

Concepts and Challenges in the Implementation of Talent Management in Improving Employee Performance at the Company

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ABSTRACT

This study aims to determine and analyze the effect of implementing talent management which consists of workforce preparation, workforce development and workforce management on employee performance through employee engagement. Talent management is one of the important issues that has become a topic of conversation in the world of human resource management. This is a logical consequence of the limited availability of talent, while the need for them continues to increase. One of the signs of this era is increasingly fierce business competition, including the necessity for local companies to compete with companies from regional and even global environments. Every company wants to dominate business and market competition. In realizing this there are three assets that must be owned by a company, namely financial capital, products and labor, but among the three most important assets is the workforce they have. Companies must be able to get and retain the best employees.

INTRODUCTION

Facing an era of increasingly difficult world economy, of course, is a challenge for every country, and our country, Indonesia, is no exception. Companies must prepare specific strategies in dealing with these challenges. Shifts in economic activity (economic disruption) that are currently emerging as a result of the rapid development of digitalization have forced companies to improve the capabilities of their employees so that they can provide performance according to the company's expectations and targets. Empirical evidence shows that employee performance plays a strategic role in an organization to face global challenges (Yoon et al, 2019).

Englert and Helmig (2018) note that the level of employee performance will be influenced by two dominant factors, namely talent management and employee engagement. Organizations that have talented and expert human resources as strategic capital and place human resources as the main resource are expected to become organizations that grow and develop towards perfection (Altındağ, Çirak, & Acar, 2018). However, many organizations face challenges in finding and developing strong talent in order to improve employee capabilities and ultimately improve organizational performance.

Talent management not only recruits, strengthens, and evaluates talent, but can also lead to personal growth, employee satisfaction, and increased employee performance (Tash et al., 2016). Barkhuzen, et al. (2014) show that proper talent management policies and practices also provide commitment to employees, leading to greater levels of job involvement among workers and potentially lower turnover rates.

The implementation of talent management must include three main components, namely the process of attracting the best talent, the process of developing talented employees, and the process of retaining the workforce. Each activity in each process component will be connected and integrated with one another (Sule & Wahyuningtyas, 2016). One of the integrated talent management models that includes these three components is the HCG Model in which integrated talent management consists of the process of manpower preparation, workforce development, and workforce management. Where the process will lead to organizational effectiveness.

The topic of Talent Management has received increasing attention in the last decade. Both companies and institutions became interested in the concept. Talent management is a topic of discussion among managers and practitioners, because it is increasingly difficult to attract, develop and retain talented employees in this competitive business world.

Talent Management increasingly discussed since the consultant from McKinsey namely Chambers in 1998 introduced "The War for Talent" (Collings and Mellahi, 2009). Much research and academic publications have been carried out, but not much has been seen from the application side in the organizational context (Staunton, 2014). Therefore Talent Management is an interesting subject to study, considering that the environment for most organizations today is global, complex, dynamic, very competitive, and tends to be very unstable.

In the midst of changes that occur in the external environment, companies are required to focus on internal factors that support the success of the company. Human resources are one of the internal factors that are the main key to the company's business success.

Management of human resources in a company is important, to balance the needs of employees and employee capabilities (Adiba, 2018). Employees are the prime mover and determine the smooth running of company activities (Qustolani, 2017). In order for the company to operate optimally, the company is required to improve the performance of its employees. Employee performance can be known when the human resources owned by a company meet the standard criteria or benchmarks set by the company.

According to the results of research by Katili, et al (2015) which was conducted at a company in the steel industry, it was found that talent and competency management had a positive effect on performance. This research is supported by Nzewi et al (2015) who examined the influence of talent management and employee performance at Nigerian Banks. The research found that talent management has a positive effect on employee performance. Meanwhile, research conducted by Rachmadinata (2017) found that talent management has an effect but not significant on employee performance.

Apart from focusing on creating quality human resources, companies are also required to design strategies that can maintain potential human resources. Talent management is a series of processes designed by the company to identify and develop the knowledge, abilities and skills of employees to become *human capital* quality. By retaining the best employees, it is hoped that the company will be able to optimize employee performance in an effort to achieve organizational goals. The demand for employees who have talent in key positions is very high because they are the ones who will direct the organization and will be responsible for bringing the organization to the pinnacle of success. This is what causes the organization to be in a state of struggle for the best people.

