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Jurnal Manajemen Indonesia

Journal homepage: journals.telkomuniversity.ac.id/ijm



Talent Management Design Strategy for Non-Management Staff Positions at PT XYZ

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Abstract

One of the biggest challenges of enterprise management is winning the war between talent supply and demand. That is the reason that every company should develop a good management system to retain its talented employees and achieve its business goals. The aim of this research is to identify how talent is managed at PT XYZ and to formulate objectives and strategies for future talent management. Data were analyzed using descriptive analysis and the Analytic Hierarchy Process (AHP). Implementation was based on the descriptive analysis of PT XYZ employee perceptions of talent management criteria. Based on the AHP analysis, the most influential talent management factor is employee development, the most dominant talent management actor is the Manager, the most important objective is the nomination and selection of employees from internal sources, and the most influential alternative strategy for talent management is to remake the Management as an instructor.

Keywords—Analytical Hierarchy Process; Strategy; Talent management

Abstrak

Tantangan terbesar manajemen perusahaan salah satunya yaitu memenangkan perang talenta yang disebabkan karena talenta yang diinginkan kurang dari talenta yang dibutuhkan. Itulah sebabnya setiap perusahaan harus mengembangkan dan mempertahankan karyawan yang memiliki cukup talenta untuk membantu mencapai tujuan bisnis yaitu dengan menggunakan sistem manajemen talenta dengan baik. Tujuan pada penelitian ini adalah untuk mengidentifikasi implementasi manajemen talenta pada PT XYZ melalui faktor dan aktor penentu manajemen talenta dan merumuskan tujuan dan strategi pengembangan manajemen talenta bagi PT XYZ. Data dianalisis dengan menggunakan analisis deskriptif dan *Analytical Hierarchy Process (AHP)*. Berdasarkan analisis deskriptif persepsi karyawan PT XYZ mengenai kriteria manajemen talenta sudah dianggap baik. Berdasarkan analisis *Analytical Hierarchy Process (AHP)* faktor manajemen talenta yang paling berpengaruh adalah dengan melakukan pengembangan karyawan, aktor manajemen talenta yang sangat dominan adalah Manajer, tujuan terpenting yaitu pengangkatan dan pemilihan karyawan dari sumber internal dan alternatif strategi manajemen talenta yang paling berpengaruh adalah dengan menjadikan direksi sebagai manajemen guru.

Kata kunci—Analytical Hierarchy Process; Strategi; Manajemen talenta

I. INTRODUCTION

Science and information technology in the current era of globalization encourages companies to analyze and anticipate any changes in the environment and complex business climate. To deal with the changing business climate, companies must find employees with talents that suit their needs so that the companies will be more competitive. According to Berger and Berger (2008), human resources is the factor that most contributes to the creation and maintenance of organizational excellence. A superior organization is usually supported by proactive and systematic human resources management.

Article info

Received (05/06/2018)

Revised (02/08/2020)

Accepted (07/03/2020)

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DOI:

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The biggest challenge for management today is winning the talent war. According to Sukoco and Fadilla (2016), a talent war is a situation whereby companies compete with one another for the best talent. That is why every company must develop and retain employees. It is essential to identify, evaluate, develop, and review each employee using an astute talent management system. Only then can it have enough talent to help achieve its business goals.

The talent management framework implemented by PT XYZ works by distinguishing talents that can be analyzed, reviewed, and focused, so as to measure and compare employee potential and performance. Those qualities were arranged as a 9-Box Talent Matrix. The 9-Box Talent Matrix development program that was implemented can be seen in Figure 1.

