Employee Performance Improvement at the Grand Mercure Hotel Jakarta Kemayoran Through Talent Development Initiatives

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Abstract

To propose a model increasing employees' work performance in Hotel Grand Mercure Kemayoran, Jakarta. This research method is quantitative. They are collecting data with instruments that have been tested for validity and reliability by sending a google form and using the accidental sampling technique, which is a sampling technique based on the chance for each element or member of the population to be selected as a sample (Sugiyono, 2013). A total of 100 samples were successfully collected, the data was processed by SEM using SmartPLS 3.2.9. Discipline and competence affect Talent Development Initiatives. Punishment does not affect Performance; indirect effect Discipline through the mediating role of Talent Development Initiatives on Performance has no effect. Competence affects performance either directly or indirectly through the mediation of the Talent Development Initiative. From the managerial aspect, continuously improve competence, skills, and knowledge as well as work attitude by speeding up the work followed by an awareness of work discipline on time, and obeying the rules according to SOPs, as well as planned work rotations to motivate employees to improve the quality of employee performance. according to the target that has been set.

Keywords: *Discipline, Competence, Talent Development Initiative, Work Performance.*

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A. INTRODUCTION

The development of the industrial world in the service sector in this era of globalization continues to increase. This causes increasingly fierce competition, thus requiring companies to optimize existing resources in their companies. Hotel is one of the industries engaged in services that provide accommodation/lodging services—competence is one-factor determining success in a service industry company or organization. According to H. Spencer (2013), excellent and sustainable resources, someone who is competent to do work with job skills will be easy, fast, intuitive, and very rarely or never make mistakes.

Quality human resources in the hospitality service industry are essential aspects that can encourage companies to move forward and continue to grow during increasingly fierce competition. Other factors such as work behavior, obeying regulations, responsibility are dimensions of performance discipline. Therefore, individual human resources must be motivated to behave, work and be present on time. According to Hanafi and Zulkifli (2018), Human resources have a significant role in every company activity. Although supported by facilities and infrastructure, the development of superior human resources is an asset for an organization. Strategic management literature and research explain how and why there are

differences in performance that have a collective interest in understanding the fundamental nature of firms, and not surprisingly, theorizing about the origin, structure, boundaries, and implementation of firms have assumed an increasingly important role (Kaplan et al., 2001).

Performance is one of the variables to determine the results of employee work achievements that can see the results of the company's achievements in advancing and continuing to grow. According to Marihot (2007), performance results from employees' work quality or actual behavior displayed under their role in the organization.

Work discipline is attitudes, behavior, and actions under administrative regulations, both written and unwritten (Sutrisna, 2017). Work discipline is a significant variable in the development of human resources. In specific practices that reveal, perhaps more than others, the statutory nature of the discipline requires employers to inquire of employees about absenteeism, illness, work incidents, and other matters and keep written records (Hibou, 2009).

Another view states that managers use work discipline to communicate with employees so that they are willing to change behavior and various efforts to increase one's awareness and willingness to obey all company regulations and applicable social norms (Ferawati, 2017). To work, the notion of work discipline is an attitude and behavior that shows employee obedience to the rules and regulations of the organization or company.

According to Helmi (1996), awareness to comply with the rules is an attitude or behavior that organizational goals will not be achieved without an element of obedience. This means that attitudes and behavior are encouraged by a strong self-awareness, meaning that compliance in conduct to comply with corporate regulations arises from within. After disciplining, another aspect that needs to be considered is the competency factor with indicators, skills, knowledge, work attitudes, and work experience. Competence has a powerful influence on employee performance.

Talent development initiatives are part of the aspects that must receive attention related to career development, where the potential possessed by employees needs to be developed through job rotation. Employees feel challenged to fill new job positions, or it could be to avoid boredom in carrying out their work. Another thing that motivates you to accept new things and be confident in your abilities according to your expertise. Talent development with indicators of daring to try, showing interest, persistence, and curiosity to explore to develop knowledge according to the field of knowledge. For most individuals, talent development provides room for career development. Career development is a person's enhancements to achieve a career plan. With a mediating role, talent development initiatives are supported by competence and self-discipline awareness, which positively impacts performance.

The management hopes of the Grand Mercure Jakarta Kemayoran Hotel management that employee performance increases from year to year, positively

affecting employees Hotel development. However, the outbreak of the Corona Virus (Covid-19) illustrates that hotel management needs to anticipate conditions that occur in the field so that appropriate solutions can be found for employees. The pandemic affects the hotel industry's performance in DKI Jakarta, not least at the Grand Mercure Jakarta Kemayoran. Describing the problem since the emergence of the Corona Virus (Covid-19) in Wuhan, China, since December 2019, it has had an impact on the joints of social life, economy, culture, education, and other sectors, paralyzing their operations. The Coronavirus continues to plague every country globally, including Indonesia, which impacts the shaky sectors of life, including the economic and business sectors, especially the hotel sector.

The hospitality industry must determine and identify what strategic steps will be carried out to face the challenges of the Corona Virus (Covid-19) outbreak. Referring to previous research, several factors influence performance, namely, a natural step in the scientific evolution of strategic management. This inductively driven investigation is more comprehensive than theoretical understanding and empirical insight (Nawaz et al., 2018). A view based on challenges needs attention from companies where decision-makers focus on a culture of discipline and skills for performance results (Ocasio and Joseph, 2005).