Talent management is a collection of related activities to attract, select, develop and retain the best employees in strategic roles (Scullion & Collings, 2011). Companies must have the ability and capacity to recognize the people and capabilities that can create value and provide a competitive advantage for the organization. In addition, talent management also aims to develop and place the right people in the right jobs, at the right time, and provide the right environment to show their abilities in the best way for the organization (Uren & Jackson, 2012).

THEORETICAL REVIEW

1. Definition of Talent Management

The importance of talent management in an organization has now become a concern. The concept of talent management was popularized by McKinsey and Company in 1997. Their research on "The War for Talent" shows that organizations that are more successful in attracting and retaining talented employees will have higher levels of profitability.

Talent management is a human resource management process related to three main processes, namely developing and strengthening new employees

during the on boarding process, maintaining and developing existing employees and attracting as many employees as possible who have the competence, commitment and character to want to work in the company (Gaspersz, 2013). Talent management is a process to ensure the company's ability to fill key positions as company future leaders and positions that support the company's core competencies (unique skills and high strategic value) (Tusang & Tajuddin, 2015).

In other words, Talent Management can be defined as a comprehensive and dynamic process related to the activity of attracting talented employees, selecting them, developing them, and maintaining them to ensure the availability of a reliable supply of talent in developing the organization.

The term Talent Management has acquired various meanings reflecting various human resource developments, especially in modern society. Pella and Inayati (2011) state that talent management is a series of integrated organizational HR processes designed to develop, motivate and maintain the productivity of the employees involved. Meanwhile, Colling and Mellahi (2009) state that talent management is related to the systematic identification of positions which are the key to sustainable organizational competitive advantage over time, coupled with the identification, development and management of one or more talent pools consisting of high-performing individuals with positions high to lift

Kontoghiores & Frangou (2009) states that talent management is the implementation of an integrated human resource strategy to attract, develop, retain and productively utilize employees with the skills and abilities needed to meet current and future business needs.

Isanawikrama (2016) defines talent management as a concept starting from how to plan, acquire, develop and maintain talent. In other words, talent management is not just a single process, or how the development program works, but includes a series of processes. Nisa (2016) suggests that talent management is a process of identifying a series of initiatives. In addition, how the company's efforts to develop and retain employees who have talent.

Talent management simply refers to an organized process of attracting, selecting, hiring, engaging, training and developing, retaining and utilizing the best talent to the best advantage of the organization. This aims to ensure the right job placement at the right time, in the right position for the right candidate to give the best and remain committed to the organization (Oladapo, 2014)

Effective talent management has been shown to increase employee welfare (Barkhuizen & Stanz, 2010), job satisfaction (Magolego, Barkhuizen & Lesenyeho, 2013), psychological contracts (Mtila, Barkhuizen & Mokgele, 2013) and decreased turnover intention (Barkhuizen & Veldman, 2012).

Talent is one of the important resources for organizations to achieve competitive advantage (Zhang et al, 2012) and talent management will fail without top management's commitment to retaining its workforce (Lockwood, 2006).

2. Characteristics of Talent Management

Pella and Inayati (2011) mention the characteristics of talent management who have success in managing organizational talent as follows:

- a. Have development-oriented thinking. Organizations with talent management that have a development orientation will place employee development as a high priority.
- b. Implement a high performance culture. Organizations that implement a high performance culture will always try to determine the basis for measuring performance for each position in the organization, which will become a reference in evaluating and awarding compensation.
- c. The existence of management support or organizational leaders. Talent management requires support from organizational management, senior leaders, directors or general managers of the organization through the provision of guidance, education and empowerment of employees who are considered to have talent to fill important positions in leadership or other positions within the organization.
- d. Implementation of a good human resource information system. Talent management needs to be supported by infrastructure, investment, and an appropriate and up to date human resource information system. This can be obtained through good cooperation between the coordinator and the human resource management section in documenting the career path or position of each employee in the company, which can be used as a reference in employee development and training.

