, & Kim, 2012; Sekhar, et al, 2018).

H3: Work engagement influence service quality performance

Figure 2. Conceptual framework
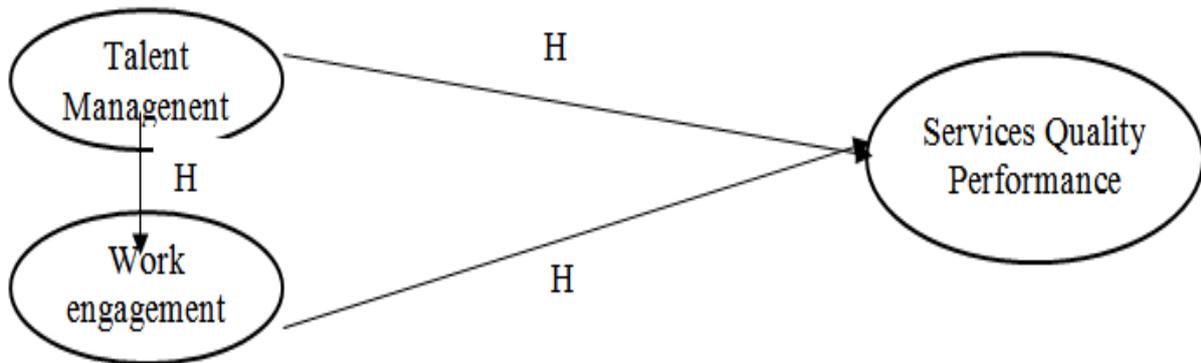
Research Methodology

Participants

This study was conducted in the hotel industry in Indonesia located in Bandung, West Java by using a quantitative approach. A total number of 360 questionnaires were distributed to employees who work as frontline officers, and 232 questionnaires were returned. Data were processed by using the Structural Equation Modelling method with the help of Amos Software Version 23.

Measures

This study was conducted using questionnaires related to talent management, work engagement, and performance. The instrument was measured on a Likert scale 1 to 5. Talent management was measured by four dimensions i..e. identifying critical positions, competency

training, development of the employee, and the reward from management. We used eight items related to talent management adopted from Jayaraman, Talib, & Khan, (2018). Work engagement was measured by three dimensions i..e. vigour, dedication,and absorption, and consists of six items developed from Schaufeli, et al, (2002). Service quality performance was measured by four dimensions adopted from Parasuraman et al, (1988), and we used four items. Actually, Parasuraman et al, (1988) said that there five dimensions in measuring

service quality, but in this study, we did not use tangible dimensions, because we focused on service quality performance of frontline officers.

Table 1: Construct and Measurements

Variable	Indicator	n item
Talent Management (Jayaraman et al., 2018)	1. Identifying critical positions (ICP1, ICP2) 2. Competence training (CT1, CT2) 3. Development (DVL1,DVL2) 4. Reward management (RM1,RM2).	8 items
Work Engagement (Schaufeli, et al, 2002),	1. Vigour (VIG1, VIG2) 2. Dedication (DED1, DED2) 3. Absorption (ABS1, ABS2)	6 items
Services Quality Performance (Parasuraman et al, 1988)	1. Reliability (P1) 2. Responsiveness (P2) 3. Assurance (P3) 4. Empathy (P4)	6 items

Finding

Normality Testing

In a quantitative method, we needed to examine the normality of the data. We needed to test it to know whether data had been collected in the normal distribution or the data had been taken from a normal population. Schumacker & Lomax, (2010) used the skewness and kurtosis values criteria to examine and determine the normality testing in conducting the structural equation modelling (Schumacker & Lomax, 2010). The data is normal if the value of skewness, and kurtosis values between 1.0 to 1.5 and the critical ratio not exceed 2.58 (Schumacker & Lomax, 2010). Table 2 informs that the data in this study are normally distributed. The value of skewness and kurtosis are in the range of 1.0 to 1.5, and the CR value of the multivariate test results is $1.953 < 2.58$.

