

Talent Management Concepts: Analysis Recruitment, Program Training, Mentoring, and Leadership

Indra Rustiawan^{1*}, Rubadi², Ratna Tri Hari Safariningsih³, Agustian Zen⁴

¹Universitas Putra Indonesia (UNPI), ²Universitas Respati Indonesia,

³Universitas Negeri Jakarta, ⁴Universitas Bhayangkara Jakarta Raya

Corresponding Author: Indra Rustiawan indra.rustiawan@gmail.com

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ABSTRACT

The purpose of this study is to find factors that influence talent management. The purpose of this article is to identify and summarize literature reviews related to recruitment, training, mentoring, and management, and to review the findings of the variables considered and the impact of one variable on another. This study uses a literature search by looking for variable references in several international articles. This study provides an overview of incoming articles describing the effects between variables. Results showed that several variables influenced the exposure index matrix. The research on talent management in this literature review article focuses specifically on the variables that can potentially improve talent management effectively recruitment, training, mentoring, and leadership.

INTRODUCTION

Talent management has become an important part of the growing skills of workers. Competency management is a process that ensures a company's ability to fill key positions such as future leaders and tasks that support the company's core competencies. Skills required by workers in the workplace continue to grow and develop as you work Organisations so that the organization or business can continue to acquire production of products that are constantly evolving and can compete with your second business In the constant global competition running in the 21st century. On some of the research that has been done on the topic of talent management, talent management is a process that is integrated with other processes for Human Resources. Talent management is a system that evaluates employee performance. Especially in companies with a large number of personnel and human resource. More precisely, expertise and business are closely intertwined, as this system helps companies identify employees and facilitates the placement of employees by sector. In addition, we can see how long the performance of each employee is, but also competency management is sometimes used in competency management and employee self-development.

There is no doubt about the importance of talent management in business strategy execution. Because it helps companies to support their employees to do their jobs optimally. On the other hand, employees have the opportunity to develop and improve their skills and ultimately have a positive impact on the company's development for the better. Talent management practices have become a strategic imperative for organizations. The practical objective of this formula is to optimize the role of an organization's human resources. Talent management is the management of people through the continuous and effective analysis, development, and use of competencies for business needs. The purpose of competency management is to develop a competitive advantage by using the potential of personnel groups to achieve optimal performance. In addition to implementing competency management in the organization, it can also start with finding potential employee talents. Talent mapping is an activity that maps the organization's human resources.

The organization wants to know the mapping of the percentage of existing HR actions compared to the resulting performance. From this activity, the organization obtains information about its human resources in 9 quadrants. The results of this mapping can be used for various needs, including development strategies for talented individuals and individuals with multiple vulnerabilities. In addition, management should also be aware of the shortcomings or strengths of human resources to develop and implement appropriate strategies. In general, competency mapping takes the form of an assessment, viz. H. the objective is to find individuals who meet certain qualifications to fulfill a level of duties i.e. authority and responsibility. The purpose of evaluation activities is the effectiveness of a person's work behavior in an organization or institution. Therefore, institutions must carefully place individuals who have authority in roles and responsibilities in these positions.

A talent pool is a group of people who are considered talented, superior, or capable, becoming role models or mirrors for other employees to behave in

accordance with their values. The purpose of a talent pool is to contribute to the creation and maintenance of organizational excellence through proactive efforts to identify and place existing talent (qualified human resources) in key positions within the organization. The principle of a talent pool is to use individuals with medium to high qualifications or potential to support the performance expected by the organization. Ideally, the organization will have a wide range of human resources that will be developed according to the needs of the business strategy. Therefore, management should recruit the best group of candidates for this talent management program. The best candidate groups are represented in quadrants 6, 7, 8, and 9. The staffing situation in these four quadrants can be included in the competency management program. Talent search, to meet the needs of individuals, you must invest in the company or agency's program to strive for excellent seeds spread across the archipelago. assessment centers have so far demonstrated a good working relationship as partners in capturing individual potential and screening quality seeds through talent search services.