3. Benefits of Talent Management

Broadly speaking, there are 3 main benefits of the existence and implementation of talent management in organizations, including:

- a. There is certainty of the availability of qualified talent or human resources in accordance with the needs of the organization.
- b. The results of good talent management will support the company in competing and entering new markets.
- c. The existence of good talent management within the organization will provide added value to the value of the organization in the eyes of society as a workplace with a good reputation, as well as provide motivation for employees to remain in the company. (Pella and Inayati, 2011)

4. Differences between Human Resource Management and Talent Management

The relationship between human resource management and talent management has been established and discussed frequently in recent years. Many authors argue that talent management is just a new buzzword for an old activity. There are many similarities between human resource management and talent management. The main functions of human resource management are human resource planning, attraction, selection, retention, development and allocation of human resources. Many researchers mention that talent management has served the same function although with a different focus. But

there are major differences between human resource management and talent management (Chuai et al., 2008). Talent Management is talent focused, with a more targeted and detailed focus on specific groups of people. talent management, unlike Human resource management which focuses on all staff. One difference that must be considered is that the talent management system is integrated with other activities. In addition, Human resource management is more focused on human development.

5. Talent Management Model

Talent management has elements that can be grouped into three main elements, which are called talent withdrawal, talent development, and talent retention (Sule & Wahyuningtyas, 2016). Each element will be related to one another to form a cycle called the integrated talent management model. The talent management model is intended to describe the interrelationships between all talent management processes and illustrate how these processes can add value to an organization. Talent management models can guide human resource policy decisions, management interventions, organizational systems and processes, and behaviors needed to achieve overall talent management goals (Millar, 2013; Tetik, 2017). An analysis of international and national talent management models is needed to demonstrate best practice and to identify the core and non-core dimensions and elements associated with these models. An integrated talent management model can become a conceptual framework that acts as a basis for empirical investigations (Lee & Waldt, 2020).

Various studies have explained the integrated talent management model. One of the integrated talent management models used in this research is the integrated talent management model according to research conducted by the Human Capital Growth Institute in 2017.



Figure 1. Talent Management Model
Source: Human capital growth institute

From Figure 1 it can be seen the elements and dimensions of integrated talent management as follows:

1) Arrangement of Workforce (Workforce Staffing)

Manpower preparation (Workforce Staffing) is the process of filling the position of a workforce in the organization. Manpower arrangement can be implemented in three ways. Attracting, acquiring and identifying talent and the implication of this process is developing that talent pool. The processes and actions carried out in Workforce Staffing are as follows:

a. Job Analysis

Job Analysis (Job Analysis) is an activity to collect information related to positions in a systematic and orderly manner, including regarding dimensions/functions and job indicators; education and competence of personnel required; technology/equipment required; operating procedures carry out work; working result; compensation for implementing personnel; techniques for assessing performance (Wirawan 2015).

There are three important stages in the job analysis process, namely (1) collecting information, (2) analyzing and managing job information, and (3) compiling job information in a standardized format. Job analysis that is done well will produce good job descriptions as well, and then can be used as good raw material for other HR management processes (position evaluation, recruitment and selection, performance management, competency development, training). Job analysis is a process, while the products are job descriptions, job specifications, and job evaluation.

b. Talent Acquisition

Talent Acquisition is a process of finding and selecting talent from internal and/or external organizations in order to find talents that can help achieve the organization's mission, vision and strategy in the future. Talent Acquisition is a broader concept than recruitment. Recruitment is current oriented, talent acquisition is more future oriented. Recruitment meets operational needs, talent acquisition meets strategic needs. Acquisition process elements include talent acquisition planning & strategy, workforce segmentation, job branding, lead audience, candidate relationship management, metrics and analytics.