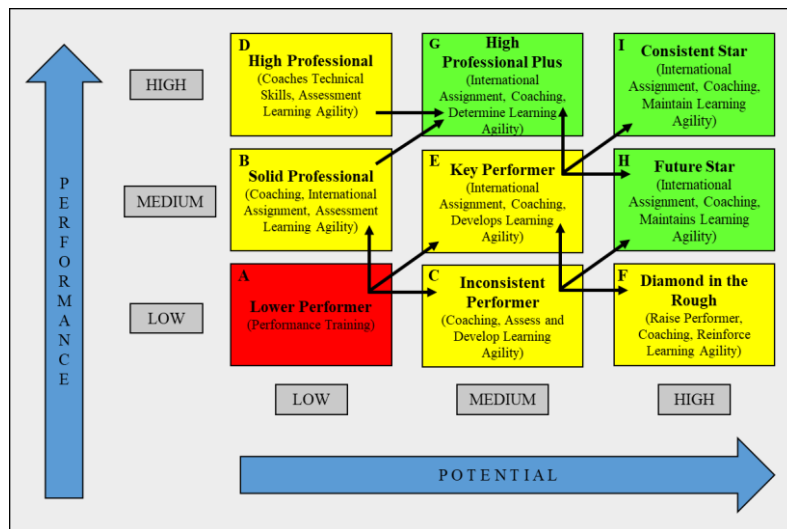


Figure 1. 9-Box Talent Matrix development program and implementation of PT XYZ's talent maintenance solutions (2018)

Figure 1 is used to map the talent conditions and carry out development programs needed by employees to become future leaders. PT XYZ conducts an employee performance appraisal using a 9-Box Talent Matrix, namely non-management staff employees or employees who are in positions as staff, supervisors and assistant managers. Employees in the Consistent Star box are talented employees who are expected to fill key future positions and assist the company in achieving its business goals. Employees in the High Professional Plus and Future Star boxes are considered talented employees but still need training to improve their abilities, so as to become employees who can occupy the Consistent Star box. PT XYZ will conduct job enrichment for each employee to improve their abilities. According to Dessler (2015), job enrichment means redesigning jobs in ways that increase opportunities for workers to experience feelings of responsibility, achievement, growth, and recognition.

Employees in the red, Lower Performer box will be assessed by the company to determine whether they should leave or continue working on a regular performance evaluation basis. They will be removed from important duties and will not be considered for international assignments.

Employees in the five yellow boxes—High Professional, Solid Professional, Key Performer, Inconsistent Performer, and Diamond in the Rough—will still be given functional expertise assignments to groups and job networks. Employees will be considered in international assignments in functional areas and will be given career and skills training for missions critical for determining and developing learning skills. Furthermore, employees will be monitored by direct supervisors and professional HR management to monitor employee satisfaction and retention.

Employees in the green boxes, namely High Professional Plus, Consistent Star, and Future Star, will be monitored directly by top management and senior HR management to assess their satisfaction. Those employees will be given functional and/or cross-functional assignments with work groups and networks. They will receive training in critical mission skills and leadership, so as to ascertain their learning dexterity. In the process of their development, they will be delegated a variety of tasks, functions, challenges and responsibilities to build

perspective and breadth. Employees will be assigned to lead projects and job networks, including international assignments, and will be given ongoing and reciprocal assignments in leadership skills and executive training. A summary of employee talent mapping results produced by PT XYZ can be seen in Figure 2.

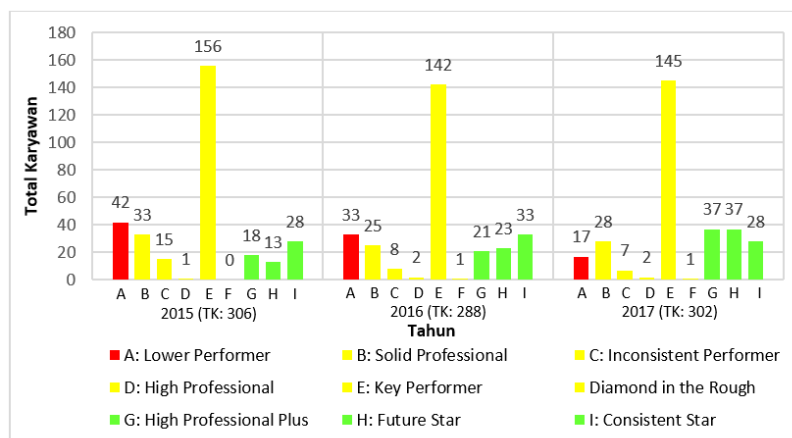


Figure 2. Summary of employee talent mapping results (2018)

