



Talent Management in Improving Organizational Performance

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ABSTRACT Company adaptation through talent management is needed in the global era given the fast and continuous flow of information and changes. Human resources with new talents for the organization are needed to achieve organizational success/performance. Organizations must add time and energy to improve the performance of these new talents. Talents will compete to do the best for the organization if the organization values their work.

Keywords: Talent Management, Organizational Performance.

Received 11 Jan., 2023; Revised 25 Jan., 2023; Accepted 27 Jan., 2023 © The author(s) 2023.

Published with open access at www.questjournals.org

I. INTRODUCTION

In an organization, the existence of employees is absolutely necessary to achieve the success of the goals to be achieved. Organizations that have employees with talents that match the needs of the organization/company will make the company more competitive.

With the increasing awareness of companies about these talents, today they are competing to get highly talented employees, both by seeking from outside as well as through training and regeneration. Talent shortage is a serious matter for the future growth of the organization. Thus recruiting and retaining people who have talent becomes important. This is known as talent management. (Capelli 2009) in [1] argues that: "Talent management is concerned with finding the right people with the right skills for the right positions." Each individual has different skills. A quite difficult task for organizations is to identify individuals who fit into the existing organizational culture. This is done by studying and evaluating each individual on their abilities, talents, personality, and character, in relation to View metadata, filling certain vacancies in the organization. Effective human resource selection procedures will be able to identify the skills of employees/employees correctly. If you succeed in getting individuals who are better than the competition, you will get an organization that will be better than other competitors. Talent management will not be successful if there is no selection system, one of which is a system for identifying performance results. If an employee has performance that is considered average then they should be rewarded for their performance, while those who excel in the company should receive higher rewards to maintain their motivation.

II. LITERATUR RIVIEW

Definition of Talent Management The term talent management was first introduced by McKinsey & Company following through a study it conducted in 1997. The following year, talent management became one of the titles of a book co-authored by [2]. Talent management is a human resource management process related to three processes. First, developing and strengthening new employees during the onboarding process. Second, maintaining and developing existing employees in the company. Third, attract as many employees as possible who have the competence, commitment and character to work for the company [3]. Another definition conveyed by [4] talent management in general relates to training on development strategies, identifying talent gaps, succession planning, and recruiting, selecting, educating, motivating, and maintaining employees who have talent through various initiatives. Companies that use talent management as a human resource management strategy try to optimally link the process of finding, attracting, selecting, training, developing, maintaining, promoting, and transferring employees so that they are related to the company's main business.

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Talent Management Objectives Initiatives in implementing talent management in business have many objectives. According to [5], the main goal is to develop the best top management in dealing with business competition, find good external candidates to fill key jobs, fill in talent between different units, retain a talent through career development opportunities, expand internal talent groups by focusing on a number of different employees, and build a shared need to have the best players as the key to future business success.

Characteristics of Talented Employees (Talent People) According to [6], talented employees (talent people) can be observed/pay attention to their attitudes and behavior. The following presents the attitude/behavior of talented employees:

1. Talented employees create and formulate rules (breaking the rule). Employees with high talent do not hesitate to make and formulate rules that can improve performance.
2. Talented employees initiate and make change.
3. Talented employees create creativity.
4. Talented employees are often a reliable source of information within their unit or organization. They provide data, suggestions and creatively shape important new things and change for the better.
5. Talented employees create innovation,
6. Talented employees direct employees.
7. Talented employees inspire and motivate employees.

Talent Management Process In general, the company will carry out a talent management process which consists of:

Strict Recruitment And Selection Process. This is the initial career process for a talent to enter a company. By taking this step, the company will get qualified talents. Techniques for finding and recruiting talent [6], Individuals with high-quality talent are rare, and most organizations have difficulty acquiring them. Some high-talent candidate characters, generally very successful individuals, are not very motivated to leave their position nor are they actively looking for a new job. However, the opposite is true for low-quality candidates. To recruit the best talent, there are several steps you can take:

Clearly define the most needed level of talent. Before starting the search, specify the minimum competency and experience required by the organization that best describes the talent. For example: describe in detail the type of individual achievement (performance achievement) that is most appropriate and with what type of company/organization. With this step, it means that we have placed the strongest base in recruitment activities to help find the ideal, talented candidate.

Describe a challenging opportunity. Also explain the achievements that can be obtained in accordance with the role / job responsibilities for the candidate. Don't forget to strike a balance between opportunity and individual qualities sought. Talented individuals will not be attracted by limited opportunities/challenges, mediocre companies or unattractive job roles.

Establish a partnership with a recruitment agency that understands and understands the needs of the organization. A good recruitment agency will understand what talent is and how to provide the best candidates that meet your expectations.

Play "marketing" in recruiting talent. By developing a marketing approach, we can acquire high-quality talent. We will know, where these individuals are, because it has been explained in the job specifications. We can use a combination of print and online media and other activities that illustrate the marketing aspect of effectively recruiting talent. It is best not to rely on a single channel of marketing communications, as it only provides limited access to talented candidates.