Finding the right employees is very important, because it will have a direct impact on improving the performance of the organization or company, both in terms of operational efficiency, productivity and a higher service index. Talent acquisition is a very challenging process. Companies need to determine the type of people they want to recruit, the message they want to convey and how to get the targeted individuals. If the talent acquisition process is not carried out carefully, then the recruitment efforts carried out by the organization will produce talent candidates who are not qualified, worthless, and even easily withdraw when they have been recruited. A talent acquisition process that is designed less carefully is also at risk of failing to get quality candidates because they are not aware of any open position opportunities in the organization. Acquisition of quality talent is one way that can be done to help organizations

create and maintain competitive advantage by utilizing the talents needed to achieve organizational goals. (Pella & Inayati, 2011)

The Talent Acquisition process focuses on how to find sources by utilizing two types of talent search; outsourcing and insourcing (Rothwell & Kazanas, 2003). Most of the top talent comes from within the organization (internal talent) due to several factors such as retaining the best performing employees and maintaining the company's culture. However, organizations must also identify talent possessed by rival organizations, and search for talent from external sources in order to remain competitive.

c. Employee Selection (Employee Selection)

Employee Selection (Employee Selection) is the process of interviewing and evaluating candidates for certain positions and selecting individuals for work based on certain criteria. Employee Selection involves assessing and identifying the most suitable candidates according to the requirements or position and organizational culture. The process involves strategies for efficiently grading job candidates, ensuring fair treatment of employees, being profitable, and predicting the likelihood of success in their target roles.

Selected employees have the potential to achieve future competencies and future performance. Employee selection is determined by a combination of observation and discussion assessment. The challenge in the selection process is the difficulty in predicting future contributions based on current data. There are processes and activities to be able to define talent sources and search methods. The requirements for future talent, especially for future leaders, depend on the needs of the organization and the nature of the job.

d. Orientation (Onboarding)

onboarding is the mechanism by which new employees acquire the knowledge, skills, and behaviors to become effective members of the organization. Traditional onboarding and onboarding are two different things. Onboarding is a form of engagement provided by the company to create engagement from employees towards their new roles so they can carry out their duties and obligations in accordance with company goals. onboarding is about more than just introducing the company and making employees feel comfortable. While traditional orientation is one of the processes in onboarding where its role is to introduce the company's environment.

2) Workforce Development

Workforce development is a series of processes carried out in order to increase the value of employees as a whole so that they have the competencies needed by companies in the future (Sule & Wahyuningtyas, 2016). The development process begins with identifying people with attention to their potential and performance (Ross, 2013). After the company attracted and identified the most valuable people, a new challenge was born how to develop them to increase their capacity and performance. Even though many companies ensure superior development opportunities, it is difficult to maintain this commitment in the long term (Young et al., 2007).

Developing talent activities should not only concentrate on skills for current job performance. Future business needs must be considered by developing the necessary skills as well. Regardless of the type of competency; individual competence or organizational competence, organizations should focus on talent development as a key factor for organizational success (Berger, 2004). Strategic development of talent is cultivated by planned and unplanned development facilities in organizational settings such as learning activities. From the explanation above, it can be concluded that workforce development is a comprehensive and integrated plan in terms of empowered learning to develop workforce capabilities in organizations.

a. Training and Development

Is a human resource management function related to improving the performance and capabilities of its employees in an organizational setting. Training is one of the fundamental processes involved in talent management processes as well as recruitment, career development, performance management, succession management and leadership (Downs, 2012).

Training and development focuses on changing or improving individual knowledge, skills, and attitudes. Training is usually in the form of providing knowledge and skills for employees to be able to carry out tasks or jobs even better. Development activities have a long-term focus on preparing employees for future job responsibilities, as well as increasing the capacity of employees to perform their current jobs (Werner & DeSimone, 2012). According to Gomes (2003) the term training is often equated with the term development, the difference is that training is directly related to work performance at the current job, while development is not necessary because development has a wider reach than training.

b. Leadership Development

Is any activity that enhances the quality of leadership within the individual or within the organization. An effective leadership development program can be of immense assistance to help identify and build leadership qualities among individuals in an organization. Leadership development according to Kartono (2005) is an effort that is carried out systematically and aims to increase knowledge, technical skills, social skills, attitudes, and behavior of leaders through education, training and various assignments.

Furthermore, according to Hughes et al., (2012), organizations with a formal leadership development system will get greater behavioral changes from more managers than organizations that do not have either formal or informal systems. Based on this understanding, it can be concluded that leadership development is a program designed to build and develop a leader in influencing people or followers to achieve organizational goals.

c. Career Development

The definition of career development according to Nawawi (2005), is a series (sequence) of positions or positions occupied by a person during a certain

period of life. This definition places the position/position of a worker in an organization/company, as part of a series of positions/positions occupied during his lifetime. As a term, career is the job position one holds throughout one's life. Career management is a process that enables employees to better understand and develop their skills and career interests (Dessler, 2005).