Table 2: The Result of Normality Testing

Variable	skew	c.r.	kurtosis	c.r.
P1	-.027	-.166	-.224	-.696
P2	-.302	-1.877	.437	1.358
P3	-.142	-.884	-.329	-1.022
P4	-.015	-.092	-.270	-.840
ICP1	-.016	-.101	-.163	-.506
ICP2	.140	.873	-.203	-.630
CT1	.147	.914	.262	.813
CT2	-.085	-.526	.479	1.489
DVL1	-.098	-.609	-.025	-.079
DVL2	.035	.220	-.271	-.844
RM1	.045	.278	.183	.569
RM2	.093	.581	.214	.664
VIG1	-.160	-.997	-.042	-.130
VIG2	-.049	-.302	-.422	-1.312
DED1	-.135	-.838	-.234	-.726
DED2	-.232	-1.441	-.142	-.441
ABS1	-.427	-2.656	.133	.413
ABS2	-.179	-1.110	-.189	-.589
Multivariate			6.880	1.953

Source: Data Processing

Measurement Model

The measurement model shows how the manifest variable (indicator) represent latent variables to be measured by testing the validity and reliability of latent variables through confirmatory factor analysis. The loading factor value, the Composite/Reliability (CR), and Average<Variance Extracted (AVE) were used to see the convergent validity test. The recommended loading factor has a value of > 0.50 (Bagozzi, Yi, & Sing, 1991), while the recommended Composite Reliability (CR) has a value of > 0.70 and the value of.Average=Variance; Extracted (AVE)>0.50 (Hair at all, 2013).

Table 3 informs that the loading factor of all items used in this study has a value > 0.50. The Composite Reliability (CR) value shows value > 0.70, and all Average Variance Extracted (AVE) value show a value > 0.5. All value of loading factor, Composite Reliability, and

Average Variance Extracted are in recommended value. It means the data in this study are valid and reliable.

Table 3: The Measurement Model

Variables	em	Factor Loadings	CR	AVE
Talent Management	My company identifies the talent that makes the maximum impact on the organisation's success (ICP1)	0.692	0.903	0.510
	My company builds up the talent pool in the organisation (ICP2)	0.670		
	The training activities for the identified talent are focused on required competencies (CT1)	0.683		
	The training activities for identified talent are implemented (CT2)	0.785		
	Development needs are identified for talent (DVL1)	0.782		
	Talents have clear career paths in this organisation (DVL2)	0.749		
	My company provides recognition, e.g., financial recognition such as cash, paid travel, incentive bonus/ variable pay, etc. (RM1)	0.702		
	My company values my work and contribution (RM2)	0.664		
Work Engagement	At my job I feel strong and vigorous (VIG1)	0.707	0.816	0.526
	At my work, I feel bursting with energy (VIG2)	0.741		
	I am enthusiastic about my job (DED1)	0.728		
	I find the work that I do full of meaning and purpose (DED2)	0.724		
	I feel happy when I am working intensely (ABS1)			
	It is difficult to detach myself from my job (ABS2)			
Service Quality Performance	I always perform the promised service accurately (P1)	0.726	0.803	0.505
	I always help the customer and provide prompt service (P2)	0.755		
	I have knowledge, and ability to inspire trust and confidence (P3)	0.730		
	I care for customers (P4)	0.626		

The Goodness of Fit Test of the Model

In conducting the Structural Equation Modelling, some model-fit criteria are used to test the data to get the fit model. The criteria are: the probability value > 0.05, the value of Adjusted GFI (AGFI) > 0.90, the value of Goodness of Fit Index (GFI) > 0.90, the value of CFI > 0.90, TLI value > 0.90, RMSEA < 0.08, and RMR value < 0.05 (Hair et al, 2017),(Schumacker & Lomax, 2010).

Table 4: The goodness of Fit Test

The Goodness of Fit Index	Result	Decision
Cmin/DF	1.226	Good Fit
Adjusted Goodness of Fit (AGFI)	0.901	Good Fit
The goodness of Fit Index (GFI)	0.924	Good Fit
Comparative Fit Index (CFI)	0.987	Good Fit
Tucker Lewis Index (TLI)	0.985	Good Fit
Root Mean Square Error of Approximation (RMSEA)	0.031	Good Fit
Root Mean Square Residual (RMSR)	0.022	Good Fit

Table 4 informs that the model in this research is in good fit criteria. Adjusted Goodness of Fit (AGFI) value of 0.901 > 0.900. The value of Goodness_of Fit Index (GFI) is 0.924 > 0.900. Comparative Fit Index (CFI) value of 0.987> 0.900. Tucker-Lewis Index (TLI) has a value of 0.985 > 0.900. The Root Mean_Square Error of_Approximation (RMSEA) has a value of 0.031 < 0.080 and Root Mean Square.Residual (RMSR) has a value of 0.023 < 0.05.

Hypothesis Testing

There are three hypotheses in this study, i.e. talent management positively influences work engagement, talent management positively influences service quality performance, and work engagement positively influences service quality performance. In conducting the structural equation modelling, the criteria in testing the hypotheses are the critical ratio (C.R.) and the probability value (Byrne, 2010). The critical ratio needs to be > 1.96 and a probability level of .05 (Byrne, 2010).