B. LITERATURE REVIEW

1. Work Discipline

Faka (2018) states that high work discipline can make it easier for the company to achieve its goals. If employees have good work discipline, they will work effectively and can make time-efficient at work so that there will be no deviations that can harm the company and improve employee performance. Another view is that work discipline is one of the factors that can affect employee performance according to Theisen & Metzner (2018), explains as the implementation of work according to organizational guidelines, meaning that anyone from employees who do not comply with corporate guidelines means that the employee is not disciplined. Next, Theisen & Metzner (2018) states that discipline is a person's awareness and willingness to obey all company regulations and applicable social norms. During the pandemic, unemployment increases because entrepreneurs stop their operations. There are also those whose operations are limited to only half their capacity, such as the tourism industry. Some even had to be closed to avoid crowds. The scarcity of labor absorption can also discipline workers who are still active because they have to survive and work hard for their success and company.

One's ability to cross-disciplinary helps increase performance with multiple and sustainable impacts (Madam et al., 2021). This is true in many areas of all companies, including the publishing and education business. However, enforcing discipline with excessive tolerance, a field with the habit of acknowledging a behavior that is not following company rules, creates new patterns. Discipline enforcement starts from internalizing regulations, performance targets, and support to motivate employees to comply with regulations. In previous studies on college

campuses, students find it challenging to apply discipline consistently because of the internalization of rules (La Lopa, 2010).

According to Abdullah (2020), Good discipline is self-discipline. Good discipline reflects a person's sense of responsibility for the tasks assigned to him. There are two types of disciplinary activities: preventive discipline and corrective discipline. There are two kinds of work discipline, namely self-discipline and group discipline.

2. Competence

Competence combines knowledge, skills, and work attitudes following the standards specified in a workplace. According to Princess (2019), Competence is defined as an attribute or characteristic needed by an incumbent to carry out a good performance. The use of competence as the basis for various aspects of human resources is increasingly becoming a trend in creating an educational and training organization (Silitonga, 2021). Individual and company competencies are necessary to maintain a long-term competitive advantage (Wenzel et al., 2020; Wong et al., 2019). This allows high commitment of the employees.

According to (Students et al., 2020) explains, several aspects contained in the concept of competence, namely, knowledge (knowledge), understanding (understanding), ability/skills (skills), Mark *(values)*, attitude (attitude), and interest (interest). Several factors influence competence; Michael Zwell (2000) in Wibowo (2012) states that several factors influence competence: beliefs, skills, experience, personality characteristics, emotional issues, emotional barriers, and intellectual abilities competence.

3. Talent Development Initiative

Talent development initiatives cannot be left entirely to employees in business organizations. However, implementing talent management in a way, *top-down* may not be flexible enough and may not generate enough momentum anymore to keep up with the fast developments in today's dynamic labor market (Al Ariss et al., 2014; Mayor et al., 2006). Therefore organizations need to explore ways to share responsibility for talent management with their employees (Al Ariss et al., 2014). The first step in this direction is to explore how talent management practices influence proactive behavior. This alone is highly relevant for organizations because aggressive behavior has become a significant cornerstone of organizational success (e.g., Fuller et al., 2006). In addition, the proactive behavior of gifted employees (e.g., self-directed learning, proactive career management) can make certain organizational investments in talent redundant, especially when talent development is concerned. Future research into this topic will help organizations optimize their investment in talent. In the long term, sharing responsibility for talent management will make it easier for organizations to keep up with a highly dynamic business environment that requires employees to constantly update their knowledge and skills (Meyers, 2015; Rothwell, Jackson, Ressler, Jones, & Brower, 2015). Researchers

refer to Stewardship Theory in developing talent, namely the relationship between two parties, the principal (owner) and the manager, where the steward behaves following the principal's interests. Future research into this topic will help organizations optimize their investment in talent. In the long term, sharing responsibility for talent management will make it easier for organizations to keep up with a highly dynamic business environment that requires employees to constantly update their knowledge and skills (Meyers, 2015; Rothwell, Jackson, Ressler, Jones, & Brower, 2015). Researchers refer to Stewardship Theory in developing talent, namely the relationship between two parties, the principal (owner) and the manager, where the steward behaves following the principal's interests. Future research into this topic will help organizations optimize their investment in talent. In the long term, sharing responsibility for talent management will make it easier for organizations to keep up with a highly dynamic business environment that requires employees to constantly update their knowledge and skills (Meyers, 2015; Rothwell, Jackson, Ressler, Jones, & Brower, 2015). Researchers refer to Stewardship Theory in developing talent, namely the relationship between two parties, the principal (owner) and the manager, where the steward behaves following the principal's interests.

Sharing responsibility for talent management will make it easier for organizations to keep up with a highly dynamic business environment that requires employees to constantly update their knowledge and skills (Meyers, 2015; Rothwell, Jackson, Ressler, Jones, & Brower, 2015). Researchers refer to Stewardship Theory in developing talent, namely the relationship between two parties, the principal (owner) and the manager, where the steward behaves following the principal's interests. Sharing responsibility for talent management will make it easier for organizations to keep up with a highly dynamic business environment that requires employees to constantly update their knowledge and skills (Meyers, 2015; Rothwell, Jackson, Ressler, Jones, & Brower, 2015). In developing talent, researchers refer to Stewardship Theory, the relationship between the principal (owner) and the manager, where the steward behaves according to the principal's interests (Ghozali, 2020). Stewardship theory is motivated to maximize organizational performance and act socially where the steward follows the principal's wishes or the company. Company performance, such as increasing revenue growth (profitability), is the desired outcome from the steward's perspective.