Career development includes career planning and career management. Understanding career development in an organization requires an examination of two processes, namely how each individual plans and implements his career goals (career planning) and how organizations design and implement career development programs.

3) Workforce Management

Workforce Management is an ongoing process used to align organizational needs and priorities with those of its workforce to ensure legislative, service, production, and regulatory objectives and requirements are met. Research by Deloitte (2005) reveals that a critical issue of people management in organizations is attracting high caliber employees and retaining them. Although recruiting people of the caliber of competitors was better for the company until the mid-1990s, they recognized that although they attracted talent, they lost talent to competitors at the same rate (Cappelli, 2008). A company whose philosophy is to gain competitive advantage through attracting and retaining the most qualified people, they have the ability to thrive in recruiting, engaging, and retaining employees. This approach popularized the firm as a talent developer (Young et al., 2007).

Although attracting talent is the initial process of the talent management process, keeping talent management stable depends on retaining talent. Interesting is defined and discussed above. One of the most critical issues of talent management is retaining which can be defined as an effort to retain employees who are desirable or have high potential and high performance in the organization because they are considered to make an extraordinary contribution to achieving organizational goals. Success in acquiring and retaining talent and human resources ensures to eliminate employee costs. The following are the actions taken in Workforce Management:

a. Succession Planning (Succession Planning)

Is the process of filling managerial positions from potential candidates in the Talentpool followed by the process of preparing candidates to be ready to fill the required positions.

b. Performance Management

Is the process by which managers and employees work together to plan, monitor, and review employee work goals and how they contribute to the organization. Performance management is considered a critical process of organizational effectiveness because the performance management process assists employees in improving their performance (Gruman & Saks, 2011). Performance management also helps organizations to clarify employee roles and ensure employee development in competencies that affect organizational

effectiveness. In addition, involving rewards for individual performance can result in more effective performance management (Khatri et al., 2010).

The performance management process is also important for a performance-based talent management system, although there is a lack of appropriate systems or tools to measure and evaluate the potential and future capabilities of individuals (Blass, 2007). Once a company can properly implement a performance management process, it can provide the basis for a talent management process (Khatri et al., 2010). According to some studies, even organizations make use of appraisal centers to have a broader perspective in measuring potential or talent, only 31 percent of managers believe that their appraisal system is capable of identifying high potential employees (Blass, 2007). Generally, several employees engage in talent pools based on performance appraisals. Therefore, defining talent in a more qualitative form states the current abilities and future potential of an employee can support extraordinary performance (Downs & Swailes, 2013; Heinen & O'Neill, 2004; Smilansky, 2006). Exceptional performers must be identified through the performance management process and they must be engaged through the talent management process. In each part of the organization, division and function, the identification of outstanding players must be described (Smilansky, 2006).

c. Compensation

Compensation is all income in the form of money, direct or indirect goods received by employees as compensation for services provided to the company. Establishing an effective compensation system is an important part of human resource management because it helps attract and retain talented jobs. In addition, the company's compensation system has an impact on strategic performance. According to Marwansyah (2016) Compensation is a direct or indirect award or reward, financial or non-financial, that is fair and proper to employees, as a reward or contribution/service to achieving company goals.

6. Employee performance

Employee performance (employee performance) is defined as the success of work by someone in an organization by being accountable for their respective authorities to achieve the goals of the company's organization according to law, norms and ethics (Tash, et al. 2016). According to Irawati (2017) employee performance can be defined as the result of work or achievement by employees to fulfill their responsibilities in fulfilling the requirements of a job given to them. Employee performance is also a reflection that proves how well the employee fulfills the requirements of a job.

According to Kusumowardani (2012) performance is defined as the result of achieving strategic planning from a series of programs in realizing the vision and mission of the organization. Employee performance can be measured through the criteria and benchmarks that have been created by the company. Thus, without benchmarks or standards set by the company, it will be difficult for organizations to assess the performance of their employees.