Figure 2 shows the summary of the PT XYZ employee talent mapping results based on the 9-Box Talent Matrix in 2015-2017. The number of employees entering the 9-Box Talent Matrix from 2015-2016 decreased by 5.88 percent; in 2016-2017 it increased by 4.86 percent. This change occurred due to employee turnover. Therefore, the company was compelled to reduce turnover by implementing a strong talent management system. PT XYZ focuses on employees in the green boxes, namely the High Professional Plus, Future Star, and Consistent Star boxes, because those employees are considered especially talented. In 2015-2016, the number of employees in the green boxes increased by 30.51 percent; in 2016-2017, they increased again by 32.47 percent. This occurs as employees adapt to new situations and learn new skills. With the capacity to face new and different challenges, they can consistently meet and often exceed company expectations. However, to achieve company business goals, the most talented employees are needed, namely those in the Consistent Star box. Requirements for employees to be included in the Consistent Star box very good, consistent performance and strong potential. To recruit talent to fill key positions for the future, the company needs employees who can perform well, learn fast, with extensive working networks, and show vibrant leadership spirit.

Employee experience in the Consistent Star box increased by 17.86 percent during 2015-2016, and decreased by 15.15 percent over 2016-2017. Improvements occur when employees can perform well in all they do, when they learn quickly, and are able to complete complex tasks. Decreases occur due to unstable employee performance. Based on this explanation, the objectives of this study are: (1) Identifying the factors and determinants of talent management at PT XYZ and implementing them, and (2) Formulating the goals and strategies for developing talent management at PT XYZ.

II. LITERATURE REVIEW AND DEVELOPMENT OF HYPOTHESES

A. Talent Management

Kehinde (2012) revealed that Talent management is the implementation of integrated strategies or systems designed to increase workplace productivity by developing improved processes for attracting, developing, retaining and utilizing people with the required skills and aptitude to meet current and future business needs. According to Fitzgerald (2014), Talent management describes the systematic attraction, identification, development, engagement, retention and deployment of those individuals who are of particular value to an organisation, either in view of their 'high potential' for the future or because they are fulfilling business/operation-critical roles. In short, talent management is a set of strategies that allows companies to handle human resources or an aspect of human capital (Vaiman, 2010).

B. Talent Pool

Talent Pool is needed to make a talent decision. Talent mapping provides valuable data and updates to decide which position holders in the organization should receive promotions, need training, development, training, counseling, or even demotion. According to Pella and Inayati (2011), Talent Pool is the process of positioning each individual in the company according to their expertise, competence, and capabilities on a map based on the Human Asset Value Matrix.

The Human Asset Value Matrix is a method that companies can use to put employee positions on the talent map. By using appraisal methods for performance and potential, companies can create an employee position matrix for their performance and competency values. The most common Human Asset Value Matrix is the 3×3 Matrix, with nine quadrants that can distinguish employees in nine categories. (see Figure 3).

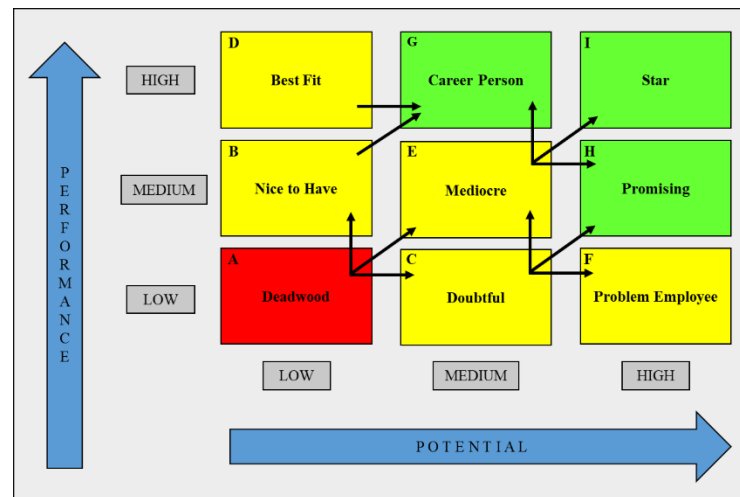


Figure 3. Human Asset Value Matrix

III. RESEARCH METHODOLOGY

A. Data Types and Sources

Data in this study is both qualitative and quantitative (Priyatno, 2008). Qualitative data takes the form of information about the PT XYZ 9-Box Talent Matrix that was devised to support the talent management program. Quantitative data are the numbers or values given by respondents about 9-Box Talent Matrix in the form of questionnaire.