Organizational stewardship theory says that the positive impact on performance is because both the principal and the manager work to achieve the specified results. Stewardship theory applies an assertive organizational perspective, showing that it is based on interpersonal, humanistic relationships that develop over time, empowering manager stewards to develop potential talents possessed by individuals or groups (Ghozali, 2020). These psychological factors facilitate the selection of stewardship, which positively impacts employee performance. The theory shows that an involvement-oriented, collectivist, low power distance culture influences the choice of stewardship theory. The engagement-oriented management

philosophy is illustrated by an environment where employees are trusted with challenges, persistence, opportunities to show interest, cultural performance, and responsibility. In organizations symbolized by collectivism, individuals place collective goals above personal goals. The goal is to have, identify, and demonstrate loyalty because of the social framework that exists within the organization. A low power distance culture represents an environment in which equality is felt between different levels of the hierarchy organization (Ghozali, 2020). Assumptions underlying stewardship theory is based on the humanistic model of humans because of its foundation in sociology and psychology of the need for talent development in career advancement. A steward will place the principal's interests above his interests in a principal-steward relationship. The principal will create an organizational structure in which this stewardship behavior can develop. Thus, the stewardship structure is seen as collectivistic and cooperative, resulting in positive benefits for Grand Mercure Jakarta Kemayoran.

4. Talent Based HR Development

Talent/talent management (*talent management*) is a measure of the value of (Labola, 2019) identifying skills, abilities, wealth, abundance, talents, attitudes, and dispositions (online dictionary www.merriam-webster.com). Joubert (2007) states that talent is a person's ability to inspire and arouse emotions in others. Meanwhile (Glen, 2007) says that talent is a product of knowledge (competence, education, training, and experience), coupled with motivation (involvement, satisfaction, challenge, and well-being) and opportunities.

Van Dijk (2008) states that the critical elements of talent include: 1). Potential (one's strength, influence, and ability to achieve results); 2) Real interest (passion). 3). Skill intelligence (mental and physical learning and performance ability to compete, conquer and survive). 4) Virtue intelligence or moral excellence and integrity.

Furthermore Labola (2019) added traits of genuinely gifted people, namely, have a desire to learn, responsive to role models and inspirational influences, thirst for achievement, ambition and drive for supremacy, dissonance and resistance, self-sufficiency and preference for solitude, physical vulnerability, and personal attributes. According to Cunningham (2007), to develop talent, contextualization is needed by considering two main strategic options, namely aligning people with roles and aligning roles with people. Aligning people with roles implies a preference towards talent recruitment, learning, and development, while aligning roles with people focuses on harnessing talent through an enabling work environment (Van Dijk, 2008). According to Talent Align (2007), talent development is a strategically integrated approach to managing careers and attracting, retaining, and developing to transition the organization's human resources. Talent development holds a significant value and even becomes a critical point for the company. With talent development, talented and superior employees are available in the required positions to increase performance and boost the company's version (Jumawan, 2015).

Talent development initiatives must support firmness to carry out discipline is also needed by the company also needs to decide what sanctions will be given to employees (Kepakisan, 2014). The sanctions provided are not only for employees who arrive late or leave before working hours end (Parhusip, Musadieq & Nurtjahjono, 2014). Sanctions also apply to employees who cannot complete their work on time (Ariana and Riana, 2013). According to Branham (2010), supervisors on duty who have carried out strict supervision supported by employee awareness of work discipline so that no violations will impact employee performance (Prabasari & Netra, 2013). According to Hasibuan (2014), discipline is the most critical HRM operative function. The better employee discipline, the higher the work performance that can be achieved in line with talent development through planned job rotations. Discipline holds a significant value and even becomes a critical point for the company. This is because the weak level of discipline will affect the decrease in the achievement of the targets that have been determined. Therefore, the researcher agrees that high discipline must support talent development, which will affect the achievement of both individual and organizational success.

Thus, the following hypothesis can be formulated: H_1: Discipline has a positive effect on Talent Development Initiatives

Career identity as a job rotation goal must focus on playing a role as a success factor in developing one's talents (Campbell, Assanand, & Di Paula, 2003; Lutz & Ross, 2003; Skowron, Wester, & Azen, 2004). Therefore, the researcher states that competence leads to talent development and positively affects performance.

The competencies possessed by employees, either individually or in groups, must support the implementation of organizational strategies and help any changes made by management. In other words, the competencies possessed by individuals can sustain a team-based work system (Rivai, 2009). The ability to carry out or carry out work according to standard operating procedures (SOP) based on skills and knowledge and supported by high work attitudes is the identity of behavioral perspectives for achieving organizational or company employee performance goals.

In terms of competence, performance is the result of work that a person or group of people can achieve in an organization, following their respective authorities and responsibilities to achieve the goals of the organization concerned legally, not violating the rules, and following morals and ethics. There are five indicators to measure employee performance individually (Robbins, 2006), namely:

a. Quality of work, measured by employees' perceptions of the quality of the work produced and the perfection of tasks on the skills and abilities of employees.
b. Quantity, the amount produced, is expressed in terms such as the number of units the number of cycles of completed activities.
c. Timeliness is the level of activity completed at the beginning of the stated time, judging from the output results and maximizing the available time.

d. Effectiveness is the level of use of resources (workforce, money, technology, raw materials) maximized to increase the results of each unit in the use of resources.
e. Independence is the level of an employee who will carry out his work functions according to his knowledge.