Mkamburi and Kamaara (2017) argue that employee performance is a result of work activities within a certain period of time. Performance as the embodiment of the results of employee work which is used as an assessment for the organization. To create good employee performance, companies need to implement performance management. Meanwhile, Nisa (2016) describes performance as the success of an employee in carrying out the tasks assigned to him based on skill and experience (ability) and motivation.

In this paper, researchers use employee performance measurements based on Bernardin (2007), namely; quality, quantity, timing, effectiveness, independently, and commitment.

METHODOLOGY

This study uses a descriptive exploratory approach by analyzing the Application of Talent Management in improving employee performance in a company. This scientific work was also developed using a literature review approach or literature study. The theory/concept approach is carried out by referring to several sources, such as books, scientific journals, and the internet. All existing descriptions of ideas are combined in one frame of mind. The research was conducted using qualitative methods to understand the implementation of talent management in more depth. Research conducted by Iles et al. (2010), Preece et al. (2011), and McDonell et al. (2010) only had a small number of respondents (Cooke et al., 2014). Even so, case study research is an "in-depth study of a case" that produces themes and detailed descriptions of the case (Chuai, 2008). This research design uses descriptive method. According to Morris (2014) the descriptive method is scientific research that is carried out carefully and carefully, therefore it is more accurate and precise.

RESULTS

Talent management has become a challenge for all organizations in a global context (Gardner, 2002). All organizations around the world compete for the same talent. The trend of global integration shows standardization in the recruitment, management and development of talent to ensure their competitive advantage in the market.

Talent management (talent management) becomes very important when an organization wants to build a winning team which will be formed by talented personnel. Research shows that if organizational and technological strategies are going to be complex, then the key to success will be the human factor. Therefore managers must consider the factors that influence organizational success.

Ballesteros & Inmaculada (2010) stated several benefits of talent management, such as employee engagement, employee retention, increased productivity, a culture of excellence and others. Organizational success with the help of talent management will culminate in three factors, namely development and reward plans, creation of career paths for talented employees, which will help in ensuring a high quality of work in the organization, which will ultimately result in superior performance.

Apart from focusing on creating quality human resources, companies are also required to design strategies as an effort to maintain potential human

resources. Efforts to retain talented employees are needed by good management in managing them to the maximum.

The main objective of any organizational strategy is basically to increase the effectiveness and efficiency of operations, which can lead the organization to success. Literature on talent management suggests that organizational image and performance can be improved if individual abilities are used accurately and successfully (Rabbi & Ahad, 2015).

There are many leaders who try to implement talent management (talent management) in the companies they lead. This is because the demand for talented employees for key positions is very high, because talented employees are expected to be able to direct and bring the company to success and goal achievement.

Another reason for the importance of talent management is that all the reasons employees leave the company are under the scope of talent management. The firm theory based on talent management hypothesizes that talent is the only corporate resource that can provide the basis for sustainable competitive advantage. For this reason, organizations should focus on talent, and the abilities that come from that talent.

A number of theories and frameworks have been developed related to the conversion of talent into better performance. Talent-based theory states that talent is the only resource that can assist in obtaining and maintaining competitive advantage, and therefore organizations must focus on attracting and retaining a talented workforce (Rabbi & Ahad, 2015) .

Talented people will have better learning abilities. They are people who work according to their talents, are able to achieve high achievements and make great contributions to the company. According to Cheng & Wei (2020) a high-quality leader relationship can be gradually transformed into a shared dedication of subordinates to work goals, and their ability to achieve better performance. A leader can develop high-quality vertical relationships with all of his subordinates, and the extent to which success of subordinates can affect performance. A good company is a company that always evaluates the performance of its employees.

The TM practice, which makes everyone in the organization have talent or is referred to as inclusive people, has been running since the end of 2016. This is as stated by Swailes, Downs, and Orr (2014) who argued that an inclusive TM strategy is an acknowledgment that all employees have talent. According to Savaneviciene and Vilciaukaite (2017), their research found that large companies prefer an inclusive rather than exclusive TM strategy. Inclusive strategies predominate in the manufacturing, banking, catering, consulting, trading, energy, transportation, and agribusiness industries. Based on his research, the inclusive TM strategy responds to principles oriented towards the development of human potential and is an important message for further developing TM based on the use of internal potential. Meanwhile, construction companies use an exclusive TM strategy. IT companies use more diverse TM strategies (using exclusive and inclusive).