Reduce risk. Use a set of tools that are effective in screening candidates, use competency-based interview techniques and test candidates to validate the appropriate skills and competencies. The most important step to validate all this information and the final process is to check the references in detail. By following the steps above, recruiters are expected to have high confidence in all candidates who have been selected from the best pool of available candidates, so that organizations can find and acquire talented individuals according to the needs and goals of the organization.

Talent Mapping Finding talented employees in a company is not an easy job. Many organizations, or human resources departments, use assessment tools, psychometric or talent questionnaires to determine which employees have talent. However, if these methods are not disseminated properly, it will cause an unfavorable response from employees. Talent mapping is carried out so that talents can be grouped into their respective competencies and expertise. The company will easily monitor the progress of each talent.

Identification of Talented Employees [6] Mapping talented employees is an important step which, if done improperly, wastes the capabilities of these employees. The identification step can be carried out by observing, paying attention and seeing the attitudes and behavior of employees. Of course by looking at the impact of this behavior. Talent possessed by an employee must be maintained, fostered and developed. Thus talented employees remain motivated and committed to providing the best work and results. Talent mapping helps organizations focus on short-term goals without losing sight of direction or the big picture of long-term

goals. In other words, helping the organization's long-term strategy and determining what talent needs to be added to ensure the continued success of the business in the future. Organizational leaders need to be trained in how to identify, nurture and develop talent and be given incentives so that the time needed to manage talent becomes one of their business priorities. Going forward, the measure of the success of organizational leaders is how far they can find talented employees in their organizations for future business success and success. The following are talent mapping steps that can be used to help organizations improve performance through improved talent management:

1. Identify the skills, knowledge and technical expertise required to make the organization successful in the current external climate and conditions.
2. Finding out the extent of existing employee talent based on existing identification steps and the needs of organizational functions, then plot it into a talent map. Gap analysis in terms of skills, knowledge and expertise by developing existing employees both internally and externally.
3. Using existing talent to maximum effect, including transferring talented employees with special skills, expertise or knowledge to places or organizational functions where they are most needed. For example, if the organization acquires employees who are good at writing, place them or give them additional functions in public relations for mass media relations.
4. Talent as mentioned above is dynamic and needs to be developed. By using a talent map, it is necessary to see that employees can be added or developed by providing the right tools and facilities for the above.
5. Make the talent map always up-to-date. Thus an accurate picture of talented employees and the skills and knowledge needed in the future, enables the organization to quickly and effectively adapt to changes in the business and external environment. To maintain the continuity and existence of talented employees through the Talent Management System, as an effective tool for creating a symbiotic relationship between capabilities and the organization in order to drastically improve performance. This system is a distinct function within an organizational system that is aimed exclusively at attracting, retaining, managing and identifying talented employees. In general, it is carried out by management together with the part of the organization that carries out the human resource function.

III. METODOLOGY RESEARCH

Research Design

Data Analysis Method Data analysis used is a qualitative approach to primary data and secondary data. Data analysis was carried out after having previously examined, grouped, processed and evaluated so that the reliability of the data was known, then analyzed qualitatively to solve existing problems.

IV. RESULTS AND DISCUSSIONS

Talent Pool

The Talent Pool is a screening result of the best talents in each group. The best of the best talents included in this talent pool will be promoted in order to continue the company's business leadership. Generally, this talent pool contains 3% of each employee population per unit.

How to build a Talent Pool Many organizations are trying to implement talent management which is believed to create sustainable success. The term talent contains aspects that are associated with an evaluation based on a person's ability or competence. Another important thing is the principle of development. The rationale that needs to be understood in talent pool or talent management is related to the organization's strategic goals to ensure the long-term sustainability of the organization's success. The organization then identifies what capabilities are critical to supporting the organization's long-term success. Then, it is seen what are the critical positions in the organization that are required to have these important abilities or competencies. These critical positions must then have clearly defined roles and responsibilities, the expected performance results and the competencies required for all of this. In other words, critical positions will become future leadership positions for organizational success. After the ideal portrait that is expected to be successful is clearly defined, then the organization then identifies people who have the potential to be developed to carry out the roles and responsibilities of this critical position. This is where the principle of evaluating ability or competence is applied. The need for critical positions can be tiered to ensure that the supply chain from one level to a higher level in the organization can run smoothly and continuously, so that there will be no loss of leadership cadres who will bring organizational success.