All hypotheses have a critical ratio (C.R)> 1.96 and probability value <0.05. This means that the hypotheses as shown in Table 5 are accepted. The regression weights of talent management on work engagement is 0.547 with the Critical Ratio (CR) of 6.902 >1.967 and the probability value of 0.000< 0.05 Therefore, it means that talent management positively_and significantly_influences work engagement.

Table 5: Regression Weights

Relations			Standardised Regression Weights	C.R.	P-Value	Decision
Work_Engagement	<---	Talent_Management	0.546	6.902	0.000	Supported
Service Quality Performance	<---	Talent_Management	0.230	3.371	0.000	Supported
Service Quality Performance	<---	Work_Engagement	0.638	7.674	0.000	Supported

The regression weights of talent management on service quality performance is 0.230 with the Critical Ratio (CR) of 3.371 > 1.967 and the probability value of 0.000 < 0.05 Therefore, it means that talent management positively_and significantly_influences performance. The regression weights of work engagement on performance is 0.638 with the Critical Ratio (CR) of 7.674 > 1.967 and the probability value of 0.000 < 0.05 Therefore, it means that the employee'engagement positively_and significantly_influences performance.

The Mediating Role of Work Engagement

In this study, we will also reveal the indirect effect of talent management through work engagement on the service quality performance of frontline officers in the hospitality sector in Indonesia. The results showed that the direct effect between talent management on service quality performance is 0.230 or 23%, and the indirect effect between talent management through work engagement on service quality performance is 0.348 or 34.8%. This means that the talent management's indirect effect is larger than the talent management's direct effect on service quality performance of frontline officers in the hospitality sector in Indonesia. Therefore, it can be explained that work engagement in this study plays a role as mediator or intervening variables. In another words, work engagement can improve the effect of talent management on service quality performance of frontline officers in the hospitality sector in Indonesia.

Figure 3. The Full Model of Research
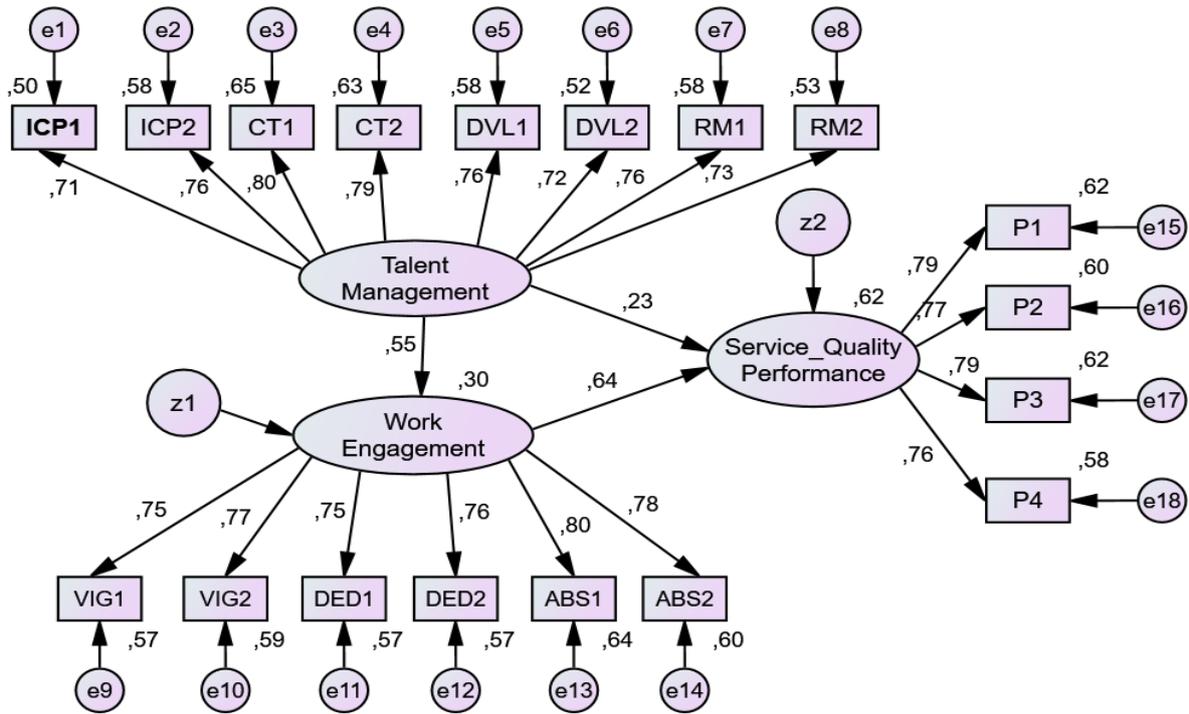
Chi-square = 161,769 ;df = 132; p = ,040
;CMIN/DF = 1,226;RMSEA = ,031 ;RMR = ,022
;GFI = ,924 ;AGFI = ,901 ;CFI = ,987; TLI =,985

Discussion

The hospitality sector is an industry that relies on services in conducting its business. Therefore, the service quality performance from the frontline office is a very important issue to be discussed. Our current study intends to explore the influence of talent management and work engagement on the service quality performance in the hospitality sector in Indonesia. According to the literature that has been reviewed, we hypothesise that there is a positive influence of talent management on work engagement, there is a positive influence of talent management on service quality performance, and there is an influence of work engagement on service quality performance.

The first, we discuss talent management's effect on the work engagement of frontline officers in the hospitality sector. According to a literature review that has been discussed before, talent management has a very important role in the organisation. The organisation must able to develop employee talent to gain business success. The result of the first hypothesis shows that there is an influence of talent management on engagement. It means that the engagement of the employee can be improved by talent management. The implementation of talent

management practices will make an employee more engaged at work. Conversely, if the hotel industry has a low level of talent management practices, it will create a low level of work engagement. The regression weight is 0.546, which means that the contribution of talent management on work engagement is 54.6%. This finding is consistent with Turner, (2016) who said that the probability of successful outcomes for both the individual and the organisation will increase where talent management practices are implemented.

The second, the relationship between talent management on service quality performance of frontline officers in the hospitality sector in Indonesia is also supported. In other words, the implementation of talent management practices by organisation can improve service quality performance of a frontline officer. The regression weight is 0.230, which means that talent management contributes to the performance of 23%. This finding is supported by some previous research conducted by Devi, (2017); she tried to discuss how talent management and employee engagement potentially facilitate performance. The finding of her research demonstrated that talent management positively influenced performance. Another study also finds that talent management influences organisational performance (Payambarpour & Hooi, 2015). A study conducted by Kehinde, (2012) also found that talent performance was influenced by talent management practices. The relationship between talent management and performance also was found by Arif & Uddin, (2016), who found that the components of talent management such as employee attraction, selection, engagement, and retention have a positive influence on service quality performance.

The third, we examine the influence of work engagement on service quality performance of frontline officers in the hospitality sector in Indonesia. The hypothesis is supported. In another words, we find that work engagement influences performance. The regression weight is 0.638. This means that there is 63.8% of the contribution of work engagement on performance. This finding is consistent with the previous study conducted by Gracia, et al (2013); in their study also found that work engagement is very important and can affect the service quality performance. Payambarpour & Hooi, (2015) found that work engagement influences organisational performance. Karatepe, (2013) also said that when frontline employees are more engaged, the employee will be more vigilant and centred on their job, they deal with the requests of customers and the problems successfully and have a high-quality of service performance. This makes sense because the engagement of employees devote the cognitive of them, the emotional of employee and physical resources to work roles.

Our study also finds that work engagement has the greatest effect on performance. It means that work engagement is very crucial in improving service quality performance. We also find that the talent management's indirect effect through work engagement is larger than the direct effect of talent management on service quality performance. In another words, it means that

work engagement has a role as an intervening variable between talent management and service quality performance. This finding is in accordance with the previous study that emphasised the importance of engagement as a mediator of the relationship between strategic HR and performance outcomes in the talent management implementation context (Payambarpour & Hooi, 2015).

Conclusion

The result of hypotheses testing shows that all hypotheses we proposed in this study are accepted. Talent management influences work engagement. Talent management and work engagement influence service quality performance. The effect of work engagement is greater than the effect of talent management on performance directly. It means that work engagement can mediate the influence of talent management on service quality performance. In other words, work engagement can improve the effect of talent management on service quality performance of a frontline officer in the hospitality sector in Indonesia.

Implications

Work engagement has the biggest influence on service quality performance of frontline officers in the hospitality sector in Indonesia. The implication is that the hospitality sector in Indonesia should try to improve employee engagement at work. Low engagement will have a bad effect on service quality performance, and high engagement will have a positive outcome to the organisation. Consequently, work engagement must be improved by the organisation. It can be done by giving the best rewards, competency development, a good path career, etc.

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