This study uses two data sources, called primary and secondary (Siregar, 2013). Primary data is collected by a researcher directly from the first source, or where the object of research was conducted (Siregar, 2013). In this study, primary data was obtained directly through a questionnaire distributed to experts whose positions are Manager and General Manager at PT XYZ. The experts were asked to determine alternative answer choices for each question or statement. Those were then compared with the interests of the talent management at PT XYZ. The questionnaire was made in the form of Pairwise Comparisons by comparing the importance of each criterion using a scale of 1 to 9 to determine the weight of each indicator that would later be determined priority indicators. Secondary data is data obtained from the second source (Siregar, 2013). The secondary data was obtained from the literature review from books, theses, journals, and internal company data.

B. Sampling Method

The sampling method uses a non-probability technique called purposive sampling. The researcher uses actor ratings, namely experts covering positions as Managers and General Managers who understand the 9-Box Talent Matrix at PT XYZ. There were 10 people, consisting of 1 General Manager, 2 Deputy General Managers, 4 Managers and 3 Senior Managers.

C. Data Processing and Analysis Methods

The method used for processing data and analyzing research results uses descriptive analysis and Analytical Hierarchy Process (AHP). Descriptive analysis is performed to analyze data by describing the data that has been collected as it is, without intending to draw conclusions that apply to the public, or other generalizations (Sugiyono, 2013). The data is described as “poor,” “fair,” “average,” etc. The range of descriptive analysis scale can be seen in Table 1.

Table 1. Range of descriptive analysis scales using modes

Scale Range	Information
0-20	<i>Poor</i>
> 21-40	<i>Fair</i>
> 41 - 60	<i>Average</i>
> 61 - 80	<i>Good</i>
> 81-100	<i>Excellent</i>

Source: Sudijono (2006)

According to Saaty (1991), AHP is a method for dividing a complex, unstructured situation into several components in a hierarchical arrangement, by giving each variable a subjective value denoting its relative importance, and determining which variable has the highest priority to influence the outcome of the situation. Data was processed using Expert Choice Software v11 and Microsoft Excel 2013.

IV. RESULTS AND DISCUSSION

A. Descriptive Analyst Assessment Results From Implementation of Talent Management at PT XYZ

Assessment of talent management criteria that refers to Pella and Inayati theory (2011) consists of factors, actors, goals and alternative strategies.

Processing Factors

Factors are elements that must be considered in the process of talent management so that the best talent can survive in the company. The reason is that a company sees some employees as more competent than others. The results of a descriptive analysis of talent management perceptions of factors can be seen in Table 2.

Table 2. Results of descriptive analysis of talent management perceptions of factors

No	Statement	Respondents' Answers					Mode	Information
		1 <i>Poor</i> (%)	2 <i>Fair</i> (%)	3 <i>Average</i> (%)	4 <i>Good</i> (%)	5 <i>Excellent</i> (%)		
1	Recruitment and selection process	0	0	30	70	0	70%	<i>Good</i>
2	Orientation process	0	0	30	70	0	70%	<i>Good</i>
3	Performance management process	0	0	30	70	0	70%	<i>Good</i>
4	Recognition and retention processes	0	0	40	60	0	60%	<i>Good</i>
5	Education and training process	0	0	20	70	10	80%	<i>Good</i>
6	Employee development process	0	0	30	70	0	70%	<i>Good</i>

Source: Data processed (2018)

In Table 2, the most of respondents' results on the talent management factor are considered good, 80% of the answers are good. This indicates that the talent management factors applied at PT XYZ were already considered good. The dominant value is contained in the fifth statement, that the education and training process can provide enormous opportunities for employee development so that employees can help the company achieve its business goals and meet current and future business priorities. Meanwhile, the lowest number is in the fourth statement, regarding employee retention, which refers to various policies and practices that encourage employees to stay in the organization for a longer period of time. Employee satisfaction is directly proportional to their working conditions.

Education and training programs are designed to attract high quality human resources ready to compete in the labor market. Pella and Inayati (2011) determined that the talent education and training process is related to how organizations develop employees, by providing opportunities to improve their skills to meet current and future business priorities. This includes how organizations invest in development programs that respond to employee career needs and maximize their potential.