Benefits of a Talent Management System, as mentioned earlier a talent management system is an integral part of modern business. This talent management brings great benefits. Some of the benefits of talent management are as follows: (1). Put the right people in the right jobs With the help of competency management, companies can map out the skills and qualifications of talented employees. This allows the management to retain the skills as well as the willingness in the company. This allows the company to place the right employee in the right place. This will certainly have a positive impact on the company and its employees. Because when the right people are placed in the right positions, they can generate good productivity, which affects the productivity of the entire organization. This will certainly have a positive impact on employee performance. (2). Retain highly talented employees. Highly talented employees are one of the company's most valuable assets that can support the company's success. In addition, of course, business competition between companies is getting tougher in the midst of the current weak economy. Of course, this encourages companies to retain the best-talented employees so that they do not leave the company through a large exit process. In terms of talent management, companies focus more on mapping programs and employee retention strategies to recruit, develop, retain, and also engage those who have real qualities. (3). Better employee recruitment. Of course, we know that the quality of a company depends on the quality of its employees. In order for a company to get good employees, it must start with a good recruitment process. By implementing competency management, companies can maintain a better recruitment system. Because Talent Management Recruitment Assessment is an integral part of the personnel selection process. (4) The company improves and grows. Talent management can help companies evaluate company employees. With this assessment, the company can have a good understanding of employees' personal development needs, career aspirations, strengths, and weaknesses. In addition, the company can also know exactly the satisfaction of its employees. This allows the company to identify what things can motivate employees to do a better job based on the company's needs. This ultimately helps the company to make good

policies for the future of the company. It is said that competency management is very important for companies because companies can then calculate the right cost for the right person. Thus, HR can be optimally mobilized and bring rapid development to the company.

Let's examine together the reasons why enterprise competency management fails. (1). Lack of monitoring and evaluation, in general strategies and plans have been made, but there are limitations in managing and evaluating the strategies that have been made before. Of course, many stakeholders are needed to oversee the development of the talent management program implemented in the organization. The stakeholders mentioned here are not only the human capital department but also the leadership roles and also the owners responsible for the program. A change in organizational structure or a change in the relevant team in the middle of the project leads to a loss of good communication flow, resulting in the abandonment of the plan and strategy. (2). The process of identifying subjective talent management Perhaps the concept of talent of HC practitioners now is a bit off. When we talk about talent management, talent is not just potential employees. A talent is a group of people who have been assessed as effective and potential employees. (3). The generation gap in talent management One factor that is often overlooked by the human capital leader when implementing talent management is that generational differences are sometimes overlooked when factoring in talent management strategies. How many of you have experienced difficulties working on a project due to different communication methods For example, generation Y or better known as the millennial generation is the most dominant generation in the company. However, it would be better if human capital practitioners also develop strategies to select, manage, and retain the next generation (Gen Z). The purpose of competency management is to help company employees improve their performance and promote success in any job. High employee productivity can increase company turnover efficiently and effectively, thus achieving the goals that the company has set. Talent management can be difficult to implement in the implementation process. Different complex situations or different ideas of decision-makers are among the barriers to implementation.

LITERATURE REVIEW

Table 1. Previous Research References

No	Article Title	Publisher & Year	Authors
1	The Impact Of Digital Transformation On Talent Management	Technological Forecasting & Social Change - 2023	(Montero Guerra et al., 2023)
2	Inclusive Talent Development As a Key Talent Management Approach: a Systematic Literature Review	Human Resource Management Review - 2022	(Kaliannan et al., 2022)

