

# THE EFFECT OF EMPLOYEE WELL-BEING, TALENT MANAGEMENT, AND ORGANIZATIONAL CITIZENSHIP BEHAVIOUR ON ORGANIZATIONAL PERFORMANCE (CASE STUDY: THE MANAGEMENT OF DUAL-BRANDED HOTEL IN BOGOR)

by

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## Abstract

*The concept of a dual-branded hotel that is capable of creating cost and operational efficiency has opened up new perspectives for hotel developers, including Novotel Bogor and Ibis Styles Bogor Raya, the only hotels in Bogor that carry this concept. Every year, these two hotels have a considerable growth in revenue, which is followed by results from the staff engagement survey that are above benchmarks. However, the employee well-being part scored the lowest grade, while the talent management aspect scored the highest. This study aims to analyse the influence of employee well-being and talent management on organizational performance and is intervened by organizational citizenship behaviour with case studies on the management of dual-branded hotel in Bogor. Data were obtained from proportionate stratified random sampling on 133 respondents using an online questionnaire. The results show that employee well-being and talent management have an effect on organizational performance. In addition, the results show that organizational citizenship behaviour can mediate the influence of employee well-being and talent management on organizational performance. Hence, it is important to conduct further research using comparative study.*

**Keywords:** *Employee Well-Being, Talent Management, Organizational Citizenship Behaviour, Organizational Performance, Dual-Branded Hotel.*

## Abstrak

Konsep *dual-branded* hotel yang mampu menciptakan efisiensi biaya dan operasional telah membuka pandangan baru bagi *developer* hotel, tak terkecuali Novotel Bogor dan Ibis Styles Bogor Raya, satu-satunya hotel di Bogor yang mengusung konsep tersebut. Kedua hotel ini memiliki kenaikan *revenue* yang signifikan setiap tahunnya diikuti oleh hasil *employee engagement survey* dengan nilai di atas *benchmark*. Namun, ditemukan bahwa aspek *employee well-being* menjadi yang terendah sedangkan nilai tertingginya ada pada aspek *talent management*. Penelitian ini bertujuan untuk menganalisis pengaruh *employee well-being* dan *talent management* terhadap *organizational performance* dan dimediasi oleh *organizational citizenship behaviour* dengan studi kasus pada manajemen Novotel Bogor dan Ibis Styles Bogor Raya. Data diperoleh dari *proportionate stratified random sampling* pada 133 responden menggunakan kuesioner online. Hasil yang didapatkan bahwa *employee well-being* dan *talent management* berpengaruh terhadap *organizational performance*. Selain itu, hasil menunjukkan bahwa *organizational citizenship behaviour* dapat memediasi pengaruh antara *employee well-being* dan *talent management* terhadap *organizational performance*. Namun, untuk penelitian selanjutnya disarankan agar melakukan studi komparatif pada *dual-branded* hotel dan *mono-branded* hotel.

**Kata Kunci:** *Employee Well-Being, Talent Management, Organizational Citizenship Behaviour, Organizational Performance, Dual-Branded Hotel.*

## 1. Introduction

Hotel industry has a significant role in the advancement of tourism in Indonesia, serving as a prominent superstructure within the sector (Kumadji et al., 2014, Sulistyadi & Eddyono, 2016). This industry is experiencing tremendous expansion, as shown from the significant rise in occupancy rates, which reached 46.26% in March 2023 (Badan Pusat Statistik, 2023). The current occupancy rate for the same months has reached its best level in the past four years. In recent years, hotel developers have embraced a novel approach known as the dual-branded hotel concept. This notion has the potential to minimise costs as it enhances operational efficiency while simultaneously attracting customers from a broader spectrum of market segments (Lesser et al., 2016; Manley, 2016; Wright, 2013).

Bogor is one of the most popular tourist destinations in West Java, Indonesia. It has had significant growth in the establishment of star-rated hotels followed by the increasement in the number of tourists to the accommodation (BPS Jawa Barat, 2023). Novotel Bogor & Ibis Styles Bogor Raya are the only hotels in Bogor that carry out a dual-branded management approach which Novotel Bogor is a mid-scale hotel and Ibis Styles Bogor Raya is an economy hotel.