Different opinions come from Chuai et al. (2008) who said that TM is a container that includes the focus and strategy of activities in people management by "putting the right people in the right positions". HRM is focused on "management of all employees" throughout the company whereas TM targets the "most valuable people in the organization". Chuai et al. (2008) argue that a focus on general skills is a form of HRM, whereas TM focuses on employees with specific skills. The company is considered most valuable for the delivery of a successful project designed to meet the needs of a client or company. Whereas Wilson (2015) argues that TM focuses on people with high potential so that these people will contribute to the company.

According to Savaneviciene and Vilciaukaite (2017), a strategy that is very suitable for one company is not necessarily suitable for another company. Therefore, choosing a TM strategy must be specific, not only assessing the strengths and weaknesses of each strategy, but also based on contextual factors such as organizational size, culture, values, mission and strategy. In addition, it is important to evaluate TM strategies not only in an organizational or corporate context but also in an industrial, or even national context.

The literature on competitive advantage has undergone a shift and has recognized that internal resources have an important role in organizational performance (Wright et al, 2009). According to the resource-based view (RBV), firms compete based on heterogeneity and immobility of resources, and their capabilities (Peteraf & Bergen, 2003). Resources can be physical, human and organizational, and can be used to implement a value creation strategy. This is in line with what was revealed by Barney (1991) that valuable, rare, inimitable and non-replaceable resources have the potential to provide a sustainable competitive advantage for companies.

Armstrong (2006) states that organizations must use various techniques and methods to recruit and select the right talent. Talent pool recruitment is the first and most important task in talent management. Talent pool is a group of candidates who are candidates for organizational executives, who will direct the organization towards competitive performance. Cappelli (2008) states that recruitment is a process of finding and selecting employees who are considered to be able to fill the positions needed in the company with indicators a) the recruitment and selection process is related to the search for talented employees,

Besides that, Attractingnamely the first step to find out the need for talent and understand what competencies an employee must have. One of the steps taken by the company is to recruit both internally (promotion) and externally (employer branding). According to Thrift (2012) there needs to be a high strategy in recruiting as well as high involvement behavior in an effort to attract employees into the organization. Meanwhile, according to Horner-Smith (2014) recruitment practices emphasize recruitment standards to improve performance.

Talent retention is a process of retaining talented employees to remain in the organization for a long time. Turnover of talent from any organization will be very detrimental because it causes a decrease in organizational productivity, and it will cost more to attract new pools of talent (Echols, 2007). Cappelli (2008) reveals that indicators of retain are a) the performance management process

related to how the organization manages performance consistently at all levels of the organization to maximize the contribution and productivity of employees in the short, medium and long term, b) the process of recognition and retention related to how The company recognizes and utilizes incentives and rewards to reward talent, maintain employees according to the differences in individual employee preferences.

Then Developing, Supply Chain Academy introduced as a form of concrete evidence from the company in developing employees. Thrift (2012) stated that development programs based on job rotation and adding jobs or projects are important elements of talent management. This program is a valuable way to develop candidates in gaining knowledge and different business perspectives but must be supported by a curriculum design that outlines the roles and responsibilities and expectations of all members involved. Thrift also found that TM participants did not know clearly what their new roles would be when they were rotated. The research also revealed that participants do not always get more skills when they are in rotation, so when they are in rotation they need a mentor. The role of the mentor is very important as well as a rotation program design that clearly articulates the expectations and roles of the hosts involved. This allows participants to quickly transition into their new role and minimizes lost time trying to figure out their new role.

The findings are the same that the current rotation is too fast so that employees do not get in-depth knowledge for that position. Rotation is indeed very good for an employee, but rotation should have a positive impact on employees. Companies must be able to encourage all employees to be able to have good competence, so that the rotation is not only fixed on one person who is considered the most qualified in all fields. The possibility that occurs is the need for competent employees in that position, so that rotation occurs or indeed rotation is needed as a strategy from the company to achieve optimal company performance.