3	Talent Management Practices And Job Performance Of Librarians In University Libraries In Nigeria	The Journal of Academic Librarianship - 2021	(Omotunde & Alegbeleye, 2021)
4	Reimagining attraction and retention of hospitality management talent- A multilevel identity perspective	Journal Business Research - 2021	(C. King et al., 2021)
5	Enabling Effective Talent Management Through a Macro-Contingent Approach: A Framework For Research and Practice	Business Research Quarterly - 2019	(K. A. King & Vaiman, 2019)
6	HR Disruption Time Already To Reinvent Talent Management	Business Research Quarterly - 2019	(Claus, 2019)

(Parmenas et al., 2021) The implementation of talent management in companies has been widely done by management to prevent running out of superior and competent human resources. (Susanto et al., 2023) Recruitment from within the company will cause great motivation from within employees because internal recruitment is the same as respect and management proves the existence of a career path in the company. (Saling & Do, 2020) Analyze the talent pool using the nine box matrix in talent management, creating future leaders in a professional company organization. (Liu et al., 2021) The function of talent management is to prepare leaders in the organization who are trained, superior and have above-average abilities, because in determining the talent pool managers must be able to objectively analyze the strengths and weaknesses of candidates. (Moore et al., 2020) In the process of recruiting employees, a personnel officer will use a competence-based interview to explore how competent the prospective employee is and assess how well he/she knows the job to be applied for. (Ast & Nyhuis, 2022) Training can help employees carry out tasks well and quickly complete tasks. (Susanto & Sawitri, 2023) The mentoring program helps employees to be independent, in the mentoring program there are several steps that must be passed by a mentee, namely learning experience from a mentor and then practicing it until it is successful. (Oikarainen et al., 2022) In the mentoring process, there are several things that must be agreed upon in advance, such as how long the mentoring duration is and what targets are to be achieved after the mentoring program is completed. (Li et al., 2021) The leadership of a leader can advance the organization because this servant leader is a leader who provides assistance and motivation to his subordinates to increase work productivity. (Piwovar-Sulej & Iqbal, 2022) A manager's leadership will solve problems in the organization and innovate to develop human resources to be skilled and have the ability to become the next leader.

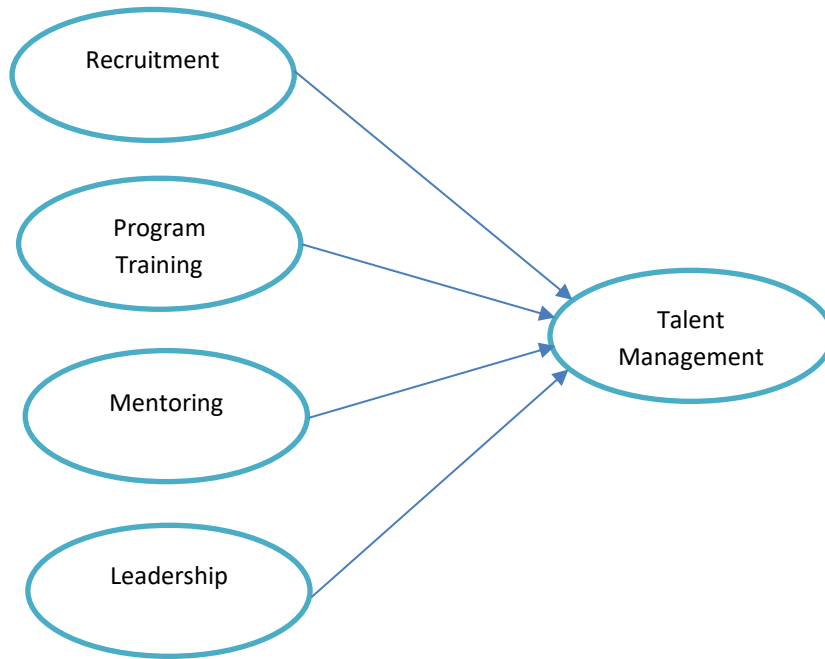


Figure 1. Conceptual Framework Research

Information Based Variable:

Y: Dependent variable (Talent Management)

X1: Independent variable (Recruitment)