In the midst of increasing competition, both hotels have experienced a substantial growth in revenue and occupancy in the same extent (Company Data, 2023). These outcomes indicate that both hotels have strong organizational performance. Tavitiyaman et al. (2012) stated that organizational performance is essential in achieving company objectives under a highly competitive business environment. Hence, the comprehensive performance of a company depends not only on financial indicators but also on non-financial performances, such as the performance of its employees in relation to these metrics (Adekoya et al., 2019; Rajapaksha and Tilakasiri, 2020).

Nevertheless, it is also shown from the consistently surpassing benchmarks in employee engagement surveys that these hotels prioritize the welfare of their employees. Meanwhile, based on the Company Data (2023), it was found that several well-being statements had the lowest average value, whereas numerous talent management substances were in the top rank.

Whereas, effective management of employee well-being is critical to an organization's long-term viability (Adekoya et al., 2019). In line with Khatri and Gupta (2019), the concept of employee well-being has garnered significant recognition as a fundamental attribute of a thriving firm, with enduring implications for employee productivity. Meanwhile the relationship between employee well-being and company performance has been explored by several researchers, including Adekoya et al. (2019), Friday Pulse (2020), Saputra and Yuniasanti (2022), and Shahin et al. (2014), these studies indicate that there is a relationship between employee well-being and organizational performance, and that the impact of this association may be influenced by the size of the organization. But, the dynamics of this relationship are also can be influenced by other factors such as business culture, management practices, and human resources policies. Hence, it cannot be inferred that firm size alone determines employee well-being and organizational performance.

Furthermore, the good thing is both hotels have good talent management. As stated from several studies by Krissetyanti (2013), and Mensah (2015), talent management can be considered a rebranding of human resources management, as it offers a more adaptable approach to effectively managing employees by strategically aligning individuals with suitable positions, hence fostering enhanced workplace productivity.

Efficient talent management fosters employee engagement (Afandi, 2021). Jindal dan Shaikh (2016) argued that employee engagement is the condition of employees who are emotionally and intellectually involved tend to have a high commitment to the organization, improve employee welfare, and ultimately increase organizational performance. Moreover, employee engagement is derived from the concepts of Organizational Citizenship Behavior and employee commitment (Adekoya, 2019). It refers to the voluntary involvement of employees in decision-making and their proactive efforts to promote the organization's objectives. In this instance, this kind of behavior can be referred to as Organizational Citizenship Behavior. As stated by Shahin et al. (2014) that this behaviour refers to the discretionary actions undertaken by employees that extend beyond their formal job requirements, with the aim of fostering collaboration and providing assistance to colleagues and clients.

Based on the aforementioned explanation, the researchers aim to examine the effect of employee well-being, talent management, and organizational citizenship behavior on organizational performance. The specific focus of this study is the management of dual-branded hotels in Bogor.

## 2. Method

This study aims to analyse the influence of employee well-being and talent management on organizational performance and is intervened by organizational citizenship behaviour with case studies on the management of dual-branded hotel in Bogor, namely Novotel Bogor and Ibis Styles Bogor Raya. The study conducted within twelve months from October 2022 to October 2023.

The study employs a quantitative approach, utilizing both primary and secondary data sources. The primary data for this study was collected through the distribution of an online questionnaire to

employees at Novotel Bogor and Ibis Styles Bogor Raya. The method used for sampling technique was proportional stratified random sampling with a margin of error of 5% with total of 133 respondents. The research instruments in this study consisted of demographic questions and 75 statements related to the four variables. In this study, researchers used even values for the measurement scale and unfavorable control statements to reduce social bias.

Data will be processed through SEM-PLS analysis using the Smart PLS program. The data will be tested with several data analysis tests including demographic data analysis, descriptive statistical analysis, outer model analysis including convergent validity test, discriminant validity test, and reliability test, also inner model analysis that consists of R-Square test, Q-Square test, Goodness of Fit, effect size  $f^2$  test, and hypothesis test t.