This leadership pipeline can be made starting from the entry level manager or individual contributor/specialist, middle manager or key technical expert, key executives/directors, up to the top leadership or CEO. In the process of developing and preparing the talent, it is also necessary to establish selection criteria to periodically evaluate whether the candidate is still eligible to be in the talent pool or has to leave. This is to maintain a situation conducive to competition and performance stimulation, and eliminate candidates whose performance and potential decline along the way. The next important process is compiling and preparing a

special development program for prospective future leaders in the talent pool. This program must be specifically designed, not just a traditional training program, but also includes practical matters that can directly have an impact on improving skills and forming the expected behaviors. It is also necessary to pay attention to the evaluation of the results of talent pool development by measuring the impact of the talent management program that has been implemented. there is to the final results of the organization. If it doesn't improve the end result of the organization, then it is certain that the application of talent management needs to be redesigned so that it can have a high impact on the organization. From the talent pool, the company carries out an identification process and then develops them to become potential successors. As stated by [7], "Identification of potential successors is the beginning of the process, they need to be given the full opportunity to develop the skills and add experience they will need when they become CEO." From this opinion, it is clear that in order to achieve succession planning, companies must implement talent management to identify, train, and develop potential successors. The training and development provided by the company to potential successors must be in accordance with the talent they have, so companies need to pay attention to key factors in producing effective talent management.

Talent Satisfaction

This is the key factor that will make talents feel at home working in a company. This program provides talents with various facilities and developments which include:

- 1) The need for life. The talents will be given a competitive income remuneration system with other companies. Various facilities and conveniences in dealing with live expenses must be provided by the company.
- 2) The need to develop. The need to develop self-potential is also very much needed. Therefore, clear career development and great learning opportunities are very attractive to talents.
- 3) The need to contribute. Talents need a challenge and a great desire to advance the company. Therefore, companies that provide great freedom and creativity to talent will make them linger in the office.
- 4) The need to be loved. A comfortable work culture like living in a family is one of the wishes of every employee. With such a work culture, the mentality of the talents can be revived.
- 5) The need to leave a legacy. Talents will compete to do the best for the company if the company values their every work. The results of their work will be continuously recorded in the company until they are replaced by something better.

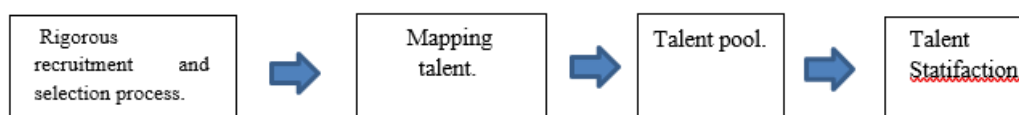


Figure 1. Talent Recruitment Process

Talent Management Process

Strategy for Developing Talent Management. Talent management focuses attention on the coordination and management of various talent management people within the organization. This is done by conducting research and evaluating each individual's expertise, talent management, personality and character, in relation to filling vacancies within the company. Everyone has different skills, and the hardest part of any company is identifying which one fits the company culture. An effective Human Resources procedure will be able to recognize these and select from them the most suitable. Talent management for employees involves many elements, starting from a rigorous recruitment and selection process. Talent mapping. Talent pools. Talent satisfaction. from educational qualifications and skills, previous experience, strengths, and additional training they took, abilities, potential qualities and motivation, qualities and personality. Most companies do TM in a similar way, this can take anything from recruiting and selecting individuals, to placing them within the company, training, to improve performance and various schemes to reward the high-skilled. How far companies are involved in talent management really depends on the size of their business and their commitment to their employees and their future. Turnover planning is a basic recipe in business strategy, which allows to provide companies with the ability to recognize high performers so that companies can plan future rewards.

It is also important to carry out the recruitment process, both internally and externally to look for new talent management, there must also be a clear career section for employees who want development. It is also necessary to conduct appropriate courses, or training to make preparations, to prepare them for the new environment. Turnover planning tools can assist companies in facilitating identifying and developing future talent management within the organization, increasing employee commitment, and clear career development,

and making it easier to find out changes. An effective solution will reward the accomplishments of each individual, whether or not they perform well in their actions. It will also be useful in helping to identify who should be awarded. Employee training, and development needs require promotion and demotion which are part of all processes and a successful performance solution should be able to address these elements. Talent management will not be successful if there is no system used to clearly identify employee performance results. If an employee does something above the standard, then they should be rewarded, otherwise they may experience demotivation. Outsourcing the recruiting process saves the company money and improves the hiring process's candidates, as well as it is useful for cutting costs, and gives the company a bigger share of the market. A high level of talent will lead to a high level of organizational flexibility, productivity and profit.

According to [8] stated the results of research conducted by McKinsey & Company regarding a survey of more than 120 companies with 12,000 executives and 27 leading companies. The survey shows that managing talent well will lead to good company performance as well.

According to Wellins, 2010 [1], there are eight key components to produce effective talent management, namely: (1) business strategy, (2) talent gap, (3) recruitment and promotion, (4) objectives, (5) performance, (6) focus, and (7) feedback. By having a group of employees who are ready to become successors in the talent pool, companies only need to match the timing of the need for position changes. When that time comes, the potential successors will have no trouble adapting to their new positions. So this will have an impact on the performance of the companies they lead.

V. CONCLUSION

Effective talent management is crucial in business competition. This is because human resources are a competitive advantage for every company. With the talent management program, it is expected that companies can find and improve the talents and skills of the workforce as one of the main means so that they remain competitive. The main challenge in talent management is to find, attract, develop and maintain these talents.

LIBRARY LIST

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