

ORGANIZATIONAL PERFORMANCE IN THE HOSPITALITY INDUSTRY: THE MEDIATING ROLE OF EMOTIONAL INTELLIGENCE BETWEEN TALENT MANAGEMENT AND SELF-MANAGEMENT



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Abstract

This study investigates the effect of Talent Management and Self-Management on Organizational Performance, with Emotional Intelligence serving as a mediating variable. Focusing on employees of four-star hotels in Bandung City, a highly competitive hospitality hub, the research addresses the theoretical gap in integrating these specific variables within a single comprehensive model. Grounded in the Resource-Based View (RBV) theory. This research collected through structured questionnaires distributed 255 employees of four-star hotels using a non-probability snowball sampling technique the study emphasizes that intangible human resources act as strategic assets for sustainable competitive advantage. Utilizing a quantitative approach and Partial Least Squares Structural Equation Modeling (PLS-SEM) to analyze data collected from hotel employees, the study examines seven proposed hypotheses. The findings are expected to demonstrate that Talent Management and Self-Management significantly enhance Organizational Performance both directly and indirectly through the strengthening of employees' Emotional Intelligence. Consequently, this research provides valuable managerial implications for hotel management to optimize human capital strategies, improve service quality, and maintain organizational sustainability in the dynamic hospitality industry.

Keywords: Talent Management, Self-Management, Emotional Intelligence, Organizational Performance, Hospitality Industry

INTRODUCTION

The hospitality industry plays a strategic role in supporting Indonesia's tourism development and regional economic growth. Increasing tourist mobility has intensified competition among hotels, requiring businesses to compete not only through physical facilities and pricing but also through superior service quality and customer experience (Wisnawa et al., 2025). In service organizations, employee performance directly determines customer satisfaction because hotel services are produced and consumed simultaneously through employee–customer interactions (Mokobombang & Natsir, 2024). Consequently, Organizational Performance (OP) has become a critical indicator of organizational success in maintaining service quality, operational efficiency, and business sustainability.

Bandung is one of Indonesia's major tourism and business destinations, attracting both leisure and business travelers throughout the year (Riyantina, 2025). In January 2026, domestic tourist arrivals in Bandung reached 2,010,723 trips, while the Room Occupancy Rate (TPK) of star-rated hotels was recorded at 54.90%. Although these figures indicate strong tourism activity, they also reflect increasingly intense competition among hotels to attract and retain guests. Under these conditions, hotels are expected to consistently deliver high-quality services while maintaining organizational effectiveness. Achieving these objectives depends not only on market demand but also on the organization's capability to manage its human resources effectively. Therefore, improving organizational performance has become an important managerial challenge for hotels operating in Bandung.

This study focuses on four-star hotels because they operate under higher service standards and more complex organizational structures than lower-class hotels. Employees in four-star hotels are expected to provide responsive, personalized, and consistent services while adapting to dynamic customer expectations. Such demands require organizations to implement strategic human resource management practices that support both employee development and organizational effectiveness.

One important strategic approach is Talent Management (TM), which refers to the systematic process of identifying, attracting, developing, retaining, and utilizing talented employees to achieve organizational objectives. Effective TM enables organizations to build competent employees, improve work motivation, and increase productivity, thereby contributing to better organizational performance (Mantow & Nilasari, 2022). Rather than relying solely on physical resources, service organizations increasingly depend on their ability to develop talented employees who can consistently deliver high-quality services.

Besides organizational initiatives, individual capability also plays an essential role in improving performance. Self-Management (SM) enables employees to regulate their behavior, emotions, and work priorities when facing demanding work environments. Hotel employees frequently encounter heavy workloads, service pressure, and diverse customer expectations that require effective emotional regulation and self-discipline. Employees with strong SM are generally better able to maintain work motivation, reduce stress, and perform consistently, thereby supporting overall organizational effectiveness. Previous studies also indicate that effective self-management contributes to the development of Emotional Intelligence (EI) by strengthening individuals' ability to regulate emotions and respond appropriately to workplace situations (Angelica et al., 2022).

Emotional Intelligence has become increasingly important in the hospitality industry because service quality is strongly influenced by employees' ability to understand and manage emotions during interactions with customers and colleagues. From the perspective of the Resource-Based View (RBV), EI represents a valuable organizational resource that is difficult for competitors to imitate, enabling organizations to create superior customer experiences and sustainable competitive advantages. Employees with high EI are more capable of communicating effectively, handling customer complaints, managing interpersonal relationships, and maintaining service quality under pressure. Moreover, talent development initiatives can strengthen employees' emotional competencies alongside their technical skills, thereby improving organizational performance (Angelica et al., 2022).

Although previous studies have confirmed the positive effects of TM and EI on organizational performance, several research gaps remain. First, existing studies predominantly examine the direct relationship between TM and OP, while the mediating role of EI has received relatively limited empirical attention. Second, studies investigating the influence of SM within the hospitality industry remain limited compared with research emphasizing work engagement or job satisfaction (Nawardi & Berliyanti, 2023). Third, empirical studies integrating TM, SM, EI, and OP into a comprehensive framework are still scarce, particularly in the context of four-star hotels in Bandung. Addressing these gaps is important because organizational performance in hospitality is influenced not only by organizational practices but also by employees' emotional competencies and self-regulation capabilities.