Competence shows what skills an employee does in the workplace at each level with specified standards. Identify the characteristics of knowledge and skills needed by individuals to carry out their duties and responsibilities effectively to achieve professional-quality standards in their work and produce good performance (Abdi & Rasmansyah, 2019).

Employee competence can be achieved by providing training or *upgrading skills* on an ongoing basis to employees following the needs of their field of work to improve the quality and quantity of employee performance which is the goal of the organization or company.

Thus, the following hypothesis can be formulated: H_2: Competence has a positive effect on Talent Development Initiatives

5. Performance

According to Mathis & Jackson (2016), performance appraisal evaluates how well employees do what they do or don't do, following operational standards. Procedures (SOPs) and then communicating that information to employees. According to Thomas and Scott in Hasibuan (2016), performance appraisal is an assessment of the performance of an employee's position, which is a responsibility that must be achieved. Performance management is the overall activity carried out to improve the performance of the company or organization, including the performance of each individual and workgroup in the company. Amins (2012) states that performance results from both quantity and quality achieved by a person carrying out the tasks that are his responsibility. Performance is an actual behavior displayed by everyone as employees produce work performance according to their role in the company (Rivai, 2010).

Then (Mangkunegara 2015) states that performance results from work in quality or quantity achieved by an employee carrying out his duties following the responsibilities given to him. Dimensions of performance based on opinion (Husnan 2002) determine performance measures based on four interpretations: quality, the quantity of work, level of reliability, and attitude. According to (Asmara Indahingwati & Novianto, 2020), the ability and motivation factors influence performance. This follows the opinion (Keith Davis Prensa, 2014), which states that the factors that affect performance are human Performance, Motivation, and Ability. The psychological ability factor consists of potential ability called IQ (Intelligent Quotient) and Reality ability (Knowledge + Skill). Setiawan and Kartika (2014) said to measure performance can use indicators of the accuracy of task completion is the management of time at work and also the accuracy of employees in completing work, suitability of working hours is the willingness of employees to comply with

company regulations relating to punctuality in entering/leaving a job and the number of attendance, the number of absent employees in a company for a certain period, and cooperation between employees is the ability of employees to work together with others in completing a specified task.

H_3: Discipline has a positive effect on performance

H_4: Competence has a positive impact on performance

H_5: Talent Development Initiatives have a positive effect on

Increasing the success of relationships related to talent development initiatives on performance is a factor that must be considered and affects employees in completing their work. The development of placing the correct position according to an employee's expertise or talent dramatically affects the quality and quantity of performance achievements. To maintain the sustainability and existence of talented employees through *talent Management System* as an effective tool to produce top talent, it is part of a screening result, which is the best talent, the best of the best, which is included in the talent pool which will be promoted to motivate employees to improve their performance. Employee work discipline is one of the most critical factors for companies to realize performance. Without good work discipline, it is difficult for an organization or company to achieve optimal results. Work discipline reflects a person's sense of responsibility for the tasks assigned to him. This encourages morale which is the critical motivation for the success of an organization or company in achieving its goals. Work discipline, according to (Rianto & Ocktaliani, nd), "Work discipline is a management action to encourage the implementation of organizational standards, this is one of the trainings that leads to efforts to justify and involve knowledge, attitudes, and behavior so that there is a will in oneself.

Self-awareness in carrying out discipline supported by talent development initiatives (Rianto & Ocktaliani, nd) career planning is how individual employees identify and take steps to achieve career goals. Thus, an employee needs to take specific steps to realize the plan. The various steps that need to be taken can be taken on the initiative of the workers themselves but can also be in the form of activities sponsored by the organization or a combination of both. This is one of the principles of very fundamental career development. Therefore, mediating talent development initiatives in the form of talent, daring to try, showing interest, supported by discipline with indicators on time, responsibility, work behavior and obeying regulations and focusing on work (Mangkunegara & Octorent).

Thus, the following hypothesis can be formulated: H_6: Discipline has an indirect positive effect on performance through talent development initiatives

According to Yulandri & Onsardi (2020), competence is a fundamental characteristic of every individual associated with criteria referenced to superior or effective performance in a job or situation. Another opinion was also expressed by Yulandri & Onsardi (2020), which states that competence is a person's knowledge, abilities, and skills or personal characteristics that determine the level of behavior and individual expertise in carrying out is expected to provide superior

performance in their work.

Role through the mediation of talent development initiatives that have characters that can show the culture of the place where they work and explore knowledge development according to the field of expertise which is the *upskilling* and reskilling. Therefore, talent development initiatives are a talent path; work attitude competence, skills, and knowledge significantly affect the quality of employee performance.

According to Mangkunegara (2015), performance is the result of work in quality or quantity achieved by an employee in carrying out his duties following the responsibilities given to him. each individual or group.

Thus, the following hypothesis can be formulated: H_7: Competence has an indirect positive effect on performance through talent development initiatives.

C. METHOD

1. Data Collection and Respondent Profile

This type of research is quantitative research based on data by distributing questionnaires by sending google forms to respondents. The analysis was carried out by distributing research questionnaires with a time of distribution from May to July 2020 in IndonesiaGrand Mercure Jakarta Kemayoran. The population in this study was 215 employees of Grand Mercure Jakarta Kemayoran. Validity and reliability tests were given to 30 employees, showing that the questionnaires made had met the requirements. Using the convenience sampling technique, the questionnaire was given to 125 employees, but 100 employees returned the complete questionnaire (80.00%).