Talent development is a process of improving employee skills and attitudes. As businesses have changed technology business models and new strategies to cope with these changes, organizations need to increase employee knowledge. Cappelli (2008) states that indicators of development are a) education and training processes related to how companies develop employees, b) provide opportunities to upgrade skills to meet current and future business priorities.

The retain more you understand the needs of employees, the more tightly employee retention will be established. The company hopes that HR professionals will be able to retain employees for the future growth and progress of the company with competitive advantages. Companies that do the best job in managing talent, are proven to provide much better results for the company (Oladapo, 2014). Companies that are able to practice TM correctly will provide extraordinary performance. According to Axelord, Jones and Welsh (2001) TM is not the only driver for such performance, but TM is certainly very influential. Ways to retain employees are to bring a more challenging culture, a more open culture, appreciation in the form of acknowledgments and contributions, and team work. Observation results of 57% for manufacture and 75% for non-

manufacture indicate that the reason for leaving the company is a better career. Oladapo's research (2014) found that there were three main reasons given by respondents for leaving the organization, namely opportunities for a better job, job security and compensation.

According to research by Katili, et al. (2015) which was conducted at a company in the national steel industry found results that talent and competency management had a positive influence on financial performance. The results of this study are supported by Nzewi, et al. (2015) who examined the influence of talent management and employee performance in Nigerian Banks. The research found that talent management has a positive effect on employee performance. Meanwhile, Rachmadinata (2017) found that talent management has an effect but not significant on the performance of Lintasarta Jakarta employees.

Apart from focusing on creating quality human resources, companies are also required to design strategies as an effort to maintain potential human resources. Efforts to retain talented employees require good management in managing it so that it is maximized. Talent management is a series of processes designed by the company to identify and develop the knowledge, abilities and skills of employees to become quality human capital. By retaining the best employees, companies can optimize employee performance in achieving organizational goals.

DISCUSSION

Talent Management is a long-term practice with the goal of producing the right people in the right jobs at the right time. Based on journal literature that discusses talent management programs that are able to make a major contribution to achieving employee performance. Talent management held at the company has been able to provide provisions for employees in increasing their ability to work to produce quality and quantity according to company goals, referring to the company's specific steps for recruiting (attracting), developing (developing) and retaining (retaining) groups of people -talented people. This shows that every aspect of talent management has a good influence. Employees become more proactive in completing tasks, employees are also more punctual in working on targets, besides that employees are also more independent in doing their work. So that the company is able to place the best people in positions that match their potential and in the end the company is expected to be able to improve the performance of these employees.

CONCLUSIONS AND RECOMMENDATIONS

There are several recommendations on issues to improve employee performance as seen from talent management, namely by first, Attracting, which is the first step to find out talent needs and understand what competencies an employee must have. One of the steps taken by the company is to recruit both internally (promotion) and externally (employer branding). Second, Developing, was introduced as a form of concrete evidence from the company in developing employees. Development programs, among others, based on job rotation and adding jobs or projects are important elements of talent management. This program is a valuable way to develop candidates in gaining knowledge and

different business perspectives but must be supported by a curriculum design that outlines the roles and responsibilities and expectations of all members involved. Third, Retaining, the more you understand the needs of employees, the tighter employee retention will be. The company hopes that HR professionals will be able to retain employees for the future growth and progress of the company with competitive advantages. Employee retention requires companies to improve the physical condition, attitude and mentality of employees so that they continue to provide their best contribution and be loyal even in the midst of high work pressure so that they can achieve company goals. Retaining, the more you understand the needs of employees, the tighter employee retention will be. The company hopes that HR professionals will be able to retain employees for the future growth and progress of the company with competitive advantages. Employee retention requires companies to improve the physical condition, attitude and mentality of employees so that they continue to provide their best contribution and be loyal even in the midst of high work pressure so that they can achieve company goals. Retaining, the more you understand the needs of employees, the tighter employee retention will be. The company hopes that HR professionals will be able to retain employees for the future growth and progress of the company with competitive advantages. Employee retention requires companies to improve the physical condition, attitude and mentality of employees so that they continue to provide their best contribution and be loyal even in the midst of high work pressure so that they can achieve company goals.

FURTHER STUDY

Every research is subject to limitations; thus, you can explain them here and briefly provide suggestions to further investigations.

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