Before education and training will be carried out, the need for them must first be analyzed. This would be an evaluation step or stage of the education and training process. According to Gomes (2003), there are three stages in education and training, namely:

1. Determination of education and training needs (assessing education and training needs). The aim is to gather as much relevant information as possible.
2. Designing an education and training program (designing education and training program). Determine the method chosen, must meet the general principles of motivating the participants, participants actively participate in learning, provide skills, providing feedback, driving the results of education and training to work, cost-effective.
3. Evaluate the effectiveness of education and training programs (evaluating education and training effectiveness programs). Test the effectiveness of education and training in achieving the targets set.

Purpose Processing

The goal is what the company wants to achieve in the talent management process so that the talent management program implemented by PT XYZ can meet the target. The results of a descriptive analysis of talent management perceptions of the goals can be seen in Table 3.

Table 3. Results of descriptive analysis of talent management perceptions of goals

No	Statement	Respondents' Answers					Mode	Information
		1 <i>Poor</i> (%)	2 <i>Fair</i> (%)	3 <i>Average</i> (%)	4 <i>Good</i> (%)	5 <i>Excellent</i> (%)		
1	The company will get people with the ability to carry out the work well	0	10	60	30	0	60%	<i>Average</i>
2	Talented people can be developed to accept broader and greater responsibilities	0	0	10	90	0	90%	<i>Good</i>
3	The appointment and selection of talented people can be drawn from internal sources	0	0	30	70	0	70%	<i>Good</i>

Source: Data processed (2018)

Based on Table 3, the most of respondents' results on the talent management goals are considered good, 90% of the answers are good. This indicates that the goals of talent management implemented at PT XYZ are already considered good. The dominant value in the second statement is that talented employees in the Consistent Star box of the 9-Box Talent Matrix can be developed and implemented by PT XYZ. It can be expected to provide

good results for employees so that they can be promoted and given wider and bigger responsibilities. The lowest number is in the first statement about how the company will get people who have the ability to do the job well.

Alternative Processing Strategies

Alternative strategies are choices of activities that companies can pursue for 9-Box Talent Matrix at PT XYZ. The results of a descriptive analysis of talent management perceptions of alternative strategies can be seen in Table 4.

Table 4. Results of descriptive analysis of alternative talent management strategies

No	Statement	Respondents' Answers					Mode	Information
		1 <i>Poor</i> (%)	2 <i>Fair</i> (%)	3 <i>Average</i> (%)	4 <i>Good</i> (%)	5 <i>Excellent</i> (%)		
1	Clarify the mission, vision, strategy and organizational structure	0	0	20	80	0	80%	Good
2	Ensure the relevance of the program to the business	0	0	30	70	0	70%	<i>Good</i>
3	Set up HR information systems	0	0	30	70	0	70%	<i>Good</i>
4	Build employee enthusiasm and perception	0	20	50	30	0	50%	<i>Average</i>
5	Involve employee superiors	0	0	30	70	0	70%	<i>Good</i>
6	Making directors as teacher management	0	0	30	70	0	70%	<i>Good</i>
7	Making the program a personal dream	0	10	60	40	0	60%	<i>Average</i>

Source: Data processed (2018)

Based on Table 4, the most of respondents' results on the talent management strategies are considered good, 80% of the answers are good. It indicates that the alternative talent management strategies implemented at PT XYZ were already considered good. The dominant value contained in the first statement is that the company can determine the target position (target position, key position, critical position) by clarifying the mission, vision, strategy, and organizational structure. The business vision and strategy determine the company's future direction. That should leave it in excellent shape for determining the appropriate organizational structure to achieve the company's strategy and vision in the future. From determining the mission, vision, and organizational structure, the company can determine the positions that are most important for developing the business going forward, along with the qualifications required each position. Note, however, that the lowest number is in the fourth statement—developing employee morale and perception.

B. Design of PT XYZ's Talent Management Strategy using the AHP Method

Results of AHP Processing Against Factor Levels

The employee development process is the most important factor for designing a talent management strategy with a weight of 0.350. From the AHP results with a consistency ratio of less than 0.1, the combined results of ten experts for the factor produce a consistency ratio value of 0.005. A consistency ratio value of 0.005 is smaller than 0.1, so it can be said to have met the consistent requirements of ten experts in assessing the factors. The results of processing factor factors can be seen in Table 5.