**Table 1 Rule of Thumbs Outer and Inner Model Analysis**

	Test	Parameter	Rule of Thumb
Outer Model	<b>Convergent Validity</b>	Indicator Loadings	> 0,70
		AVE	> 0,50
	<b>Discriminant Validity</b>	Cross Loading	Indicator's loadings > all cross loading values with other construct
		Fornell-Lacker	The indicator value itself > the variant value of the other latent construct
	<b>Internal Consistency Reliability</b>	Composite Reliability	> 0,70 "reliable"
		Cronbach's Alpha	> 0,70 "reliable"
Inner Model	<b>R-Square</b>		0,75 – Substantial 0,50 – Moderate 0,25 – Weak
	<b>Q-Square</b>		$Q^2 > 0$ , predictive relevance $Q^2 \leq 0$ , less predictive relevance
	<b>Goodness of Fit</b>		0,10 – model small 0,25 – model moderate 0,36 – model big
		- SRMR	$X < 0,1$
		-Exact Criteria d_ULS & d_G	P-Values > 0,05, not significant
		- NFI	Close to 1
		- Chi Square	$X < 5$

Test	Parameter	Rule of Thumb
<b>Effect Size <math>f^2</math></b>		0,02 – minor effect
		0,15 – moderate effect
		0,35 – big effect
<b>Hypothesis</b>	$T_{\text{statistic}}$	$> 1,978$
		(significance 5%)
	p-value	$< 0,05$ , means significant

Source: Ab. Hamid et al. (2017), Afthanorhan (2013), Alfa et al. (2017), Hair et al. (2014), Henseler et al. (2014), and Sarstedt et al. (2017)

### 3. Discussion

The Novotel Bogor Golf Resort and Convention Center in Golf Estate Bogor Raya, Indonesia, was designed by Thai architect Mr. Lek Bugnag to merge Sundanese and Thai culture. Accor Hotels has run this hotel since 1997. The hotel was renovated in 2019, creating a modern, local ambiance. Novotel Bogor is a five-star hotel that has 179 rooms, restaurants, bar, and large meeting rooms. This 5.4-hectare hotel offers tranquility and luxury in nature.

The Ibis Styles Bogor Raya at the Golf Estate Bogor Raya offers modern, affordable accommodation. Since its November 15, 2016 opening, this Accor Hotels-managed hotel has had a national four-star rating and 205 charming rooms. Ibis Styles Bogor Raya, located near Bogor's top tourist sites, retail centers, and restaurants, is known for its Happy Mood Makers Team's excellent service.

These two hotels are the only hotels in Bogor that carry out dual-branded hotel approach on its management. The same company owns and manages Novotel Bogor and Ibis Styles Bogor Raya, which offer a variety of accommodations in attractive and strategic locations in Bogor, West Java, Indonesia.

#### Demography Respondent

This section will examine the demographics of questionnaire respondents, including Place of Work, Length of Work, and Last Education.

Table 2. Place of Work

Place of Work	Frequency	Percentage
<b>Ibis Styles Bogor Raya</b>	32	24%
<b>Novotel Bogor</b>	101	76%
<b>Total</b>	<b>133</b>	<b>100%</b>

Source: Author's Data Processing (2023)

Table 2 shows that all 133 respondents are active employees at the selected hotel. 24% work at Ibis Styles Bogor Raya and 76% at Novotel Bogor. This meets the researcher's sample criterion with a 5% margin of error.

Table 3. Length of Work

Length of Work	Ibis Styles Bogor		Novotel Bogor		Total	
	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage
<b>Less than 6 months</b>	1	3%	1	1%	2	2%
<b>6 months – less than 1 year</b>	1	3%	11	11%	12	9%
<b>1 year – less than 5 years</b>	16	50%	20	20%	36	27%
<b>5 years and above</b>	14	44%	69	68%	83	62%
<b>Total</b>	<b>32</b>	<b>100%</b>	<b>101</b>	<b>100%</b>	<b>133</b>	<b>100%</b>

Source: Author's Data Processing (2023)

Due to its 20-year the ages, Novotel Bogor has a majority of employees who have worked there for more than 5 years, unlike Ibis Styles Bogor Raya, which is only 6 years old. Table 3 shows that 62% of respondents had worked for more than 5 years, followed by 27% who have worked for 1 year to less than 5 years. This shows that management has succeeded in managing employee retention by keeping employees in the organization (Krissetyanti, 2013).