Accordingly, this study aims to examine the effects of Talent Management and Self-Management on Organizational Performance, to analyze their effects on Emotional Intelligence, to investigate the influence of Emotional Intelligence on Organizational Performance, and to evaluate the mediating role of Emotional Intelligence in the relationships between Talent Management, Self-Management, and Organizational Performance among employees of four-star hotels in Bandung.

Based on these objectives, the proposed hypotheses are:

- H1:** Talent Management positively influences Organizational Performance.
- H2:** Self-Management positively influences Organizational Performance.
- H3:** Talent Management positively influences Emotional Intelligence.
- H4:** Self-Management positively influences Emotional Intelligence.
- H5:** Emotional Intelligence positively influences Organizational Performance.
- H6:** Emotional Intelligence mediates the relationship between Talent Management and Organizational Performance.
- H7:** Emotional Intelligence mediates the relationship between Self-Management and Organizational Performance.

REVIEW OF LITERATURE

Resource-Based View (RBV) Theory

The Resource-Based View (RBV) proposes that sustainable competitive advantage is achieved when organizations possess and effectively manage resources that are valuable, rare, inimitable, and non-substitutable (VRIN) (Barney & Mackey, 2016). Rather than relying solely on physical assets, organizations increasingly depend on intangible resources,

including employee competencies, organizational knowledge, leadership capabilities, and intellectual capital, to improve organizational performance (Adila & Boumedjane, 2024).

Within the hospitality industry, service quality is largely created through employee interactions with customers. Consequently, human resources become strategic assets because they directly influence customer satisfaction and organizational outcomes. In the present study, Talent Management, Self-Management, and Emotional Intelligence are conceptualized as strategic organizational resources. However, these resources satisfy the VRIN characteristics in different ways. Talent Management is valuable because it enables organizations to attract, develop, and retain high-performing employees who contribute to organizational objectives. It is relatively rare because organizations differ in their ability to identify and nurture talented employees through systematic human resource practices. Talent Management is difficult to imitate because it is embedded in organizational culture, leadership practices, and accumulated managerial experience. Finally, it is non-substitutable because sustained employee capability cannot be replaced solely by technology or financial investment.

Self-Management also represents a valuable capability because it enables employees to regulate their behavior, prioritize tasks, and maintain performance under demanding working conditions. This capability develops gradually through individual learning and experience, making it difficult for competitors to replicate across organizations. Likewise, Emotional Intelligence satisfies the VRIN criteria because employees' abilities to recognize, regulate, and utilize emotions effectively are developed through continuous social interaction, organizational learning, and personal experience. These emotional competencies enhance service quality and customer relationships in ways that are difficult to duplicate, thereby contributing to sustained organizational performance.

Emotional Intelligence Theory

While RBV explains the strategic value of human resources, it does not sufficiently explain the psychological mechanisms through which employees develop emotional competencies. Therefore, this study also draws upon Emotional Intelligence Theory proposed by Goleman, which emphasizes that emotional intelligence consists of self-awareness, self-regulation, motivation, empathy, and social skills. Self-regulation enables individuals to control emotions, manage stress, and respond appropriately to workplace challenges, whereas empathy and social skills facilitate effective interpersonal relationships. This perspective provides the theoretical foundation explaining why employees with strong Self-Management are more likely to develop higher Emotional Intelligence, which subsequently enhances Organizational Performance.

Talent Management

Talent Management refers to an integrated process of identifying, recruiting, developing, retaining, and optimizing employees with high potential to achieve organizational goals (Mantow & Nilasari, 2022). Effective talent management ensures that organizations possess competent employees capable of adapting to environmental changes and maintaining service excellence. Within hotels, talent management includes structured recruitment, continuous training, career development, succession planning, and employee retention initiatives.

Previous empirical studies consistently report that Talent Management positively influences Organizational Performance because organizations with effective talent

management systems experience higher employee productivity, service quality, and operational efficiency (Mantow & Nilasari, 2022). Furthermore, talent development programs enhance employees' interpersonal competencies, confidence, and emotional capabilities, thereby contributing to Emotional Intelligence.

Self-Management

Self-Management refers to an individual's ability to regulate thoughts, emotions, behaviors, and work activities to achieve desired objectives. Employees with effective self-management demonstrate discipline, emotional control, adaptability, and resilience when facing workplace challenges (Angelica et al., 2022). Within the hospitality industry, employees frequently encounter demanding customers, time pressure, and service uncertainty, making self-management an essential competency.

Previous studies indicate that self-management improves work effectiveness by helping employees maintain motivation, reduce stress, and respond constructively to workplace demands. Employees who consistently regulate their emotions and behaviors are also more capable of developing emotional competencies that support positive interactions with customers and colleagues.

Emotional Intelligence

Emotional Intelligence refers to an individual's capability to perceive, understand, regulate, and utilize emotions effectively in both personal and interpersonal situations. Employees possessing high Emotional Intelligence are better equipped to communicate with customers, resolve conflicts, demonstrate empathy, and maintain positive workplace relationships.

Within service organizations, Emotional Intelligence contributes to customer satisfaction by improving service delivery and reducing interpersonal conflict. Previous studies also demonstrate that Emotional Intelligence positively influences Organizational Performance because emotionally intelligent employees adapt more effectively to changing customer expectations and organizational demands (Angelica et al., 2022).

Organizational Performance

Organizational Performance reflects the extent to which an organization successfully achieves its operational and strategic objectives. Performance encompasses service quality, operational efficiency, productivity, customer satisfaction, employee effectiveness, and organizational sustainability (Raihani & Berliyanti, 2022). In the hospitality industry, organizational performance depends heavily on employee competencies because service quality is directly produced through employee interactions with guests.