Table 5. AHP processing results on factor levels

Element Factor	Weight	Priority
Recruitment and selection process	0.090	5
Orientation process	0.048	6
Performance management process	0.173	3
Recognition and retention processes	0.124	4
Education and training process	0.215	2
Employee development process	0.350	1
<i>Consistency Ratio (CR)</i>		0.005

Source: Data processed (2018)

Mapping talented employees is an important step that companies can take to observe and track the attitudes and behavior of employees. Employee talent must be maintained, fostered, and developed. The application of talent management is expected so that companies can find and improve the talents and skills of their workforce. It's one of the primary means to keep them competitive (Endratno, 2012). That's how talented employees remain motivated and committed to providing their best work and results.

Talent development programs designed in an organization must begin with insight into each person's talents. Insight is a process of internalizing what must be done to understand the power of employees to perform at their best in a field (Sudjatmiko, 2011). With the help of coaches, it is hoped that these talented employees can find new opportunities in themselves that they have not seen—or believed—before. Insight must be followed by motivation. Motivation geared for employees must be clear. So, if a talent follows the development program, then what should be considered are the consequences of their success, what they have to look forward to.

The initial stage of talent development takes the form of identifying talent pool activities to occupy important positions. Talent pool here means a list of talents that are classified as superior or have the potential to become superior. The identification process can be carried out using the competency assessment method given to employees in accordance with their position. This assessment process is a gap analysis between competency standards for each position and the employees' competencies. The talent pool is obtained from a combination of performance evaluation and competency assessment. From this, companies can discover the employees with good performance and high competence.

Implementing employee development in talent management must be based on a proactive attitude so that every development program is designed and carried out in a deliberate manner, in accordance with employee career development. The harmony of this development program must be organized with other systems or programs, creating synergy between them, which will, in turn, contribute to superior performance for the organization.

Results of AHP Processing Against Actor Level

The manager, with a weight of 0.418, is the most important actor in the design of talent management strategies. From the AHP results with a consistency ratio of less than 0.1, the combined results of ten *experts* for each actor produces a consistency ratio value of 0.02. A consistency ratio value of 0.02 is smaller than 0.1 so that it can be said to have fulfilled the consistency requirements of ten experts in assessing each actor. The results of the processing of actor elements can be seen in Table 6.

Table 6. Results of AHP processing to actor level

Element Actor	Weight	Priority
General Manager	0.386	2
Manager	0.418	1
<i>HR&LD Section Head</i>	0.196	3
<i>Consistency Ratio (CR)</i>		0.02

Source: Data processed (2018)

Talent management can be defined as a process to ensure a company's ability to fill key positions of future leaders (future leaders) and positions that support the company's core competencies (Pella and Inayati, 2011). The key to employee productivity actually lies not with the CEO or the company founder, but more usually with his direct supervisor, the manager. Managers must be able to maintain employee satisfaction so that productivity runs optimally. This is influenced by many factors, as in office rules, health facilities, employee welfare, suitability of work with interests, and others. The manager acts as a mediator between employees and the interests of the company. They must know to place employees in the right position in accordance with their respective job desks. Although not occupying the highest position, the Manager remains one of the most important people for the employees. The manager determines the atmosphere of the work environment in the team he leads.

The manager is the most important actor in the implementation of talent management at PT XYZ. This is because they know the employees in their section. Thus, in assessing employees, using the 9-Box Talent Matrix will get more objective results and more easily monitor the progress of each employee to fill key positions of future leaders. Managers must really know the employees in the company, then maximize the HR potential. They must understand that each employee has different talents and characteristics. That way, they can put the right employees in the right tasks. Managers must consider the quality and technical abilities of employees from the time of recruitment, in other words, the whole person, rather than just the job requirements.

Results of AHP Processing Against the Purpose Level

The appointment and selection of talented people can be taken from internal sources. The use of "insiders" to reduce the negative impact of appointing outsiders is the most important goal in the design of talent management strategies with a weight of 0.449. From the AHP results with a consistency ratio of less than 0.1 and the combined results of ten experts for the purpose of producing a consistency ratio value of 0.009, a value of 0.009 is smaller than 0.1 so that it can be said to have fulfilled the consistent requirements of ten experts in assessing goals. The results of processing the objective elements can be seen in Table 7.