Table 4. Last Education

Last Education	Frequency	Percentage
<b>Elementary</b>	8	6%
<b>Junior High School</b>	6	5%
<b>Senior High School</b>	67	50%
<b>Diploma 1</b>	17	13%
<b>Diploma 3</b>	17	13%
<b>Bachelor Degree</b>	17	13%

Last Education	Frequency	Percentage
Master Degree	1	1%
Total	133	100%

Source: Author's Data Processing (2023)

Table 4 shows that 50% of 133 respondents had Senior High School degrees, followed by 13% each of Diploma 1, Diploma 3, and bachelor degree, 6% of elementary school degrees, 5% of junior high degrees, and 1% of master's degrees. In this research, the majority of workers were high school graduates because these two hotels do not require a bachelor's degree, though senior high school graduates are considered capable of performing their duties. This study confirms Abdullah (2022), Sasongko (2013), and Manora et al. (2021) that star hotels employ mostly senior high school graduates.

#### Descriptive Statistical Analysis

Table 5. Mean Variable

Variable	Mean	Category
Employee Well-being	3,20	High
Talent Management	3,33	Very Good
Organizational Citizenship Behaviour	3,29	Very High
Organizational Performance	3,34	Very Good

Source: Author's Data Processing (2023)

According to Table 5, it shows that employee well-being has the lowest value in this study. But in this case, psychological well-being and physical well-being plays a major role. According to the research findings, workload is one of the lowest values in the psychological well-being index. In the words of Warr, as cited by Guest (2017), employees may experience anxiety or depression as a consequence of this. These findings align with the results of the employee engagement survey conducted by Novotel Bogor & Ibis Styles Bogor Raya, which indicate that workload scored the lowest ranked in both hotels. Employees may have this feeling as a result of uncontrolled workloads.

Overtime has the lowest physical well-being indicator. Wheatley described overtime in Tan et al. (2020) as extended working hours, particularly during peak season, whether forced or voluntary, paid or unpaid. Overtime, where workers work more than 60 hours per week instead of 40, is common in Asia, causing stress-related issues like fatigue, depression, and suicidal tendencies (Kang et al., 2017). It is unlikely, but this kind of behavior has played a role in the rapid success of numerous Asian organizations (Tan et al., 2020).

Furthermore, organizational performance has the highest score with Customer indicator that plays the major role. This is in accordance with Accor Hotels core values, namely guest passion and Heartist culture which is always instilled in all employees through training and workshops. This shows that the company is able to understand and fulfill customer satisfaction very well.

#### Outer Model

##### Convergent Validity

Table 6. Loadings Factors

	X1	X2	Z	Y
(X1)1	0,802	0,379	0,576	0,526
(X1)2	0,798	0,318	0,431	0,454
(X1)3	0,790	0,354	0,417	0,465
(X1)4	0,864	0,479	0,524	0,547
(X1)5	0,869	0,495	0,556	0,550
(X1)6	0,868	0,495	0,578	0,599
(X1)7	0,829	0,416	0,489	0,484
(X1)8	0,826	0,464	0,573	0,572
(X1)9	0,833	0,490	0,518	0,547
(X1)10	0,800	0,376	0,415	0,490
(X1)13	0,703	0,348	0,388	0,408
(X1)14	0,892	0,509	0,604	0,594
(X1)16	0,818	0,445	0,482	0,564
(X1)17	0,805	0,413	0,425	0,492
(X1)18	0,904	0,544	0,614	0,641
(X1)19	0,882	0,563	0,573	0,610
(X1)20	0,881	0,586	0,611	0,632
(X1)21	0,868	0,640	0,571	0,669
(X1)22	0,884	0,586	0,610	0,656
(X2)1	0,564	0,836	0,659	0,706