Organizations implementing effective human resource management practices generally demonstrate stronger organizational performance through improved employee productivity, customer loyalty, and competitive positioning.

Hypothesis Development

Based on RBV Theory, organizations that effectively manage strategic human resources are expected to achieve superior organizational performance. Talent Management strengthens employee competencies and organizational capability, leading to improved organizational outcomes. Therefore:

H1: Talent Management positively influences Organizational Performance.

Employees possessing effective Self-Management are better able to maintain productivity, regulate work behavior, and perform consistently under pressure. Consequently:

H2: Self-Management positively influences Organizational Performance.

Talent Management supports continuous employee development, including interpersonal and emotional competencies. Employees participating in systematic talent development are therefore expected to demonstrate higher Emotional Intelligence.

H3: Talent Management positively influences Emotional Intelligence.

According to Emotional Intelligence Theory, self-regulation represents an important foundation for developing emotional intelligence. Employees with stronger Self-Management are expected to possess higher Emotional Intelligence.

H4: Self-Management positively influences Emotional Intelligence.

Employees with higher Emotional Intelligence communicate more effectively, manage customer interactions more successfully, and contribute positively to organizational effectiveness.

H5: Emotional Intelligence positively influences Organizational Performance.

Talent Management not only develops technical competence but also strengthens emotional capabilities. Therefore, Emotional Intelligence is expected to mediate the relationship between Talent Management and Organizational Performance.

H6: Emotional Intelligence mediates the relationship between Talent Management and Organizational Performance.

Likewise, Self-Management facilitates the development of Emotional Intelligence, which subsequently enhances Organizational Performance. Accordingly:

H7: Emotional Intelligence mediates the relationship between Self-Management and Organizational Performance.

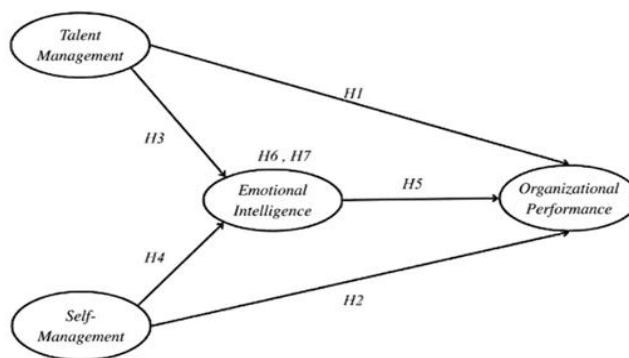


Figure 1
Conceptual Framework

Source: Processed by Researchers (2026)

RESEARCH METHOD

This study employed a quantitative approach with a causal, cross-sectional research design to examine the effects of Talent Management and Self-Management on

Organizational Performance, with Emotional Intelligence serving as a mediating variable among employees of four-star hotels in Bandung, Indonesia. The hospitality sector was selected because organizational success is highly dependent on the quality of human resources and employee competencies, which directly influence service quality and organizational effectiveness (Sentoso et al., 2024; Seraj et al., 2025). A quantitative approach was considered appropriate because it enables the objective examination of causal relationships among latent variables using numerical data and multivariate statistical analysis (Sugiyono, 2022; Hair Jr et al., 2023).

The target population consisted of permanent and contract employees working in four-star hotels in Bandung. Respondents were required to have at least one year of work experience to ensure that they had sufficient understanding of the organization's human resource management practices and work environment. Data were collected using an online questionnaire distributed through a snowball sampling technique. In this approach, the questionnaire was initially distributed to respondents who met the research criteria, and they were subsequently asked to share the survey link with colleagues who also satisfied the established sampling requirements. This referral process continued until the required number of respondents was obtained. A total of 255 valid responses were collected and included in the final analysis.

The research instrument employed a structured questionnaire using a five-point Likert scale ranging from 1 ("strongly disagree") to 5 ("strongly agree"). Talent Management was measured through the dimensions of talent attraction, motivation, talent development, talent retention, and work engagement. Self-Management comprised achievement orientation and emotional self-control (Supramaniam & Singaravelloo, 2021). Emotional Intelligence was measured using four dimensions, namely self-awareness, self-management, social awareness, and relationship management (Al-Romeedy et al., 2025). Organizational Performance was assessed through the financial perspective, internal business processes, customer perspective, and learning and growth perspective (Al-Romeedy, 2025). Primary data were obtained directly from respondents through the questionnaire, while secondary data were collected from books, scientific journals, and other relevant academic publications.

The minimum sample size was determined based on the 10-times rule recommended for Partial Least Squares Structural Equation Modeling (PLS-SEM), which states that the sample should be at least ten times the largest number of structural paths directed at a particular endogenous construct (Hair Jr et al., 2023; Legate et al., 2023). In addition, the final sample of 255 respondents exceeded the minimum sample size generally recommended for SEM-based studies, thereby providing sufficient statistical power for estimating the proposed research model.

Data analysis was performed using the Partial Least Squares Structural Equation Modeling (PLS-SEM) approach. The analysis consisted of two stages: evaluation of the measurement model (outer model) and evaluation of the structural model (inner model). The measurement model was assessed through indicator reliability, internal consistency reliability, convergent validity, and discriminant validity. Subsequently, the structural model was evaluated using the coefficient of determination (R^2), predictive relevance, path coefficients, and hypothesis testing. The significance of the direct and indirect relationships was examined using the bootstrapping procedure with the decision criteria of t-values greater than 1.96 and p-values below 0.05 (Hair et al., 2022).