2. Measurement

Research variables were measured using a 7-point Likert scale. According to Suherman (2021), work discipline indicators refer to punctuality, responsibility, work behavior, obeying regulations, and work focus. Competency Indicators refer to Rachmaniza (2020): work attitude, knowledge, skills, work speed, work experience, and achievement orientation. Talent Development Initiative Indicators refer to Labola (2019), namely Dare to try, Show interest, Persistence Have curiosity, and cultural performance. Employee performance indicators refer to Sutrisno (2016), consisting of quality of work, the quantity of work, speed of service (responsiveness), suitability of services (reliability), and work motivation.

3. Data Analysis

Researchers used Confirmatory Factor Analysis (CFA) to test the outer model. Convergent validity is based on the outer loading value ≥ 0.6, construct validity is based on the AVE value ≥ 0.5, and reliability refers to the Composite Reliability (CR) value ≥ 0.7 and Cronbach's Alpha value ≥ 0.7 (Hair et al., 2017). Discriminant validity refers to the value of the cross-loading factor. The indicator is declared valid if it has the highest loading factor value to the intended construct compared to the loading

factor value to other constructs (Hair et al., 2017). Multicollinearity was tested with the value of Variance Inflation Factor (VIF) with a value of VIF <5, indicating no multicollinearity disorder (Hair et al., 2017). Structural Equation Model (SEM) testing using SmartPLS 3.2.9. software (Goodhue et al., 2012). Inner Model testing refers to the Coefficient of Determination (R^2) with criteria R^2 = 0.25 weak, R^2 = 0.50 moderate and R^2 = 0.75 strong; Effect Size (f^2), if the value (f^2)= 0.02 then the effect size is small, (f^2)= 0.15, then the effect size is medium and (f^2)= 0.35 means the effect size is large. Prediction relevance (Q^2), if the value (Q^2) = 0.02 small prediction relevance, (Q^2) = 0.15, then medium prediction relevance and (Q^2) = 0.35 then large prediction relevance (Hair et al., 2017). The goodness of fit model refers to the value of Standardized Root Mean Square Residual (SRMR) ≤ 0.1 (Riadi, 2018). Hypothesis testing using the level of significance$\alpha = 5\%$ (t = 1.96).

D. RESULTS AND DISCUSSION

1. Description of respondent data

The results of the descriptive analysis showed that out of 100 respondents, 54 were male respondents (54%), while female respondents were 46 (46%). It can be seen that based on age, respondents aged 26-35 years were 42 people (42%), and aged 17-25 years were 30 people (30%), aged 36-50 years were 20 people (20%), > 50 years. As many as eight people (8%).

2. Evaluation of the Measurement Model (Outer Model)

Test *Outerloading models* measure whether the observed measure reflects the latent variable using the Confirmatory Factor Analysis (CFA) method, Brown, (2015).

3. Convergent Validity Test

Convergent validity is the correlation between indicator scores and constructs scores. The PLS-SEM model meets convergent validity. It can be valid, referring to the provision that the value of *outer loading* is 0.6, and construct validity refers to the AVE value 0.5 (Brown, 2015).

Table 1. Loading Factor of each indicator in the Model

Variable	Indicator	Outerloading	Average Variance Extracted(Ave)
Work Discipline (X1)	DK1	0.766	0.510
	DK2	0.828	
	DK3	0.636	
	DK4	0.600	
	DK5	0.716	
Competence (X2)	KP1	0.870	0.614
	KP2	0.834	
	KP3	0.697	
	KP4	0.804	

	KP5	0.774	
	KP6	0.707	
Talent Development Initiative (Y1)	PPB1	0.572	0.692
	PPB2	0.809	
	PPB3	0.783	
	PPB4	0.857	
	PPB5	0.834	
Employee Performance (Y2)	KK1	0.851	0.686
	KK2	0.756	
	KK3	0.791	
	KK4	0.883	
	KK5	0855	

Source: Data processed (2021), Output Smart PLS 3.2.9

From the figure and Table 1, it can be seen that the loading factor value of Y1 (0.572) is less than 0.6 and is considered inadequate. So the item must be eliminated from the model to meet the concurrent value.

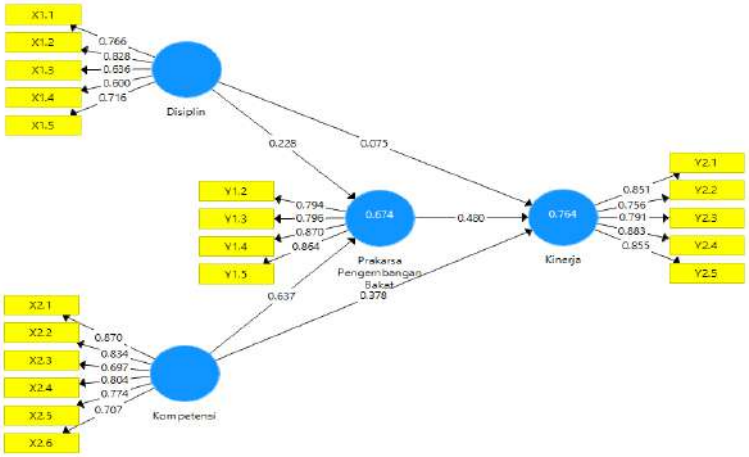


Figure 1. Revision of the Model by Eliminating 1 Y_1. Indicator

A new deal is obtained after eliminating one indicator with a loading factor value below 0.5, as shown in Table 2.