Table 7. The results of AHP processing toward the destination level

Element of Purpose	Weight	Priority
The company will get people who have the ability to carry out the work well	0.113	3
These talented people can be developed to accept broader and bigger responsibilities	0.437	2
The appointment and selection of talented people can be taken from internal sources. The use of "insiders" will reduce the negative impact of appointing people from outside	0.449	1
<i>Consistency Ratio (CR)</i>		0.009

Source: Data processed (2018)

The appointment and selection of talented people from internal sources is the most important goal for PT XYZ. Someone who is talented and has done something more than his standard must be rewarded. If not they can experience a loss of motivation. It is based on the idea that managing talent well will lead to good company performance. This is what underlies PT XYZ to appoint and elect talented people to fill future leadership positions from internal sources. If PT XYZ appoints and selects "outsiders" as future leaders, the company faces the difficult task of identifying individuals who fit into the culture of the organization by learning their abilities, talents, personalities and characters from scratch (Endratno, 2012). The appointment and selection of talented people can be taken from internal sources. Use of "insiders" will reduce the negative impact of the appointment of people from outside.

Many companies have adopted the policy of using existing employees to fill vacant positions as much as possible. Employees who want to develop within the organization tend to be more motivated when they know that good performance will be rewarded with promotion. Employee awareness that they have opportunities to be promoted tend to motivate their performance, increase their satisfaction with their work, and strengthen their feelings of loyalty toward the company. Promotion from within the company often results in an applicant vacating a position which is then filled by people from within the organization. Promoting employees from within the company has a positive impact on the morale and reputation of employees,

Results of AHP Processing Against Alternative Levels of Strategy

Appointing directors as coach managers is the most important alternative talent management strategy with a weight of 0.209. From the AHP results with a consistency ratio of less than 0.1, the combined results of ten experts for alternative strategies produce a consistency ratio value of 0.009. A consistency ratio value of 0.009 is smaller than 0.1, so that it can be said to have fulfilled the consistency requirements of ten experts in assessing alternative strategies. The results of processing the objective elements can be seen in Table 8.

Table 8. Results of AHP processing on alternative level strategies

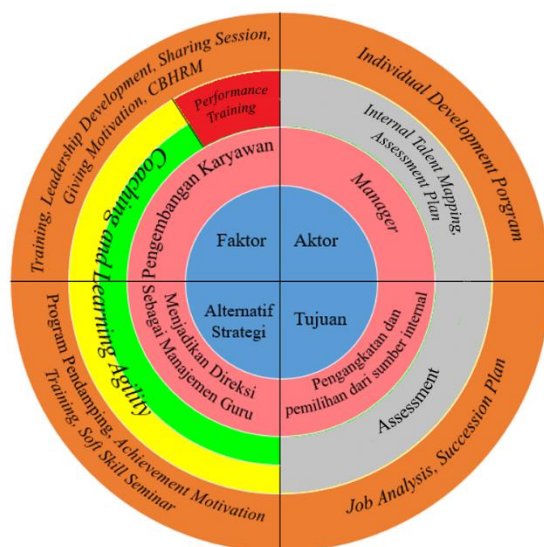
Alternative Elements of Strategy	Weight	Priority
Clarify the mission, vision, strategy and organizational structure	0.098	7
Ensure the relevance of the program to the business	0.137	4
Set up an HR information system (Human Resources)	0.105	6
Build employee enthusiasm and perception	0.134	5
Involve superior participants	0.174	2
Make directors teacher management	0.209	1
Make the program a personal dream	0.142	3
<i>Consistency Ratio (CR)</i>		0.009

Source: Data processed (2018)

Making directors teacher management (or managers) is the most important alternative strategy for PT XYZ. The company must ensure that there are senior leaders to model and share their experiences with other employees. Experience is invaluable for learning, so that other employees can anticipate events from their leaders' bad experiences. A well-managed of 9-Box Talent Matix depends on actions taken by company leaders.

C. Managerial Implications

Factors, actors, goals, and alternative strategies are the talent management criteria shown in the first layer. The results of talent management criteria at PT XYZ are processed using the AHP. They get the highest weight results, as shown in the second layer, activities are available at PT XYZ in 2018 have been correlated with the 9-Box Talent Matrix, as shown in the third layer. Finally, the managerial implications suggested for optimizing the 9-Box Talent Matrix are shown in the fourth layer. This can be seen in Figure 4.