Prior to completing the questionnaire, respondents were informed that their participation was voluntary and that all responses would be treated confidentially and used exclusively for academic research purposes. Respondents also provided their consent before participating in the survey.

Table 1.
Operational Definition of Variables

Variable	Dimensions/Indicators	Measurement Source
Talent Management	Talent attraction, motivation, talent development, talent retention, and work engagement	Mantow & Nilasari (2022)
Self-Management	Achievement orientation and emotional self-control	Supramaniam & Singaravelloo (2021)
Emotional Intelligence	Self-awareness, self-management, social awareness, and relationship management	Al-Romeedy et al. (2025)
Organizational Performance	Financial perspective, internal business process, customer perspective, and learning and growth	Al-Romeedy (2025)

RESULTS AND DISCUSSION

1. Research Data Description

The study involved 255 employees from four-star hotels in Bandung. Respondents were predominantly male (50.98%), bachelor's degree holders (59.61%), staff-level employees (67.06%), and had 1–5 years of experience (43.14%), ensuring relevant, representative, and reliable organizational insights.

Table 1
Respondent Characteristics by Gender

Gender	Frequency	Percentage
Man	130	50.98%
Woman	125	49.02%
Total	255	100.00%

Source: Data Processed by Researchers (2026)

Based on Table 1, characteristics based on gender show that respondents were predominantly male, with 130 respondents (50.98%), while female respondents numbered 125 respondents (49.02%). This data illustrates that the workforce is in 4-star hotel employees in Bandung.

Table 2
Respondent Characteristics Based on Last Education

Last education	Frequency	Percentage
Diploma	46	18.04%
Bachelor degree)	152	59.61%
Postgraduate (S2/S3)	57	23.35%
Total	255	100.00%

Source: Data Processed by Researchers (2026)

Based on Table 2, the majority of respondents had a Bachelor's degree (S1), namely 152 respondents (59.61%). Then, 46 respondents (18.04%) had a Diploma, and 57 respondents (23.35%) had a Postgraduate (S2/S3). This illustrates that the respondents' educational qualifications are quite high. These data indicate that most respondents have a high level of education, because the demands of working in a 4-star hotel in Bandung require good skills and quality human resources.

Table 3
Respondent Characteristics by Position

Position	Frequency	Percentage
Staff	171	67.06%
Supervisor	45	17.65%
Manager	29	11.37%
GM/Director	10	3.92%
Total	255	100.00%

Source: Data Processed by Researchers (2026)

Based on Table 3, the distribution of respondents by position shows that the majority of respondents held staff positions, namely 171 people (67.06%). This dominance indicates that most of the research data was obtained from employees who were directly involved in the implementation of hotel operational activities and therefore had a good understanding of daily work conditions. Furthermore, respondents who served as supervisors numbered 45 people (17.65%), which reflects the representation of the supervisory level in coordinating operational activities. Manager positions were represented by 29 people (11.37%), while GM/Director positions were only 10 people (3.92%). This composition indicates that the study obtained perspectives from various job levels, although dominated by employees at the operational level, so that the results of the study are expected to be able to describe the condition of the organization more representatively.

Table 4
Respondent Characteristics Based on Length of Service

Length of work	Frequency	Percentage
< 1 year	15	5.88%
1–5 years	110	43.14%
6–10 years	80	31.37%
> 10 years	50	19.61%
Total	255	100.00%

Source: Data Processed by Researchers (2026)

Based on Table 4, the characteristics of respondents based on length of service indicate that the majority of respondents have worked for 1–5 years, namely 110 people (43.14%). This condition indicates that most employees have sufficient experience to understand operational procedures, organizational culture, and service standards at the hotel. Respondents with more than 10 years of service numbered 50 people (19.61%), followed by the 6–10 year group with 80 people (31.37%), which reflects a relatively good employee retention rate. Meanwhile, respondents with less than 1 year of service numbered only 15 people (5.88%). This composition indicates that the majority of respondents have sufficient work experience so that they are expected to be able to provide a more objective, comprehensive assessment that is in accordance with the actual conditions of the organization.

2. Descriptive Statistics

1) Talent Management (TM) Descriptive Statistics

Descriptive statistics on the Talent Management variable were used to describe respondents' perceptions of the organization's talent management practices, including the processes of employee identification, development, retention, and utilization. The average score obtained reflects the extent to which respondents assess the effectiveness of talent management implementation in supporting competency improvement, career readiness, and the sustainability of organizational performance in the hotel environment.

Table 5.
Talent Management (TM)

Variables	Indicator	Min	Max	Standard Deviation	Mean
Talent Management (TM)	TM1	2	5	0.769	4,217
	TM2	2	5	0.824	4,178
	TM3	2	5	0.815	4,228
	TM4	2	5	0.848	4,139
	TM5	2	5	0.797	4,194
	TM6	2	5	0.840	4,150
	TM7	2	5	0.814	4,122
	TM8	2	5	0.815	4,172
	TM9	2	5	0.866	4,183
	TM10	2	5	0.857	4,194
	TM11	2	5	0.844	4,178
	TM12	2	5	0.870	4,161
	TM13	2	5	0.868	4,172
	TM14	2	5	0.828	4,139
	TM15	2	5	0.822	4,156
	TM16	2	5	0.870	4,161
	TM17	2	5	0.829	4,156
	TM18	2	5	0.821	4,122
Mean					4,168

Sempls (2026)

Based on table 5 above, it can be seen that the minimum value of all indicators of the Talent Management (TM) variable is 2, indicating that respondents answered disagree. The maximum value of all indicators is 5, indicating that respondents answered strongly agree. The standard deviation value ranges from 0.769 to 0.870 and the mean value ranges from 4.122 to 4.228. The lowest mean value is 4.122, namely in indicators TM7 and TM18, which are in the interval 3.41 - 4.20, indicating that respondents answered agree on indicators TM7 and TM18. The highest mean value is 4.228, namely in indicator TM3, which is in the interval 4.21 - 5.00, indicating that respondents answered strongly agree on indicator TM3. The overall mean value is 4.168, which is in the interval 3.41 - 4.20, indicating that respondents answered agree.