Table 2. Test results in the Model after revision

Variable	Indicator	Outerloading	Average Variance Extracted(Ave)
Work Discipline (X1)	DK1	0.766	0.510
	DK2	0.828	
	DK3	0.636	
	DK4	0.600	
	DK5	0.716	
Competence (X2)	KP1	0.870	0.614
	KP2	0.834	
	KP3	0.697	
	KP4	0.804	
	KP5	0.774	
	KP6	0.707	
Talent Development	PPB1	0.794	0.692

Initiative (Y1)	PPB2	0.796	
	PPB3	0.870	
	PPB4	0.874	
Employee Performance (Y2)	KK1	0.851	0.686
	KK2	0.756	
	KK3	0.791	
	KK4	0.883	
	KK5	0855	

Source: Data processed (2021), Output Smart PLS 3.2.9

As in Figure 1 and Table 2, all indicators have *a loading factor* above 0.6, and there is no need to reduce the needle because it is sufficient.

Table 3. Average Variance Extracted (AVE)

	Average Variance Extracted (AVE)
Discipline	0.510
Performance	0.686
Competence	0.614
Talent Development Initiative	0.692

Criteria: AVE value 0.5 (Brown, 2015).

Value criteria *outer loading* on each indicator 0.6, and the AVE value of each variable > 0.5. Based on the table above, it can be concluded that the variables and needles used to follow what is being tested.

4. Discriminant Validity Test

The cross-loading value of each indicator is shown in Table 4:

Table 4. Cross Loading Value of Each Indicator

	Discipline	**Performance**	**Competence**	**Talent Development Initiative**	**Conclusion**
X1.1	**0.766**	0.579	0.621	0.561	Good
X1.2	**0.828**	0.597	0.636	0.546	Good
X1.3	**0.636**	0.323	0.339	0.410	Good
X1.4	**0.600**	0.387	0.385	0.445	Good
X1.5	**0.716**	0.528	0.604	0.525	Good
X2.1	0.684	0.713	**0.870**	0.742	Good
X2.2	0.680	0.694	**0.834**	0.641	Good
X2.3	0.400	0.522	**0.697**	0.517	Good
X2.4	0.649	0.713	**0.804**	0.679	Good
X2.5	0.615	0.605	**0.774**	0.609	Good
X2.6	0.426	0.583	**0.707**	0.579	Good
Y1.2	0.451	0.585	0.596	**0.794**	Good
Y1.3	0.670	0.712	0.690	**0.796**	Good
Y1.4	0.638	0.734	0.673	**0.870**	Good
Y1.5	0.559	0.738	0.715	**0.864**	Good
Y2.1	0.620	**0.851**	0.815	0.768	Good

Y2.2	0.502	**0.756**	0.564	0.557	Good
Y2.3	0.435	**0.791**	0.486	0.542	Good
Y2.4	0.646	**0.883**	0.767	0.768	Good
Y2.5	0.625	**0.855**	0.692	0.769	Good

Source: Data processed (2021), Output Smart PLS 3.2.9

From Table 4, numbers in bold indicate the maximum number in each row. It appears that the loading factor of each indicator on the variable or objective construct has the most significant value, and this shows that the latent construct predicts the hands in their block better than indicators in other blocks.

5. Reliability Test

The construct reliability test was measured through two criteria, namely Cronbach's Alpha and Composite Reliability, from the indicator block that measured constructs.

Table 5. Reliability Test

	Cronbach's Alpha	**Composite Reliability**
Discipline	0.757	0.837
Performance	0.887	0.916
Competence	0.873	0.905
Talent Development Initiative	0.851	0.900

Based on table 5 on declared reliable, all constructs in the model have Cronbach's Alpha and Composite Reliability values above 0.70. So it can be concluded that all statements on the indicators have been declared reliable.

6. Structural Model Evaluation (Inner Model)

Multicollinearity was tested with the value of *variance Inflation Factor/VIF*with VIF value < 5 indicates no multicollinearity disorder.

Table 6. Inner VIF Nilai Value

Variable	Performance	Talent Development Initiative
Discipline	2.415	2,256
Competence	3,502	2,256
Talent Development Initiative	3.069	

From Table 6, all values of inner VIF are less than five, so it can be concluded that all constructs are related to each other, and there is no multicollinearity disorder.

The value of R-*square* table 7 shows that 75.6% of employee performance is influenced by the causative factors, namely Discipline, Competence, and Talent Development Initiatives. Similarly, the Talent Development Initiative variable of 66.7% is controlled by the Discipline and Competence variables. Overall, the R-square value of the variable is above 0.75, indicating that the model has muscular strength.

Table 7. R-square value

Variable	*R2*	Conclusion
Performance	0.756	Currently
Talent Development Initiative	0.667	Currently

The test effect size on numbers that measure the strength of the relationship between endogenous constructs on the magnitude of the exogenous substantive effect (2) or total effect. Based on Table 11, the effect size of the Discipline variable onTalent Development Initiative is > 0.02, so the value is small. However, the effect of the Competency measure on the Talent Development Initiative is < 0.15, so the weight is medium. So that it can be interpreted, the effect size of Competence and Discipline on Talent Development Initiatives is greater than the effect size on Employee Performance.

Table 8. Table F- Square

	F Square	**Result interpretation**
Discipline -> Performance	0.010	Small
Discipline -> Talent Development Initiative	0.071	Small
Competence -> Performance	0.173	Currently
Competence -> Talent Development Initiative	0.552	Big
Talent Development Initiative -> Performance	0.317	Currently

Hair et al., 2017 explained that the criteria measure the effect size to determine the prediction accuracy. If the value of Q^2=0.02 of minor predictive relevance, Q^2=0.15, then the significance of the prediction is medium, and Q^2=0.35, then the importance of the forecast is significant).

Table 9. Q-Square

Variable	SO	SSE	Q^2 (=1-SSE/SSO)
Performance	460,000	232,358	**0.495**
Discipline	460,000	460,000	
Competence	552,000	552,000	
Talent Development Initiative	368.000	201,966	**0.451**

Based on Table 9 above, the value of the predictive accuracy of the variable Talent Development and Performance Initiative is 0.4, more significant than 0.30, so that both have high predictive accuracy.

Based on the results of the SmartPLS calculation, it can be seen how far this research model is *fit* or not, which can be seen from the estimated SRMR model, as shown in the table below.

Table 10. Table SRMR Fit Model

	Original Sample (O)	Conclusion
Saturated Model	0.088	Good
Estimation Model	0.088	Good

Based on Table 10, the SRMR value is 0.088, smaller than < 0.1, so this research model is fit and meets the criteria.

7. Hypothesis Test

Path Analysis Model

Hypothesis testing determines whether there is an influence between variables in the model. The relationship between variables is significant if the T-statistic is greater than T-table and P-*value* worth less than 0.05. Table 14 contains information on the path coefficients and the T-statistics and P-values obtained from the intelligent pls bootstrapping calculation results. The information in this table becomes a reference in evaluating hypotheses.

Table 11. Path Coefficients Between Variables for Hypothesis Submission

Effect Between Variables	Original Sample (O)	T Statistics (| O/STDEV |)	P Values	Conclusion
Direct Influence				
Discipline → Performance	0.075	0.934	**0.350**	Not significant
Discipline → Talent Development Initiative	0.228	2,262	**0.024**	Significant
Competence→ Performance	0.378	3.139	**0.002**	Significant
Competence → Talent Development Initiative	0.637	6,736	**0.000**	Significant
Talent Development Initiative→ Performance	0.480	4,965	**0.000**	Significant
Indirect Influence				
Discipline→ Talent Development Initiative→ Performance	0.109	1,948	**0.051**	Not significant
Competence→ Talent Development Initiative→ Performance	0.306	4,270	**0.000**	Significant

Table 11 shows the magnitude of the path coefficient between variables in the model. It can be seen that the path coefficient between Discipline and Performance and Discipline through Talent Development Initiatives on Performance is not significant. Discipline towards Talent Development Initiatives, Competence on Performance and Competence on Talent Development Initiatives, and Competence through Talent Development Initiative on Performance are substantial.

Direct Effect

The influence of work discipline variables on performance

The results of testing the first hypothesis of the path coefficient show that the relationship between discipline and performance has a path coefficient value of 0.075 with a T-statistic of 0.934, which is more than T-table 1.96. This is also reinforced by the P-value of 0.350, which is more than 0.05. Thus, Ho is accepted, and H1 is rejected. This shows that discipline has no significant effect on performance at the Grand Mercure Hotel Jakarta Kemayoran. Therefore, the first hypothesis is rejected. So it can be concluded that the discipline at the Grand Mercure Hotel Jakarta

Kemayoran on performance is perceived to have a more negligible effect on performance. Following previous research(Nelazulfa, 2018) shows that the results of discipline do not affect the performance of employees. Therefore, there is a need for firmness in acting to change the attitude of disciplined behavior.

The influence of performance discipline variables on talent development initiatives

The results of testing the second hypothesis indicate that the relationship between work discipline and talent development initiatives has a path coefficient value of 0.228 with a T-statistic of 2.262, which is more than T-table 1.96. Meanwhile, the P-value is 0.024, which is more than 0.05. Thus, Ho is rejected, and H2 is accepted. This shows a significant influence between work discipline on talent development initiatives at the Grand Mercure Hotel Jakarta Kemayoran. Therefore, it can be said that discipline has a substantial effect on talent development initiatives at the Grand Mercure Hotel Jakarta Kemayoran. Discipline is a person's awareness and willingness to obey all organizational rules and applicable social norms (Sidarman & Praise Suci, 2019).

The influence of competence variable on performance

The results of testing the third hypothesis indicate that the relationship between competence and performance has a path coefficient value of 0.378 with a T-statistic of 3.139, which is more than T-table 1.96 or (3.139 > 1.96). The value of the P-value also strengthens this is 0.002, which is more than 0.05. Thus, Ho is rejected, and H3 is accepted. This significantly influences competence and employee performance at the Grand Mercure Jakarta Kemayoran Hotel, Mercure Jakarta Kemayoran. Therefore, it can be said that competence at Hotel Grand Mercure Jakarta Kemayoran affects employee performance. (Kartika & Sugiarto, 2016) emphasizes that competencies affect performance which can be divided into two, namely those that are visible, such as knowledge competencies and skill competencies, and invisible competencies (hidden competencies) such as self-concept, traits, and motives, all of which can be categorized in the attitude variable (attitude). According to the Indonesian National Work Competency Standards (SKKNI) for Office Administration Services Sector (2007), work competence is the workability of each individual, which includes aspects of knowledge, skills, and work attitudes following established standards. The Indonesian National Work Competency Standard is a workability formulation that provides for parts of knowledge, skills, and or expertise in work attitudes relevant to the implementation of duties and job requirements determined following the provisions of the applicable laws and regulations.