- Layer Description:
1. Talent Management Criteria
 2. AHP Analysis Results
 3. Programs / Activities in 2018 which are correlated with 9-Box Talent Matrix at PT XYZ
 4. Program / Activity Recommendations

Figure 4. Recommended Model of Talent Management Program at PT XYZ

Based on Figure 4, in order to achieve the talent management factors that have been harmonized with 9-Box Talent Matrix, researchers recommend conducting a Training, Leadership Development, Sharing Session, Giving Motivation, and Competency-Based Human Resource Management (CBHRM) program. Training programs are given to improve work skills and employee behavior and prepare and support employees in international assignments. Leadership development mentors employees about leadership aspects. Sharing sessions also need to be conducted to expand knowledge between employees by exchanging experiences, problems and solutions, as well as the knowledge. Motivating employees is important in order to improve employee performance, to help companies achieve business goals, and build employee loyalty so that it can reduce turnover. CBHRM is an approach to building a reliable human resource management system by emphasizing competence as its central point (Aribowo et al., 2011). CBHRM is a human resource management approach based on competencies, which include recruitment and selection, training, work assessment, awards and sanctions, as well as pension programs.

The highly influential talent management actor is the Manager because they know more about the talents and characteristics of the employees they leads. Therefore, the researcher recommends creating an Individual Development Program (IDP) program, which is a written plan for developing employee talents that describes the goals of the employee's career to be achieved and what steps will be taken to achieve them. The IDP is also a tool that can be used to identify, organize, and plan employee careers.

The most important goal of talent management for PT XYZ is the appointment and selection of talented people from internal sources. This is because employees are more familiar with the company and the applied corporate culture. The training and outreach period can be shorter and the costs incurred for employee training minimized if the appointment and selection are from internal sources. Therefore, researchers recommend conducting a job analysis for promotional programs or rotations in the selection of talented people from internal sources. Job analysis means placing the right people in jobs that match their expertise and abilities with their work experience (Kartika L et al 2016). It is also suggested to implement a succession plan to see which employees have the potential to become future leaders so that the company can prepare for the possibility of losing key positions.

A very influential alternative strategy is to make directors teacher managers, where they must always support and motivate employees by sharing their experiences. The researchers recommend running a mentoring program for employees after the training, development, mentoring, and coaching programs. Achievement Motivation Training is a series of activities which in essence provide awareness to individuals to know their potential and inject enthusiasm to achieve as much as possible (Fidiyati, 2015). Building employee morale needs to be done to improve performance and utilize the results received from the talent management program. Another program that needs to be carried out is to creating a soft skills seminar program for employees with lower positions, where employees with high positions will be the resource persons at the seminar.

V. CONCLUSIONS AND SUGGESTIONS

The results of diagnosis and analysis of the implementation strategy of talent management at PT XYZ can be concluded as follows: (1) The talent management factor applied at PT XYZ is based on descriptive analysis with dominant value according to the experts, which is considered good and based on AHP, the most influential employee development program. The recommended program or activity is to carry out Training, Leadership Development, Sharing Sessions, Motivational Giving, and CBHRM. It involves a very dominant talent management actor based on the AHP, called the Manager. (1) The recommended program or activity will be carried out by conducting the IDP; (2) The purpose of talent management applied at PT XYZ is based on descriptive analysis with dominant values. According to the experts, it is already considered good. It is based on the most influential AHP, involving the appointment and selection of internal sources. The recommended program is to carry out a Job Analysis and Succession Plan. The alternative talent management strategy applied at PT XYZ is based on descriptive analysis with dominant values. According to the experts, it is considered good. Based on the most influential AHP, it makes directors teacher managers.

Some suggestions that can be given and are expected to be useful for PT XYZ, are: (1) Optimizing the strategy of implementing talent management at PT XYZ, the company needs to conduct an employee

development program to minimize disruptions resulting from key vacant positions in the company. Actors, namely Managers, will be appointed and chosen from internal sources. Directors will be made teacher managers, ensuring that there will be leaders/role models for employees; and (2) It is advisable to conduct further research by analyzing strategies in implementing talent management for positions at Manager and General Manager levels.

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