2) Descriptive Statistics of Self Management (SM)

Descriptive statistics on the Self-Management variable provide an overview of respondents' ability to manage themselves effectively, including managing time, controlling behavior, setting priorities, and maintaining work discipline. The average score obtained indicates the level of employee ability to manage work responsibilities independently, thereby increasing productivity, efficiency, and achieving organizational goals.

Table 6
Self-Management (SM)

Variables	Indicator	Min	Max	Standard Deviation	Mean
Self- Management (SM)	SM1	2	5	0.813	4,183
	SM2	2	5	0.881	4,044
	SM3	2	5	0.788	4,272
	SM4	2	5	0.870	4,178
	SM5	2	5	0.792	4,150
	SM6	2	5	0.824	4,161
	SM7	2	5	0.857	4,061
	SM8	2	5	0.819	4,133
Mean					4,148

Sempls (2026)

Based on table 6 above, it can be seen that the minimum value of all Self-Management (SM) variable indicators is 2, indicating that respondents answered disagree. The maximum value of all indicators is 5, indicating that respondents answered strongly agree. The standard deviation value ranges from 0.788 to 0.881 and the mean value ranges from 4.044 to 4.272. The lowest mean value is 4.044, which is in the SM2 indicator, which is in the interval 3.41 - 4.20, indicating that respondents answered agree on the SM2 indicator. The highest mean value is 4.272, which is in the SM3 indicator, which is in the interval 4.21 - 5.00, indicating that respondents answered strongly agree on the SM3 indicator. The overall mean value is 4.148, which is in the interval 3.41 - 4.20, indicating that respondents answered agree.

3) Descriptive Statistics of Emotional Intelligence (EI)

Descriptive statistics on the Emotional Intelligence variable illustrate the respondents' ability to recognize, understand, control, and utilize emotions positively, both towards themselves and others. The average score obtained reflects employees' ability to build

interpersonal relationships, manage conflict, improve teamwork, and provide quality service in the hospitality work environment.

Table 7
Emotional Intelligence (EI)

Variables	Indicator	Min	Max	Standard Deviation	Mean
Emotional Intelligence (EI)	EI1	2	5	0.847	4,067
	EI2	1	5	0.885	4,028
	EI3	1	5	0.872	4,133
	EI4	1	5	0.868	4,139
	EI5	1	5	0.827	4,167
	EI6	1	5	0.887	4,156
	EI7	1	5	0.792	4,200
	EI8	1	5	0.948	4,033
	EI9	1	5	0.881	4,156
	EI10	1	5	0.850	4,194
	EI11	1	5	0.864	4,161
	EI12	1	5	0.857	4,128
Mean					4,130

Sempls (2026)

Based on table 7 above, it can be seen that the minimum value of the Emotional Intelligence (EI) variable indicator ranges between 1 and 2, indicating that respondents answered strongly disagree and disagree. The maximum value of all indicators is 5, indicating that respondents answered strongly agree. The standard deviation value ranges between 0.792 and 0.948, and the mean value ranges between 4.028 and 4.200. The lowest mean value is 4.038, which is in the EI1 indicator, which is in the interval 3.41 - 4.20, indicating that respondents answered agree on the EI1 indicator. The highest mean value is 4.200, which is in the EI7 indicator, which is in the interval 3.41 - 4.20, indicating that respondents answered agree on the EI7 indicator. The overall mean value is 4.130, which is in the interval 3.41 - 4.20, indicating that respondents answered agree.

4) Descriptive Statistics of Organizational Performance (OP)

Descriptive statistics on the Organizational Performance variable provide an overview of respondents' perceptions of the organization's level of performance based on operational effectiveness, service quality, productivity, and the achievement of company goals. The average score obtained indicates the extent to which the organization is able to optimize its resources to produce efficient, competitive performance, and meet customer and stakeholder expectations.

Table 8
Organizational Performance (OP)

Variables	Indicator	Min	Max	Standard Deviation	Mean
	OP1	1	5	0.841	4,122
	OP2	1	5	0.808	4,189

Organizational Performance (OP)	OP3	1	5	0.806	4,133
	OP4	2	5	0.753	4,211
	OP5	1	5	0.800	4,267
	OP6	1	5	0.804	4,161
	OP7	2	5	0.773	4,156
	OP8	2	5	0.768	4,233
	OP9	1	5	0.803	4,233
	OP10	2	5	0.768	4,278
	OP11	2	5	0.788	4,250
	OP12	2	5	0.736	4,189
Mean					4,202

Based on table 8 above, it can be seen that the minimum value of the Organizational Performance (OP) variable indicator ranges between 1 and 2, indicating that respondents answered strongly disagree and disagree. The maximum value of all indicators is 5, indicating that respondents answered strongly agree. The standard deviation value ranges between 0.736 and 0.841, and the mean value ranges between 4.122 and 4.278. The lowest mean value is 4.122, which is in the OP1 indicator, which is in the interval 3.41 - 4.20, indicating that respondents answered agree on the OP1 indicator. The highest mean value is 4.278, which is in the OP10 indicator, which is in the interval 4.21 - 5.00, indicating that respondents answered strongly agree on the OP10 indicator. The overall mean value is 4.202, which is in the interval 3.41 - 4.20, indicating that respondents answered agree.

3. Hypothesis Testing

Hypothesis testing results:

Table 9
Hypothesis Testing

	Coefficient	T Statistics	P Value	Information
TM -> OP	0.294	3,018	0.003	H ₁ Accepted
SM -> OP	0.282	2,050	0.040	H ₂ Accepted
TM -> EI	0.418	3,550	0,000	H ₃ Accepted
SM -> EI	0.454	4,016	0,000	H ₄ Accepted
EI -> OP	0.319	2,805	0.005	H ₅ Accepted
TM -> EI -> OP	0.133	2,041	0.041	H ₆ Accepted
SM -> EI -> OP	0.145	2,347	0.019	H ₇ Accepted

The hypothesis testing results demonstrate that all seven proposed hypotheses were supported. Talent Management positively influenced Organizational Performance (H1), indicating that systematic talent identification, development, and retention contribute to improved organizational effectiveness. Likewise, Self-Management positively affected Organizational Performance (H2), suggesting that employees capable of regulating their behavior, emotions, and work priorities perform more effectively in hospitality settings.

Talent Management and Self-Management also showed significant positive relationships with Emotional Intelligence, supporting H3 and H4. Notably, the effect of Self-Management on Emotional Intelligence ($\beta = 0.454$) was stronger than that of Talent Management ($\beta = 0.418$). This finding suggests that employees' internal ability to regulate

emotions and behaviors contributes more strongly to the development of emotional intelligence than organizational talent management practices alone.

Emotional Intelligence was found to have a significant positive effect on Organizational Performance (H5), indicating that emotionally intelligent employees are better able to maintain service quality, collaborate with colleagues, and respond effectively to customer needs. Moreover, Emotional Intelligence significantly mediated the effects of Talent Management and Self-Management on Organizational Performance (H6 and H7). Because the direct effects of Talent Management and Self-Management on Organizational Performance remained statistically significant after Emotional Intelligence was introduced into the model, the mediation can be classified as partial mediation according to current PLS-SEM mediation guidelines.

4. Discussion and Research Results

The research discussion shows that all hypotheses are accepted so that the model is able to explain the relationship between Talent Management, Self-Management, Emotional Intelligence, and Organizational Performance. The SEM-PLS results prove that Talent Management has a positive effect on Organizational Performance by improving the quality of human resources. Self-Management also improves Organizational Performance because the ability to manage oneself supports work effectiveness. This finding is in line with (Al-Qeod et al., 2018) who stated that Talent Management and Self-Management improve Emotional Intelligence. Furthermore, Emotional Intelligence has a positive effect on Organizational Performance because the ability to recognize, manage, and utilize emotions strengthens productivity and service quality. In addition, Emotional Intelligence mediates the influence of Talent Management and Self-Management on Organizational Performance. Therefore, organizations need to develop technical and emotional competencies in an integrated manner to improve operational effectiveness, customer satisfaction, and sustainable competitive advantage, especially in the hospitality industry through strengthening continuous employee development so that organizations are able to achieve superior performance consistently.

1) The Influence of Talent Management on Organizational Performance

The results of the hypothesis testing show that Talent Management has a positive and significant effect on Organizational Performance (t -statistic $3.018 > 1.96$; p -value $0.003 < 0.05$; path coefficient 0.294). Thus, H1 is accepted.

This finding aligns with the Resource-Based View (RBV) theory, which states that an organization's competitive advantage is achieved through the management of valuable, rare, inimitable, and non-substitutable (VRIN) resources. In the context of a 4-star hotel in Bandung, employees are a strategic asset that meets the VRIN criteria.

Effective implementation of talent management—through talent identification, targeted recruitment, competency development, training, and employee retention—can improve the quality of human resources. This directly impacts productivity, operational effectiveness, and service quality across departments. Highly competent employees with career development opportunities will deliver consistent service, increasing guest satisfaction and hotel occupancy rates.

This finding is consistent with Al-Romeedy's (2025) research which proves that optimal talent management creates organizational capabilities that are difficult for competitors to imitate, thereby improving the overall performance of the hotel organization.

2) The Influence of Self-Management on Organizational Performance

The results of the hypothesis testing indicate that Self-Management has a positive and significant effect on Organizational Performance in 4-star hotels in Bandung City. This is evidenced by a t-statistic value of 2.050 (>1.96), a p-value of 0.040 (<0.05), and a path coefficient of 0.282, so H2 is accepted. These findings confirm that improving employees' self-management skills, such as managing time, setting priorities, controlling emotions, and maintaining work discipline, can increase individual effectiveness which has an impact on increasing productivity, service quality, and achieving organizational goals.

The results of this study are in line with the Resource-Based View (RBV) theory proposed by Barney & Mackey (2016). From the RBV perspective, self-management is an intangible capability that is valuable because it increases work effectiveness, is difficult to imitate (inimitable) because it is formed from personal character and experience, and is not easily replaced (non-substitutable). Hotel employees who have good self-management skills become strategic assets because they are able to work independently and responsively in facing the pressure of guest service.

This finding is consistent with the research of Kagwe and Kiriri (2025), which states that self-management has a positive effect on organizational performance. In the context of a 4-star hotel in Bandung, employees are required to consistently provide professional service across shifts and when handling guest complaints. For example, front office employees who are able to prioritize simultaneous check-ins, or food and beverage staff who control their emotions when dealing with complaints, will create quality service.

This skill makes employees more disciplined and proactive, reducing errors without direct supervision. Ultimately, this operational effectiveness increases guest satisfaction and supports the achievement of hotel business targets. Therefore, hotel management needs to encourage the development of self-management through training in time management, emotional control, and a work culture that supports individual responsibility.

3) The Influence of Talent Management on Emotional Intelligence

The results of the hypothesis testing indicate that Talent Management has a positive and significant effect on the Emotional Intelligence of four-star hotel employees in Bandung. This is evidenced by a t-statistic of 3.550 (>1.96), a p-value of 0.000 (<0.05), and a path coefficient of 0.418, indicating a positive relationship. These findings indicate that the more effectively an organization manages talent through potential identification, training, coaching, mentoring, performance evaluation, and career development, the higher the emotional capabilities of employees. The program not only improves technical competence but also strengthens self-awareness, emotional control, empathy, interpersonal communication, and teamwork skills, which are the main components of Emotional Intelligence.

The findings of this study support the Resource-Based View (RBV) theory, which states that an organization's competitive advantage is built through the management of valuable, rare, difficult-to-imitate, and non-substitutable internal resources and capabilities

(Barney & Mackey, 2016). From this perspective, Talent Management functions as an organizational capability that develops intangible assets, including employee emotional intelligence. Emotional competencies formed through learning, experience, and organizational culture become strategic assets in dealing with work pressure, building positive relationships with coworkers and guests, and improving service quality.

These results also align with research by Mohamed Nagib Ali et al. (2022), which concluded that effective implementation of Talent Management can improve employee Emotional Intelligence. In the hospitality industry, emotional intelligence is essential because employees must deal with diverse guest characteristics, handle complaints, resolve conflicts, and maintain professional service in dynamic work situations. Therefore, hotel management needs to integrate Emotional Intelligence development into Talent Management strategies through training in excellent service, interpersonal communication, emotional management, coaching, mentoring, and leadership development to improve service quality and organizational competitiveness (Barney & Mackey, 2016; Mohamed Nagib Ali et al., 2022).

4) The Influence of Self-Management on Emotional Intelligence

The results of the hypothesis testing showed a t-statistic value of 4.016 (greater than 1.96) and a p-value of 0.000 (less than 0.05), with a positive path coefficient of 0.454. Thus, H4 was accepted, meaning that Self-Management has a positive and significant effect on Emotional Intelligence among 4-star hotel employees in Bandung (Hair et al., 2022).

These findings align with the Resource-Based View (RBV) theory, which states that competitive advantage stems from the ability to manage internal resources characterized by VRIN (Barney & Mackey, 2016). From the RBV perspective, self-management is an intangible individual capability that serves as the foundation for developing emotional intelligence as a strategic organizational resource. Employees who are able to effectively manage work pressure, manage their time, and control their emotions will improve their emotional intelligence. These findings are also consistent with research by Pretorius (2025), who found that the ability to regulate one's behavior and emotions directly contributes to increased emotional intelligence.

In the context of a 4-star hotel in Bandung, employees are required to provide professional service and handle guest complaints, as well as operate in shifts. Good self-management skills enable employees to remain calm under pressure, empathize with guests, and maintain harmonious interpersonal communication. Therefore, hotel management needs to develop self-management skills through emotional control and stress management training to continuously improve employees' emotional intelligence.

5) The Influence of Emotional Intelligence on Organizational Performance

The results of the hypothesis testing indicate that Emotional Intelligence (EI) has a positive and significant effect on Organizational Performance (OP) in 4-star hotels in Bandung. This is evidenced by a t-statistic of 2.805 (>1.96), a p-value of 0.005 (<0.05), and a path coefficient (β) of 0.319, thus H5 is accepted. This finding indicates that increasing employee emotional intelligence will drive overall organizational performance improvement.

In the hospitality industry, employees with high EI are able to recognize, understand, and manage emotions when faced with work pressure or guest complaints. This competency improves service quality, teamwork effectiveness, conflict resolution, and creates a

harmonious work environment, all of which cumulatively contribute to achieving hotel business goals.

The results of this study align with the Resource-Based View (RBV) theory proposed by Barney and Mackey (2016). The RBV perspective explains that an organization's competitive advantage stems from internal resources that possess VRIN (valuable, rare, inimitable, and non-substitutable) characteristics. In this context, EI is an intangible asset with strategic value because it is difficult for competitors to imitate. EI develops through experience, organizational culture, and continuous development, thereby increasing customer satisfaction and maintaining competitiveness. This finding is also consistent with the research findings of Jelača et al. (2022) and Al-Romeedy et al. (2025), which demonstrated that EI positively contributes to OP in the hospitality sector. Therefore, hotel management needs to make EI development a crucial human resource strategy.

6) The Role of Emotional Intelligence in Mediating the Influence of Talent Management on Organizational Performance

The results of the mediation test show that Emotional Intelligence positively and significantly mediates the influence of Talent Management on Organizational Performance, indicated by a t-statistic value of 2.041 (>1.96), a p-value of 0.041 (<0.05), and an indirect effect coefficient of 0.133. These findings indicate that the implementation of talent management not only improves organizational performance directly, but also through increasing employee emotional intelligence. Programs such as recruitment, training, coaching, mentoring, and career planning can develop the ability to manage emotions, build interpersonal relationships, empathize, and adapt, thereby encouraging improved service quality, teamwork, and constructive conflict resolution (Barney & Mackey, 2016).

The results of this study support the Resource-Based View (RBV) perspective, which explains that an organization's competitive advantage stems from the management of valuable, rare, difficult-to-imitate, and irreplaceable internal resources and capabilities. In this context, talent management becomes an organizational capability that forms an intangible asset in the form of emotional intelligence as a strategic mechanism to improve organizational performance (Barney & Mackey, 2016). This finding is also consistent with Al-Romeedy's (2025) research, which states that emotional intelligence plays a mediator in the relationship between talent management and organizational performance. At a four-star hotel in Bandung, the integration of emotional intelligence development into the talent management program through excellent service training, mentoring, coaching, and leadership development is an important strategy to improve service quality, guest satisfaction, productivity, operational efficiency, and the achievement of organizational targets in a sustainable manner.

7) The Role of Emotional Intelligence in Mediating the Influence of Self-Management on Organizational Performance

The results of the hypothesis testing showed a t-statistic value of 2.347 (> 1.96) and a p-value of 0.019 (< 0.05) with an indirect path coefficient of 0.145. Thus, H7 was accepted, proving that Emotional Intelligence (EI) was able to positively and significantly mediate the influence of Self-Management (SM) on Organizational Performance (OP) in 4-star hotels in Bandung.

SM capabilities, including emotional control and achievement orientation (Supramaniam & Singaravelloo, 2021), form the psychological foundation for employees to enhance their EI, such as Self-Awareness and Relationship Management (Al-Romeedy et al., 2025). In the context of hotel operations, employees who are able to manage work pressure will be more polite and handle guest complaints empathetically. This improved EI then optimizes OP through increased customer satisfaction, internal process efficiency, and team collaboration.

These findings align with the Resource-Based View (RBV), which states that competitive advantage stems from both tangible and intangible resources (VRIN) (Barney & Mackey, 2016). SM and EI are individual capabilities that are difficult for competitors to imitate, playing a role in converting work behavior into added value for the organization. The results of this study are also consistent with Jelača et al. (2022), who found that EI mediates the relationship between SM and organizational performance. Hotel management needs to develop self-management and emotional intelligence training simultaneously to maximize OP achievement.

CONCLUSION

Based on the results of this research:

1. Talent management positively impacts organizational performance. The more effectively an organization identifies, develops, and retains talent, the higher its performance will be. Optimal talent management improves employee competency, productivity, service quality, and operational effectiveness, thereby supporting the sustainable achievement of organizational goals.
2. Self-management positively impacts organizational performance. Employees' ability to manage themselves, manage their time, maintain discipline, and take responsibility for their work can increase productivity and effectiveness. This translates into improved service quality, operational efficiency, and overall organizational performance.
3. Talent Management has a positive impact on Emotional Intelligence. Implementing talent management through training, coaching, mentoring, and career development can improve employees' ability to recognize, control, and manage emotions. This strengthens interpersonal relationships and improves the quality of interactions in the workplace.
4. Self-management positively influences emotional intelligence. The ability to control oneself, manage work pressure, and maintain discipline promotes increased self-awareness and emotional control. Employees with good self-management are better able to empathize, communicate effectively, and build harmonious working relationships.
5. Emotional intelligence positively impacts organizational performance. Employees with high emotional intelligence are able to manage emotions, collaborate effectively, resolve conflicts, and provide quality service. These abilities contribute to increased productivity, customer satisfaction, and organizational effectiveness.
6. Emotional intelligence mediates the influence of talent management on organizational performance. Effective talent management not only improves technical competence but also develops employees' emotional intelligence. This enhanced emotional capability strengthens talent management's contribution to improving service quality, productivity, and organizational performance.

7. Emotional intelligence mediates the influence of self-management on organizational performance. Self-management skills foster greater emotional intelligence, enabling employees to cope with work pressure, build interpersonal relationships, and provide professional service. This strengthens the influence of self-management on improving organizational performance.

Recommendations

Based on these limitations, the following suggestions can be considered for further research:

1. For Hotel Management. Based on the research results, hotel management is advised to strengthen the implementation of talent management and self-management through training programs, coaching, mentoring, and ongoing career development. Furthermore, organizations need to integrate emotional intelligence development into their human resource management systems to empower employees with the ability to manage their emotions, improve service quality, strengthen teamwork, and support sustainable organizational performance improvement.
2. Further research is recommended to expand the scope of the study by involving other star-rated hotels and different service industry sectors to achieve a higher level of generalizability. Furthermore, researchers can add other variables, such as leadership, organizational culture, employee engagement, job satisfaction, or work motivation, as mediating or moderating variables to obtain a more comprehensive research model that explains the factors influencing organizational performance.
3. Research Methodology. Further research is recommended to use a longitudinal or mixed-methods approach to more deeply describe changes in the relationships between variables over time. Furthermore, data collection can be done not only using questionnaires but also combined with interviews, observations, and performance assessments based on organizational data. This approach is expected to increase the validity of research findings, reduce the potential for common method bias, and produce more accurate and comprehensive conclusions.

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