The influence of competence variables on talent development initiatives

The results of testing the fourth hypothesis show that the relationship between competence and talent development initiatives has a path coefficient value

of 0.637 with a T-statistic of 6.736 which is more than T-table 1.96. or (6.736 > 1.96). This is also strengthened by a P-value of 0.000, more than 0.05. Thus Ho is rejected, and H4 is accepted. This shows a significant influence between competence and talent development initiatives at the Grand Mercure Hotel Jakarta Kemayoran. So it can be said that competence has a positive and significant effect on talent development initiatives at the Grand Mercure Hotel Jakarta Kemayoran. Developing competency-based on talent needs to start from identifying the most suitable individual and individual development needs leading to the development of that person's contribution to the team and organizational development. Talent development holds a significant value and even becomes a critical point for the company. With talent development, talented and superior employees are available in the required positions to increase performance and boost the company's version (Labola, 2019).

The influence of the talent development initiative variable on performance

The results of testing the fifth hypothesis indicate that the relationship between talent development initiatives and performance has a path coefficient value of 0.480 with a T-statistic of 4.965, which is more than T-table 1.96. or (4.965 > 1.96), it is also strengthened by a P-value of 0.000 which is more than 0.05 or (0.000 < 0.05), that this Ho is rejected and H5 is accepted. This shows a significant influence between talent development initiatives on employee performance at the Grand Mercure Hotel Jakarta Kemayoran. So, talent development initiatives positively and significantly impact employee performance at the Grand Mercure Hotel Jakarta Kemayoran. Labola (2019) states that organizations that excel in talent development demonstrate best practices: describe talent management broadly, integrate various elements of talent management into a comprehensive system, focus talent management on the most valuable individual talents, and make management commit to talent management work. Build a model competence to create a shared understanding of the organization's skills and behaviors needed and valued. Monitor the entire talent system to identify potential talents possessed by individuals or groups to become superior values affecting employee performance.

Indirect Effect

The influence of work discipline variables through talent development initiatives on performance

The value of the indirect influence between discipline variables and performance through talent development initiatives has a path coefficient value of 1.109 with a T-statistic of 1.948, which is more than T-table 1.96 or (1.948 < 1.96), this is also strengthened by the value of the P-value of 0.051 which is more than 0.05 or (0.051 > 0.05). Thus Ho is accepted, and H6 is rejected. This shows no significant and positive effect between work discipline on employee performance through talent development initiatives at the Grand Mercure Hotel Jakarta Kemayoran. So it can be said that work discipline has no significant and positive effect on performance

through talent development initiatives at the Grand Mercure Jakarta Kewmayoran Hotel. According to Isvandiari & Idris (2018), Work discipline is an effort to regulate time in work carried out regularly by developing and following existing work rules. Meanwhile, Hasibuan (2008) states that discipline is a person's awareness and willingness to obey all company regulations and applicable social norms. Thus, work discipline is an attitude, behavior, and action that follows written and unwritten principles. If violated, there will be sanctions for the violation. Another opinion, according to previous research by Nelazulfa (2018), implies that discipline does not affect employee performance.

The influence of competency variables through talent development initiatives on performance

Mark the indirect effect between competency variables and performance through talent development initiatives has a path coefficient value of 0.306 with a T-statistic of 4.270, which is more than T-table 1.96. or (4,270>1.96)), this is also strengthened by a P-value of 0.000, which is more than 0.05, or (0.000 <0.05), that this Ho is rejected and H7 is accepted. This shows a significant and positive influence between competence and employee performance through talent development initiatives at the Grand Mercure Hotel Jakarta Kemayoran. So it can be said that competence through talent development initiatives has a positive and significant effect on employee performance at the Grand Mercure Hotel Jakarta Kemayoran. Tampongangoy (2018) stated that performance and effectiveness in carrying out tasks are primarily determined by the competencies required by the field of work. Through more adequate competencies, a person will be more mastered and able to practically apply all work tasks following the job description that has been set. A person will have more control and practically implement all work assignments following the specified job description through competence with good talent development. Higher employee competence can be measured by increasing knowledge and skills, developing talent, and improving self-concept, impacting employee performance.

E. CONCLUSION

Work discipline has been shown to significantly affect the mediating role of talent development initiatives at the Grand Mercure Hotel Jakarta Kemayoran with a contribution of 0.228. Work discipline is not proven to significantly affect employee performance at the Grand Mercure Hotel Jakarta Kemayoran, with a gift of 0.075. We have proven competencesignificant effect on the mediating role of talent development initiatives at the Grand Mercure Hotel Jakarta Kemayoran with a gift of 0.378. Competence is demonstrated to have a significant impact on performance at the Grand Mercure Hotel Jakarta Kemayoran, with a gift of 0.637.

Talent development initiatives proved to have a substantial effect on employee performance at the Grand Mercure Hotel Jakarta Kemayoran with a gift of 0.480. Work discipline indirectly has no significant impact on performance through

the mediating role at the Grand Mercure Hotel Jakarta Kemayoran with a gift of 0.109. Competence is proven to have a significant indirect effect on performance through the mediating part at the Grand Mercure Hotel Jakarta Kemayoran with a gift of 0.306.

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