	X1	X2	Z	Y
(X2)2	0,405	0,769	0,600	0,609
(X2)3	0,490	0,847	0,653	0,686
(X2)4	0,482	0,861	0,633	0,720
(X2)5	0,409	0,787	0,594	0,637
(X2)6	0,466	0,847	0,562	0,623
(X2)7	0,446	0,838	0,588	0,605
(X2)8	0,527	0,848	0,694	0,676
(X2)9	0,461	0,832	0,639	0,632
(X2)10	0,502	0,830	0,612	0,627
(X2)11	0,449	0,792	0,612	0,625
(X2)12	0,470	0,857	0,625	0,695
(X2)13	0,453	0,707	0,524	0,561
(X2)14	0,468	0,872	0,654	0,682
(X2)15	0,432	0,842	0,604	0,670
(X2)16	0,500	0,881	0,624	0,691
(X2)17	0,410	0,729	0,515	0,566
(Z)1	0,509	0,676	0,844	0,670
(Z)2	0,417	0,444	0,740	0,476
(Z)3	0,466	0,636	0,802	0,604
(Z)4	0,409	0,519	0,732	0,450
(Z)5	0,512	0,668	0,834	0,641
(Z)6	0,364	0,467	0,708	0,485
(Z)7	0,443	0,491	0,776	0,511
(Z)8	0,440	0,532	0,761	0,541
(Z)9	0,493	0,683	0,845	0,716
(Z)10	0,526	0,689	0,853	0,731
(Z)11	0,536	0,607	0,882	0,650
(Z)12	0,577	0,583	0,838	0,591
(Z)13	0,613	0,632	0,878	0,650
(Z)14	0,603	0,586	0,837	0,672
(Z)15	0,523	0,679	0,781	0,642
(Z)17	0,572	0,657	0,867	0,720
(Z)18	0,647	0,633	0,815	0,701
(Y)1	0,539	0,592	0,599	0,765
(Y)2	0,578	0,683	0,647	0,844
(Y)3	0,619	0,707	0,721	0,909
(Y)4	0,585	0,707	0,735	0,904
(Y)5	0,578	0,649	0,682	0,898
(Y)6	0,625	0,681	0,738	0,886
(Y)7	0,578	0,641	0,656	0,879
(Y)8	0,579	0,698	0,686	0,897
(Y)9	0,584	0,748	0,696	0,907
(Y)10	0,610	0,758	0,707	0,928

	X1	X2	Z	Y
(Y)11	0,571	0,737	0,619	0,883
(Y)12	0,613	0,719	0,628	0,896
(Y)13	0,520	0,650	0,600	0,777

Source: SmartPLSv3.0 (2023)

Upon undergoing two iterations in Smart PLS version 3, certain indicators were found to be invalid, with values below 0.70. Invalid indicators are (X1)15 (0.553) and (Z)16 (0.695), as well as (X1)11 (0.389), (X1)12 (0.343), (X1)23 (0.290), (X2)18 (-0.308), (X2)19 (-0.459), (Z)19 (-0.135), and (Z)20 (-0.388) which are control statement items. The invalidity of all control statements shows the consistency of respondents in filling out the questionnaire. According to Table 6, all items have an outer loading value of  $\geq 0.70$ , indicating high converging validity and the ability to assess each variable at the next stage.

#### Average Variance Extracted (AVE)

Table 7. Average Variance Extracted

	Average Variance Extracted (AVE)
X1	0,704
Z	0,661
Y	0,768
X2	0,678

Source: SmartPLSv3.0 (2023)

The Average Variance Extracted test findings in Table 7 show that each variable has an AVE value  $> 0.50$ , proving its validity (Sarstedt et al., 2014).

#### Discriminant Validity

##### Cross Loading

Table 6 demonstrates that the loading factor value for each specific construct being assessed exceeds the values of the other constructs. Therefore, it can be concluded that each indicator is considered valid.

#### Fornell-Lacker Criterion

	Table 8. Fornell-Lacker			
	X1	Z	Y	X2
X1	0,839			
Z	0,633	0,813		
Y	0,666	0,766	0,876	

X2	0,568	0,745	0,789	0,823
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Source: SmartPLSv3.0 (2023)

According to Table 8, it can be inferred that each variable is considered valid as the indicator value of each variable X1, X2, Z, and Y exceeds variance value of the other latent constructs.

#### Internal Consistency Reliability

Table 9. Composite Reliability

	Composite Reliability	Rule of Thumb
X1	0,978	> 0,70 "reliable"
Z	0,971	
Y	0,977	
X2	0,973	

Source: SmartPLSv3.0 (2023)

Table 10. Cronbach's Alpha

	Cronbach's Alpha	Rule of Thumb
X1	0,976	>0,70 "reliable"
Z	0,968	
Y	0,974	
X2	0,970	

Source: SmartPLSv3.0 (2023)

The data presented in Table 9 and Table 10 indicates that the Composite Reliability and Cronbach's Alpha values for each variable in this study are greater than 0.70, meeting the criteria for reliability determined by Alfa et al. (2017).

After assessing the outer model, it can be concluded that the measuring instrument utilized in this study effectively met the criteria of the convergent validity test, discriminant validity test, and reliability test. This indicates that the measuring instrument in this study demonstrates a high level of accuracy and consistency, even when used repeatedly.

#### Inner Model

##### R-Square

Table 11. R-Square

	R Square	R Square Adjusted	Category
Z	0,619	0,614	Moderate
Y	0,725	0,719	Moderate

Source: SmartPLSv3.0 (2023)

In Table 11, the R<sup>2</sup> value in this study is divided into two:

1. The R<sup>2</sup> value for Organizational Citizenship Behaviour is 0.619 or 61.9%, impacted by variables Employee Well-Being, Talent Management, and Organizational Performance that classified as moderate. The remaining 38.1% was affected by variables not studied in the study. Thus, Employee Well-Being, Talent Management and Organizational Performance significantly affect Organizational Citizenship Behaviour. However, is also affected by circumstances beyond the research model.

2. The Employee Well-Being, Talent Management, and Organizational Citizenship Behavior influenced Organizational Performance with an R<sup>2</sup> value of 0.725 or 72.5% and classified as moderate. The remaining 22.5% is affected by variables not studied. Thus, variables Employee Well-Being, Talent Management, and Organizational Citizenship Behaviour significantly affect Organizational Performance. However, other factors outside the research model also affect Organizational Performance.

##### Q-Square

Table 12. Q-Square

	SSO	SSE	Q <sup>2</sup> (=1-SSE/SSO)
X1	2527,000	2527,000	
Z	2261,000	1383,240	0,388
Y	1729,000	798,828	0,538
X2	2261,000	2261,000	

Source: SmartPLSv3.0 (2023)

The Q<sup>2</sup> analysis results in Table 12 show the structural model has substantial predictive relevance for Organizational Citizenship Behavior and Organizational Performance at the management of dual-branded hotel. The model in this study had good accuracy in predicting and reconstructing observed values beyond the training sample, with Q<sup>2</sup> values of 0.388 for Z and 0.538 for Y. According to Hair et al. (2014), a Q<sup>2</sup> score higher than zero indicates the model's capacity to produce correct predictions. These findings support the idea that the structural model used in this

study can predict Organizational Citizenship Behavior and Organizational Performance in these hotels.

#### Goodness of Fit

Table 13. Goodness of Fit

Goodness of Fit (GoF)	Value	Category
$GoF = \sqrt{\phi Com \times \phi R_{inner}^2}$	0,713	Large
$GoF = \sqrt{0,703 \times 0,725}$		
$GoF = \sqrt{0,509}$		
$GoF = 0,713$		

Source: Author's Data Processing (2023)

Table 13 shows the study has Goodness of Fit (GoF) score of 0.713. According to Ghozali and Latan in Anggara et al. (2020), Goodness of Fit values over 0.36 are considered large. This study found that the proposed model fits the data adequately. These results show that this study's structural model effectively identifies and explains variable relationships. It also helps predict linked variable values beyond the training sample. This outcome confirms the model has validity and accuracy in describing study circumstances.

#### Model Fit

Table 14. Model Fit

	Saturated Model	Estimated Model	Result
SRMR	0,059	0,059	Fit
d_ ULS	7,622	7,622	Fit
d_ G	8,475	8,475	Fit
NFI	0,670	0,670	Accepted
Chi-Square	4290,020	4290,020	Good, Ideal

Source: SmartPLSv3.0 (2023)

By fulfilling several Goodness of Fit criteria on Table 14, such as SRMR, Exact Fit Criteria, NFI, and Chi Square, this research can be determined to possess an adequate model that aligns with the established rule of thumb. Therefore, this research can be considered feasible.

#### Effect Size F<sup>2</sup> Test

Table 15. Effect Size F<sup>2</sup> Test

	X1	Z	Y	X2
X1		0,171 (Moderate)	0,113 (Minor)	

	X1	Z	Y	X2
Z			0,119 (Minor)	
Y				
X2		0,576 (Major)	0,302 (Moderate)	

Source: SmartPLSv3.0 (2023)

Based on the findings of this analysis on Table 15, it can be inferred that the variable of Talent Management (X2) has a major impact on Organizational Citizenship Behavior (Z) and a moderate impact on Organizational Performance (Y). While Employee Well-being (X1) has a moderate impact on Organizational Citizenship Behavior (Z) and a minor impact on Talent Management (Y). Additionally, there is also Organizational Citizenship Behavior (Z) that exerts a minor impact on Organizational Performance (Y).

#### Hypothesis Test

Table 16. Hypothesis Testing

		TStatistics	PValues	Remarks
H1	X1 -> Z	2,830	0,005	(Ha) Hypothesis Accepted
H2	X1 -> Y	2,584	0,011	(Ha) Hypothesis Accepted
H3	X2 -> Z	5,912	0,000	(Ha) Hypothesis Accepted
H4	X2 -> Y	3,770	0,000	(Ha) Hypothesis Accepted
H5	Z -> Y	3,143	0,002	(Ha) Hypothesis Accepted
H6	X1 -> Z -> Y	2,032	0,044	(Ha) Hypothesis Accepted
H7	X1 -> Z -> Y	2,836	0,005	(Ha) Hypothesis Accepted

Source: SmartPLSv3.0 (2023)

#### The effect of Employee Well-Being on Organizational Citizenship Behaviour

As shown in Table 16, it was found that employee well-being positively and significantly affects organizational citizenship behavior. Providing support for H1 and the previous findings of Huang et al. (2021) that there is a positive relationship between psychological well-being and organizational citizenship behavior. This means organizations can focus on well-being to enhance positive attitudes and employee contributions.



### **The effect of Employee Well-Being on Organizational Performance**

Furthermore, the findings demonstrate that employee well-being has positive and significant relation with organizational performance. This claim H2 and suggest that organizations must enhance or sustain their competitiveness, profitability, efficiency, and organizational effectiveness by creating an optimal workplace that promotes individual well-being as suggested by Adekoya et al. (2019).

### **The effect of Talent Management on Organizational Citizenship Behaviour**

Talent management had a significant and positive effect on organizational citizenship behaviour. This provides support for H3 and it confirmed previous study by Khasanah and Wulandari (2022) that encouraging talent management is important as it plays a significant part in fostering a harmonious relationship between employees and the organization, which then leads to an emergence of organizational citizenship behavior, such as helping colleagues and engaging in extra role activities.

### **The effect of Talent Management on Organizational Performance**

Moreover, the results showed that there was a positive and significant effect between talent management and organizational citizenship behaviour, supporting H4. The result of this study in line with the research conducted by Setyawan (2021). Thus, organization can manage and enhance its performances through effective talent management strategies.

### **The effect of Organizational Citizenship Behaviour on Organizational Performance**

On this study, organizational citizenship behaviour had a positive and significant effect on organizational performance. This provides support for H5 and it confirmed previous study conducted by Nokhah (2022). Hence, cultivating employee attitudes and behavior that

beyond their regular job responsibilities can have a substantial impact on the overall performance of an organization.

### **The indirect effect of Employee Well-Being on Organizational Performance through Organizational Citizenship Behaviour**

Organizational citizenship behaviour had a significant mediating effect on the link between employee well-being and organizational citizenship behaviour, supporting H6. Employees that experience high levels of well-being are more likely to exhibit positive organizational citizenship behavior, which in turn enhances overall organizational success.

### **The indirect effect of Talent Management on Organizational Performance through Organizational Citizenship Behaviour**

Afterwards, organizational citizenship behaviour had a significant and positive effect on the relation within talent management and organizational performance. This provides support for H7. This study demonstrates that employees who receive effective talent management are more likely to exhibit positive organizational citizenship behavior, which in turn has a significant impact on overall organizational performance.

## **3. Conclusion**

The dual-branded hotel concept has been adopted to reduce costs and enhance operational efficiency. In Bogor, a popular tourist destination, Novotel Bogor & Ibis Styles Bogor Raya are the only hotels in the area that follow this approach. Both hotels have experienced substantial growth in revenue and occupancy, indicating strong organizational performance that is supported by the high value obtained from the research results. Employee well-being had the lowest value in this study, despite the fact that it is necessary for long-term viability, along with good talent management, which has a

higher value. Both are essential for fostering voluntary behaviors that can lead to improved organizational performance.

The study examined the direct and indirect impact of employee well-being and talent management on organizational performance in a dual-branded hotel in Bogor. This study contributes to the existing bodies of research aimed at understanding the impact of employee well-being and effective talent management on organizational performance. It revealed that prioritizing employee well-being and effectively managing talent has a positive effect on the overall efficiency of the organization. Furthermore, the relationship between the well-being of employees, talent management, and the performance of an organization was partly influenced by voluntary behaviour.

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