X2: Independent variable (Program Training)

X3: Independent variable (Mentoring)

X4: Independent variable (Leadership)

Talent Management Process Model

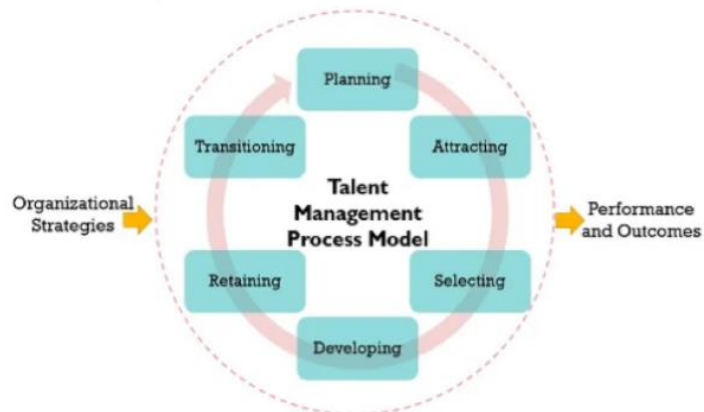


Figure 2. Cycle Process Model

Source: *spiceworks.com*

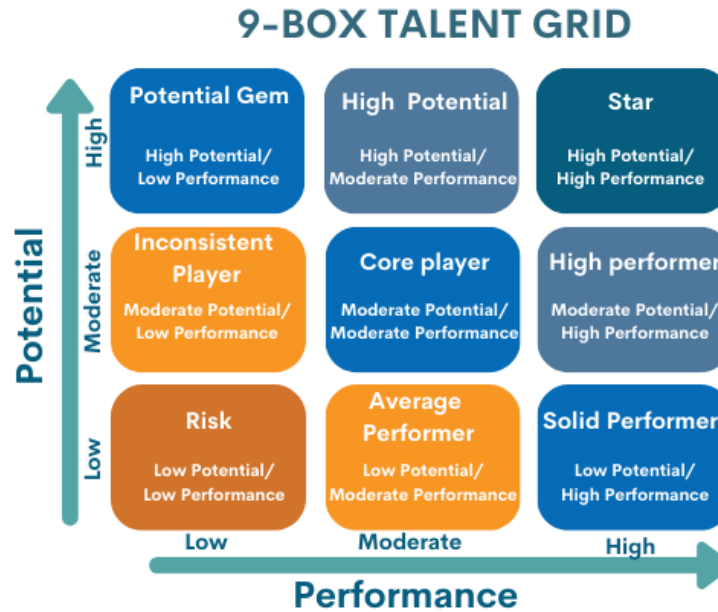


Figure 3. Conceptual Nine Box
 Source: *Linkedin.com*

METHODOLOGY

This research method is a literature review that compares several existing theories and previous studies. In order to obtain the information and data necessary for this work, the following data collection techniques are used: documents/library, namely the technique of collecting data by studying documents related to the problem under study. The data analysis technique in this study uses the method of analysis in a literature review using inductive thought patterns. The analysis process is carried out using data analysis techniques, which content analysis, namely, through the detailed description phase, the nature, characteristics and substance of the data and the context, then the theoretical interpretation and the use of inductive logic, then a conclusion is drawn.

RESEARCH RESULT

Talent Management is a system that accurately and efficiently evaluates each employee. The evaluation results show the employee's ability to support the company to achieve its goals. This is done by placing employees in the right position, improving employee performance levels, talent management, self-development, skills, training employees, organising careers, etc. Talent management can be described as a process aimed at improving people's performance through talent management practices and one of the key functions of human resources. It is necessary not only in the process of recruiting potential employees, but also in the process of mapping a simple organisational structure. The quality of competence is determined by the organisation's ability to manage its human resources to stay abreast of changes. Knowledge management programs must be aligned with the vision and mission of the company or organisation. Competency management plays an important role in career

planning. