

## The Effect of Talent Management on Restaurant Performance with Employee Engagement as a Mediator Variable

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### ABSTRACT

**Objective:** This research aims to determine and analyze the influence of talent management on restaurant performance with employee engagement as a mediator variable in the 10 Best Restaurants in Bandung City in 2023.

**Design/methodology/approach:** This research uses a quantitative approach with descriptive verification research. The purposive sampling technique took samples from employees who worked in the top 10 restaurants, with a total sample of 242 respondents. Samples were taken using incidental techniques, namely random sampling with the assumption of a match. Data analysis was carried out using SEM with Amos software

**Findings:** It is proven that talent management has a significant influence in improving restaurant performance. Talent management has a significant effect on increasing employee engagement. Employee engagement has a significant effect on improving restaurant performance. Talent management has a positive influence on restaurant performance through employee engagement at the 10 Best Restaurants in Bandung City in 2023.

**Limitations:** This research still has many shortcomings, especially in terms of variables it still tends to be simple, while there are still many variables that influence restaurant performance, therefore in terms of variables it must be further developed. Apart from that, the research subject must be further expanded, namely all restaurants in the city of Bandung, using a quota sampling technique so that it is more representative in covering the restaurant sector. Furthermore, in terms of hypotheses, the direction of the path still needs to be developed according to the support of theory and previous researchers.

**Implications:** In order to gain a competitive advantage in terms of the quality of human resources, restaurants in Bandung City need good management of the quality of human resources, especially in terms of talent management. Apart from that, restaurants must evaluate restaurant performance periodically

**Originality/value:** This research was actually conducted on the Top 10 Restaurants in Bandung City through a survey of employees. This research is the development of managerial aspects in improving restaurant performance through talent management.

**Keywords:** Talent Management, Employee Engagement, Restaurant Performance

### Introduction

Restaurants are part of the culinary industry that must continually evaluate restaurant performance. Performance evaluation is an important process in managing a restaurant because it helps restaurant owners and managers to understand the extent to which their operations are successful or whether they may need to be improved (Adilla, 2017). Restaurants are able to absorb quite a lot of human resources. Restaurants are labor-intensive service businesses because daily

operations involve many different tasks and roles, including chefs, servers, cashiers, cleaners, and management (Kim, 2021).

Competition in the culinary industry is very tight, especially in the city of Bandung where there are lots of

foreign tourists visiting. There are quite a lot of restaurants in the city of Bandung, so they are able to absorb human resources. The aspect of human resources that must be considered is work loyalty, which is the seriousness of employees in working, especially in serving customers (Alfajar, 2020). This is inseparable from the talent management aspect, which is the employee's ability to serve customers through various education and training series. Talent management is a strategic approach used by companies to recruit, develop, motivate and retain talented and high-potential individuals so they can make maximum contributions in achieving business goals and long-term success. The concept of talent management covers various aspects of human resource management that focuses on identifying, developing, and utilizing talent within the company (Al Ariss, 2014). Apart from talent management, what is more important is employee engagement in the restaurant industry, which refers to the level of employee involvement, motivation and commitment to their work in the restaurant. Employee engagement is critical in the restaurant industry because it can impact service quality, customer satisfaction, and overall business performance. Where employee engagement is able to mediate talent management in improving restaurant performance (Obedgiu, 2023). Employee engagement can act as a mediator or intermediary in the relationship between talent management and improving restaurant performance. Talent management involves recruiting, developing, and motivating talented employees. This includes identifying individuals who have the ability, potential and skills that can make a major contribution to the company. Employee engagement can have a significant impact on restaurant performance. The level of employee engagement can influence various operational and business aspects within a restaurant (Park, 2016)

In Bandung City there are 1,234 Registered Restaurants in Bandung City. Bandung City is the largest metropolitan city in Tatar Pasundan. However, researchers only chose the 10 best restaurants. The Bandung City Culture and Tourism Office (Disbudpar) recorded that until June 2023, 2,252,966 tourists visited Bandung City. This number is quite large. It's not surprising because the Flower City is known as a tourist and culinary destination. The contribution of the restaurant industry is very good in absorbing a region's workforce and is able to improve the regional economy. The names of the best restaurants in terms of performance are as follows:

**Table 1** Number of 10 Best Restaurants in Bandung City in 2023

No	Restaurant Name	Number of employees
1	One Eighty Coffee & Music	26
2	Kalpa Tree Café	25
3	Gormeteria	25
4	Miss Bee Providere	26
5	Sejiwa Coffee	25
6	Two Cents	24
7	La Costilla	24
8	Ambrogio Patisserie	21
9	Tafso	21
10	Cafe D'Pakar	25
	Total	242

Source : <https://id.my-best.com/139250>

Based on Table 1, it is known that there are 10 Top Restaurants in Bandung City, meaning that there is very tight competition in gaining market share. However, the problem is that the restaurant has not consistently been able to maintain consistency in improving its performance through its talent management, apart from that, employee engagement is still very lacking, especially in improving talent management and its influence on restaurant performance.

Below are the problems of talent management at the Top 10 Restaurants in Bandung City, where these problems are related to the success of employees in carrying out the training and development process with the assessment of human resource development.

**Table 2** Talent Management Problems

Assessment Aspects	Ideal Score	Actual Score
Communication	85	81
Leadership	85	80
Cooperation	85	86
Adaptation	85	84
Work Tidiness	85	87
Working Speed	85	83

Source: Processed Data, 2023

Based on Table 2, it is known that there are aspects of talent management that have not been achieved, especially in communication, leadership, adaptation and work speed, this is something that must receive special attention to improve talent management. Appropriate techniques or methods are needed for successful talent management.

Based on a survey of 20 employees regarding employee engagement, the following results were obtained:

**Table 3** Employee Engagement Problems from the Top 10 Restaurants

Information	Agree	Don't agree
There is pride	8	12
There is trust	11	9
There is recognition	7	13
There is acceptance	9	11

Source: Processed Data, 2023

Based on Table 3, it is known that employee engagement is still lacking, where there are still employees who feel they are not proud of the work they have, this can be caused by the compensation given not being enough to meet their needs, then the lack of recognition from the company, co-workers and the community for the work they do. thus causing a decrease in employee engagement.

Next, the problems in terms of restaurant performance are as follows:

**Table 4** Restaurant Performance Problems from the Top 10 Restaurants

No	Rated aspect	Average value				
		2018	2019	2020	2021	2022
1	Customer satisfaction	96	89	86	83	80
2	Employee Services	95	91	87	88	84
3	Food Quality	95	87	83	86	81

Source: Processed Data, 2023

Based on Table 4, it is known that there is a decline in restaurant performance in terms of customer satisfaction, employee service and food quality which must be immediately evaluated, especially in terms of factors that influence it, especially talent management and employee engagement.

Based on the background explained above, researchers are very interested in exploring the influence of talent management on restaurant performance or performance with employee engagement as a mediating variable that can increase or decrease it.

## Literature Review and Hypotheses

### Management

*Talent Management* are employees in a company or corporation who are able to provide above average influence through achieving good performance or possessing potential that can influence the company's short-term and long-term development, the talent in question is at a level that applies to all functions and groups involved being within a company or company (Abdul Latif, 2019). Talent Management can exist and experience development because of the war for talent phenomenon that existed in companies in America in 1997. Many companies are estimated to experience difficulties in retaining the best resources, as well as experiencing difficulties in the process of recruiting potential and high-skilled prospective employees. increasing competition and providing limited candidates (Ahmed Abou Al Nile, 2019).

The relationship between talent management and HR applications can be discussed through the hiring, selection and placement process. The recruitment process should begin after determining the organizational competencies and all the skills required for the recruiting position (Ali ZB, 2019). Candidates should not be evaluated based solely on their superior performance, it is also necessary to consider whether they can adhere to the culture of the organization and team they will be working with (Aka, 2014). To find talented employees, it may be necessary to search employee resources based on different demographics, education and experience history. The remuneration of each different employee requires compensation according to their success and contribution to the organization (Badshah Hussain, 2021). Meanwhile, the Talent Management indicators are: 1) Talent acquisition, namely activities that assess and recruit prospective workers to be able to fulfill the roles needed now and in the future. 2) Talent development, namely developing talents who can influence the success and growth of the company. 3) Talent retention, namely the company's strategy to retain talent to ensure that every talented employee in the company has high performance in the company (Goestjahjanti, 2020). Talent management is very important, especially the success of a restaurant is often closely related to the impression it leaves on customers. Skilled employees can create a positive experience for customers, talent management helps identify and develop employees who have special skills. This can increase operational efficiency and productivity (Järvi K., 2019).

### Employee Engagement

Employee engagement can be defined as the level of commitment and attachment employees have towards the organization and the values implemented in the organization. Employees who feel engaged are those who feel truly involved and enthusiastic about their work and organization (Caesens, 2014). Employee engagement is represented as a two-way relationship between employees and the organization where both parties are aware of each other's needs and work together to meet these needs. Employee engagement is an important concept in human resource management, including in the restaurant industry. This refers to the extent to which employees are emotionally, mentally, and physically engaged in their work (Markos, 2010). Engaged employees tend to be more productive, more enthusiastic, and more likely to provide better customer service. In the restaurant context, employee engagement can be a key factor in operational success. The indicators of employee engagement are 1) Job Resources, 2) Salience of Job Resources, and 3) Personal Resources (Abou- Moghli, 2018).

### Restaurant Performance

"Restaurant performance" refers to the assessment and evaluation of how well a restaurant operates and achieves its business goals (Almohaimmed, 2017). Restaurant performance can be measured in various aspects, including revenue, profitability, customer satisfaction, operational efficiency, and more. Restaurant performance analysis is a way for restaurateurs and management to understand to what extent their restaurant is succeeding or facing certain challenges that need to be overcome. Restaurant performance is an evaluation or measure of the effectiveness and efficiency of restaurant operations in achieving its business goals (Agarwal, 2021). Restaurant performance includes various aspects that reflect the success and progress of the business, as well as the extent to which

the restaurant can meet the expectations of customers and business owners. The following are five important performance indicators used to measure restaurant performance 1) Total Revenue 2) Profitability 3) Customer Satisfaction. 4) Level of Employee Involvement 5) Quality of Food and Service (Chien, 2020).

## Hypotheses Development

### 1. Talent Management and Restaurant Performance

Talent management has a significant impact on restaurant performance. A good talent management process ensures that restaurants can recruit individuals who have the appropriate skills, knowledge and experience for the job at hand. Recruitment of quality employees can improve staff quality and customer service (Sumarto, 2021).

Overall, effective talent management can improve restaurant performance by creating a work environment that supports, develops and retains the necessary talent. This helps restaurants to provide better service, increase profitability, and achieve their overall business goals (Khairinia, 2022). Talent management, which includes managing talent, recruiting, developing and retaining talented employees, can have a significant impact on restaurant performance. Through good talent management, restaurants can attract and recruit employees who have relevant skills, knowledge and experience. Recruitment of quality employees can improve a restaurant's ability to provide quality service to customers. Talent management can provide employee development opportunities, including training, education and opportunities for development. Employees who are well trained and continuously developed tend to provide better performance in restaurants (Agbaeze, 2017). Overall, good talent management can improve restaurant performance by creating a work environment that supports, develops and retains the necessary talent. This helps restaurants to provide quality service, increase customer satisfaction, and achieve their overall business goals (Ali ZB, 2019).

**H1:**Talent management has a positive influence on Restaurant Performance

### 2. Talent Management and Employee Engagement

Talent management is considered a necessity for organizations that want to achieve their goals optimally. Focusing on attracting, developing, distributing and retaining talented employees is a very important strategy in increasing employee engagement. Talent management covers various activities, from recruiting talented employees to identifying and developing potential within the organization. It also involves efforts to spread skills and knowledge, so that organizations have high-performing teams ready to deal with change. Employer engagement is a measure of the extent to which employees feel

connected and involved with their work, coworkers, and the organization as a whole. Employee engagement not only includes aspects of productivity, but also employee well-being and satisfaction (Järvi K. a., 2020).

Effective talent management has a positive influence on employee engagement. Employee engagement includes an employee's sense of connectedness, motivation, and commitment to the job and organization. Good talent management starts with a careful recruitment and selection process. Selecting employees with skills, values, and culture that fit the organization can increase the sense of engagement because employees feel like they fit in and are valued (Mohammed, 2015). Talent management includes good career planning and development. Providing employees with a clear career path and development opportunities can increase motivation and engagement. Employees who see opportunities for growth within the organization tend to be more engaged. Leadership development is included in talent management. Leaders who understand the importance of employee engagement, support employee development, and create a positive work environment can have a major impact on engagement (Obedgiu, 2023).

**H2:**Talent management has a positive influence on Employee Engagement

### 3. Employee Engagement and Restaurant Performance

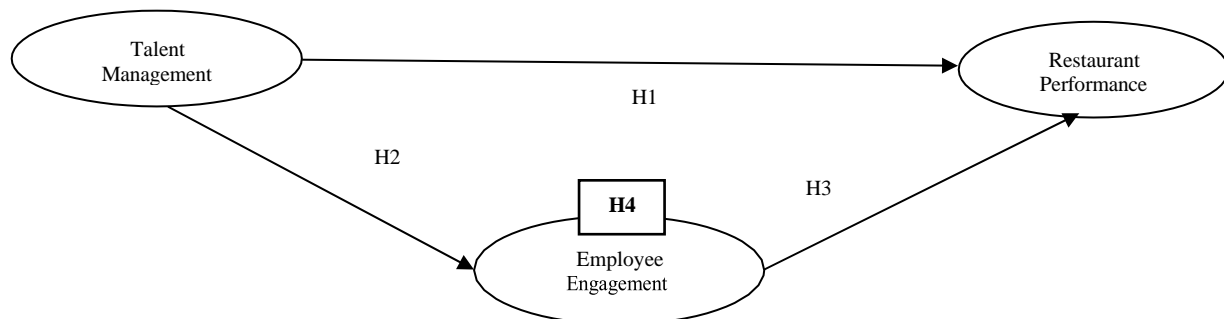
Employee engagement has a significant impact on restaurant performance. Employee engagement refers to employees' level of involvement, commitment, and motivation towards their work and the organization in which they work. Engaged employees tend to provide better customer service. They are more eager to help customers, answer questions, and provide a positive customer experience. This contributes to higher customer satisfaction and returning customers. In order to achieve optimal performance, restaurants need to invest in efforts to increase employee engagement (Lambert, 2021). This involves effective communication, training, employee recognition, rewards, as well as creating a work culture that supports employee engagement. When employees feel engaged and passionate about their work, this can bring significant benefits to a restaurant's overall performance (Bagaza, 2021).

**H3:** Employee engagement has a positive influence on restaurant performance

### 4. Talent Management has an indirect influence on Restaurant Performance through Employee Engagement

Employee engagement can act as a mediator in improving restaurant performance through talent management. This mediation shows that employee engagement functions as an intermediary that connects talent management actions and the final result in the form of restaurant performance. Effective talent management, such as quality recruitment, training, career development, and awards for achievements, can increase employee engagement (Obedgiu, 2023). Employees who feel valued and have the opportunity to grow and develop tend to be more engaged at work. Employees who are engaged in their work have higher levels of job satisfaction. They feel that their work has meaning and value, which improves restaurant performance (Suwarno, 2022).

**H4:** Talent management has a positive influence on restaurant performance through employee engagement



### Research Methods

This research uses a quantitative approach with descriptive verification research. This research explains and describes phenomena based on data that has been collected and tests or proves a theory or research that has been carried out previously. In Bandung City there are 1,234 Registered Restaurants in Bandung City. However, based on the purposive sampling technique, the samples were taken from employees who work in the top 10 restaurants, with a total sample of 242 respondents. Samples were taken using incidental techniques, namely random sampling with the assumption of amatch (Haryono, 2017).

The survey was distributed on weekends and weekdays to get more respondents. The targeted respondents are employees of the Best Restaurant in Bandung City in 2023, so they can be used for further data analysis. Data analysis was carried out using SEM with Amos software (Haryono, 2017).

## Results and Discussion

The characteristics in this study can be seen in Table 5.

**Table 5.** Respondents Profile

	Respondent Profile	Amount	Percentage
Income	1,000,000 – 2,000,000	98	40.9%
	2,000,000 – 3,000,000	102	42.1%
	3,000,000 – 4,000,000	42	17.3%
	>4,000,000	0	0%
Education	SENIOR HIGH SCHOOL	148	61.1%
	D3	42	17.3%
	S1	52	21.4%
length of work	< 1 Year	45	18.5%
	12 years old	154	63.6%
	>2 Years	43	17.7%
Gender	Male	114	47.1%
	Female	128	52.9%
Age	< 25 Years Old	121	50.0%
	25 – 35 Years Old	75	30.9%
	>35 Years Old	42	19.1%

The majority of employees from 10 restaurants are dominated by women, 128 people or 52.9%, while men are 114 people or 47.1%, this is because most employees are needed as sales assistants. Apart from that, in terms of age, it is mostly dominated by those aged < 25 years, as many as 121 people or 50%. There are still many who have high school education, which means that in terms of ability or talent management they must be further evaluated with various trainings, apart from that the level of income generated is still in the interval 1,000,000 - 2,000,000 for current needs which is clearly still less than the workload they carry out will reduce the restaurant's performance.

## Validity and Reliability

**Table 6** Validity Test

	Size		Estimate
Z	<---	X	0.549
Y	<---	X	0.609
Y	<---	Z	0.687
TM1	<---	X	0.820
TM2	<---	X	0.747
TM	<---	X	0.798
EE1	<---	Z	0.850
EE2	<---	Z	0.755
EE3	<---	Z	0.521
RP1	<---	Y	0.781
RP2	<---	Y	0.781
RP3	<---	Y	0.881
RP4	<---	Y	0.708
RP5	<---	Y	0.605

Based on validity testing where the value of each construct is  $> 0.6$ , it is declared valid and reliable for testing data correctness and data consistency.

**Table 7** Reliability Test

Latent	Items	Loading Standard	AVE
Talent Management	TM1	0.820	0.688
	TM2	0.747	
	TM3	0.798	
Employee Engagement	EE1	0.850	0.655
	EE2	0.755	
	EE3	0.521	
Restaurant Performance	RP1	0.781	0.611
	RP2	0.781	
	RP3	0.881	
	RP4	0.708	
	RP5	0.605	

### Measurement Models

Data analysis was carried out using Amos 22 software. One of the expected outputs from this measurement model is to obtain information regarding the validity and reliability of indicators for each variable, as well as the correlation that occurs between variables.

From the results of the analysis of the measurement model using Amos 22, we obtained the talent management variable with measures TM1, TM2, TM3, then work loyalty with measures WL1, WL2, WL3, WL4 and WL5, then employee engagement with measures EE1, EE2, EE3, EE4 and EE5 and restaurant performance variables with sizes RP1, RP2, RP3, RP4 and RP5. All these indicators have a loading factor value  $\geq 0.5$  which means all indicators are valid.

The validity and reliability value of each latent variable is presented in Table 9.

**Table 8.** The Value of Loading Factor, Construct Reliability, and Variance Extraction in Each Latent Variable

Indicators	Latent Variable			FL	
Talent acquisition	TM1			0.820	
Talent development	TM2			0.747	
Talent retention	TM3			0.798	
job resources,	EE1			0.850	
Saliency of Job Resources,	EE2			0.755	
Personal Resources	EE3			0.521	
Total Revenue	RP1			0.781	
Profitability	RP2			0.781	
Customer satisfaction.	RP3			0.881	
Employee Engagement Level	RP4			0.708	
Quality of Food and Service	RP5			0.605	
CR	0.74	0.71	0.79	0.77	Reliable
AVE	0.53	0.65	0.66	0.61	Reliable



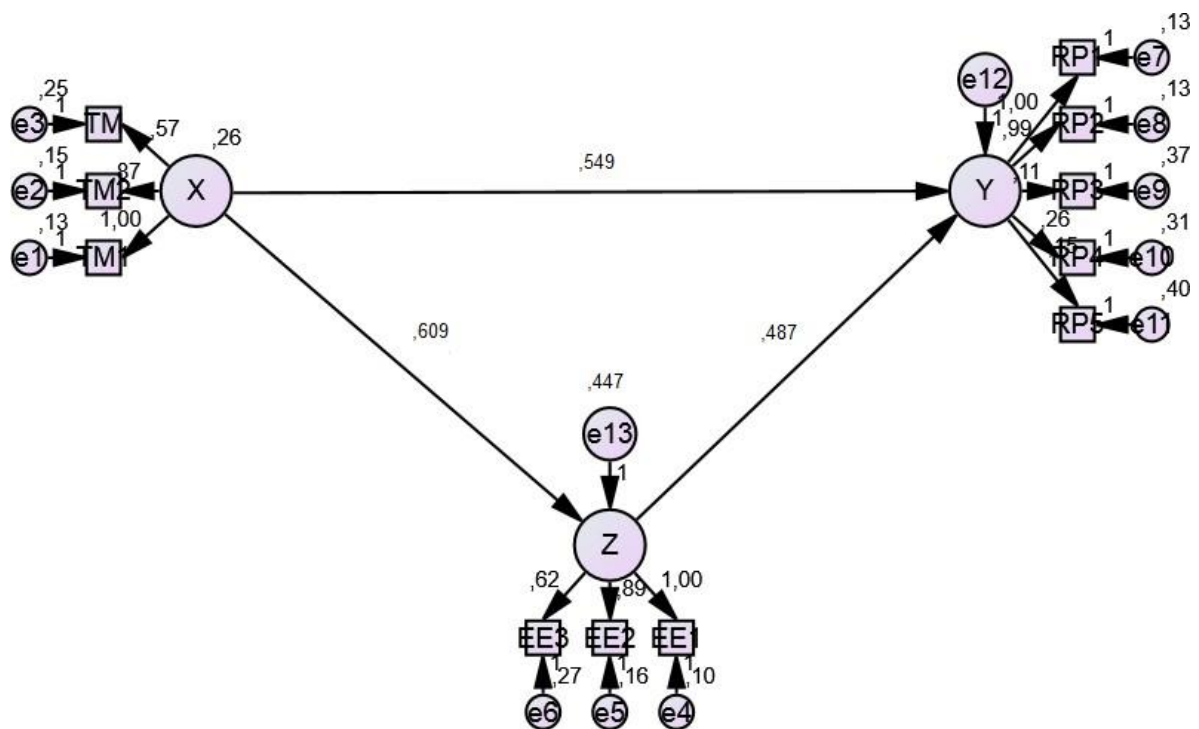
In Table 8, it can be seen that all indicators have loading factor values  $\geq 0.5$ , thus it can be interpreted that all indicators are valid. The three variables formed from each indicator are also proven to be reliable because they have a CR value  $\geq 0.7$  and AVE value  $\geq 0.5$ , thus it can be said to be reliable. Table 4 below shows the size of the correlation that occurs between the variables talent management, work loyalty, employee negagement and restaurant performance.

**Table 9.** Correlation Size in each Latent Variable

	Correlation
Talent Management - Restaurant Performance	0.549
Talent Management - Employee Engagement	0.609
Employee Engagement - Restaurant Performance	0.487
Talent Management - Restaurant Performance (through Employee Engagement)	0.447

### Structural Models

The fit of the model is indicated by the statistical value of Goodness of Fit (GoF) as presented in Table 10.



**Table 10.** Statistical Value of Goodness of Fit

Gof Criteria	Limit Value	Results	Conclusion
Chi Square $X^2=125.7$ $df=41$	$\geq 0.05$	0.02	Fit
GFI	$\geq 0.90$	0.95	Fit
AGFI	$\geq 0.90$	0.90	Marginal Fit
RMSEA	$\leq 0.08$	0.02	Fit
CFI	$\geq 0.90$	0.83	Marginal Fit

The results of the model fit test from several criteria such as X<sup>2</sup>, GFI, AGFI, CFI, and RMSEA mostly met the fit criteria (see Table 10). It can be seen that all of the existing GoF statistical criteria have met the criteria of the fit model. Therefore, the model for each latent variable is compatible with the existing data. The results of hypothesis testing on each structural relationship are shown in Table 11.

**Table 11.** Results of Structural Model Test

Model	Estimate	P-Value	Conclusion
Talent Management - Restaurant Performance	0.549	0,000	Significant
Talent Management - Employee Engagement	0.609	0.003	Significant
Employee Engagement - Restaurant Performance	0.487	0.034	Significant
Talent Management - Restaurant Performance (through Employee Engagement)	0.447	0.003	Significant

## Discussion

In this discussion, only variables that are able to significantly influence the variables they influence are as follows. Based on research results on the influence of talent management on restaurant performance has a large influence of 0.549 with a probability value of  $0.000 < 0.05$ , so the hypothesis is accepted which states that talent management has a significant effect in improving restaurant performance. These results are supported by research (Sumarto, 2021) that talent management has a significant impact on restaurant performance. A good talent management process ensures that restaurants can recruit individuals who have the appropriate skills, knowledge and experience for the job at hand. Recruitment of quality employees can improve staff quality and customer service. Next is research (Khairinia, 2022) that overall, effective talent management can improve restaurant performance by creating a work environment that supports, develops and retains the necessary talent. This helps restaurants to provide better service, increase profitability, and achieve their overall business goals. Talent management, which includes managing talent, recruiting, developing and retaining talented employees, can have a significant impact on restaurant performance. Through good talent management, restaurants can attract and recruit employees who have relevant skills, knowledge and experience. Recruitment of quality employees can improve a restaurant's ability to provide quality service to customers. Talent management can provide employee development opportunities, including training, education and opportunities for development. Employees who are well trained and continuously developed tend to provide better performance in restaurants (Agbaeze, 2017). Overall, good talent management can improve restaurant performance by creating a work environment that supports, develops and retains the necessary talent. This helps restaurants to provide quality service, increase customer satisfaction, and achieve their overall business goals (Ali ZB, 2019).

Based on research results on the influence of talent management on employee engagement has a large influence of 0.609 with a probability value of  $0.003 < 0.05$ , so the hypothesis is accepted which states that talent management has a significant effect in increasing employee engagement. These results are supported by research (Järvi K. a., 2020) that talent management is considered a necessity for organizations that want to achieve their goals optimally. Focusing on attracting, developing, distributing and retaining talented employees is a very important strategy in increasing employee engagement. Talent management covers various activities, from recruiting talented employees to identifying and developing potential within the organization. It also involves efforts to spread skills and knowledge, so that organizations have high-performing teams ready to deal with change. Employer engagement is a measure of the extent to which

employees feel connected and involved with their work, coworkers, and the organization as a whole. Employee engagement not only includes aspects of productivity, but also employee well-being and satisfaction. Effective talent management has a positive influence on employee engagement. Employee engagement includes an employee's sense of connectedness, motivation, and commitment to the job and organization. Good talent management starts with a careful recruitment and selection process. Selecting employees with skills, values, and culture that fit the organization can increase the sense of engagement because employees feel like they fit in and are valued (Mohammed, 2015). Talent management includes good career planning and development. Providing employees with a clear career path and development opportunities can increase motivation and engagement. Employees who see opportunities for growth within the organization tend to be more engaged. Leadership development is included in talent management. Leaders who understand the importance of employee engagement, support employee development, and create a positive work environment can have a major impact on engagement (Obedgiu, 2023).

Based on the results of influence research, employee engagement to restaurant performance has a large influence of 0.487 with a probability value of  $0.004 < 0.05$ , so the hypothesis is accepted which states that employee engagement has a significant effect in improving restaurant performance. These results are supported by research (Lambert, 2021) that employee engagement has a significant impact on restaurant performance. Employee engagement refers to employees' level of involvement, commitment, and motivation towards their work and the organization in which they work. Engaged employees tend to provide better customer service. They are more eager to help customers, answer questions, and provide a positive customer experience. This contributes to higher customer satisfaction and returning customers. In order to achieve optimal performance, restaurants need to invest in efforts to increase employee engagement. This involves effective communication, training, employee recognition, rewards, as well as creating a work culture that supports employee engagement. When employees feel engaged and passionate about their work, this can bring significant benefits to a restaurant's overall performance (Bagaza, 2021).

Based on the results of influence research, talent management can be mediated by employee engagement to restaurant performance has a large influence of 0.447 with a probability value of  $0.003 < 0.05$ , so the hypothesis is accepted which states that talent management has a positive influence on restaurant performance through employee engagement. These results are supported by research (Obedgiu, 2023) that employee engagement can act as a mediator in improving restaurant performance through talent management. This mediation shows that employee engagement functions as an intermediary that connects talent management actions and the final result in the form of restaurant performance. Effective talent management, such as quality recruitment, training, career development, and awards for achievements, can increase employee engagement. Employees who feel valued and have the opportunity to grow and develop tend to be more engaged at work. Employees who are engaged in their work have higher levels of job satisfaction. They feel that their work has meaning and value, which improves restaurant performance (Suwarno, 2022)

### **Theoretical Implications and Managerial Implications**

This research provides theoretical implications by contributing to the enrichment of literature on improving the quality of human resources, especially in improving restaurant performance with the mediating influence of talent management through employee engagement. This research answers suggestions from previous research to research and identify mediators that are relevant to the employee engagement relationship in the context of hospitality research with the theme of improving the quality of human resources. This raises the need for researchers to consider employee sustainability as an aspect that has an important role in improving the quality of human resources in serving restaurant customers, especially in the top 10 cities of Bandung. Talent management plays an important role in improving restaurant performance in improving restaurant service, thus encouraging sustainable customers. This model also emphasizes that employee engagement has a mediating effect on the relationship between talent management.

In order to gain a competitive advantage in terms of the quality of human resources, restaurants in Bandung City need good management of the quality of human resources, especially in terms of talent

management. Apart from that, restaurants must evaluate restaurant performance periodically.

### **Future Research Directions**

Research variables still seem too general and many people use variables. However, future research can test the relationship between the variables in this study in different places. This is because different goals for improving talent management can have different implications and perceptions from the perspective of improving the quality of human resources as assessed by restaurant performance. In addition, future research can consider other variables that can mediate, or even moderate, the relationship between talent management and tourist employer engagement to help a top restaurant improve restaurant performance from the mediating effect of employer engagement.

### **Limitations**

This research still has many shortcomings, especially in terms of variables it still tends to be simple, while there are still many variables that influence restaurant performance, therefore in terms of variables it must be further developed. Apart from that, the research subject must be further expanded, namely all restaurants in the city of Bandung, using a quota sampling technique so that it is more representative in covering the restaurant sector. Furthermore, in terms of hypotheses, the direction of the path still needs to be developed according to the support of theory and previous researchers.

### **Conclusion**

The conclusion from this simple research is that it is proven that talent management has a significant effect on improving restaurant performance. Talent management has a significant effect in increasing Employee Engagement. Employee engagement has a significant effect on improving restaurant performance. Talent management has a positive influence on restaurant performance through employee engagement.

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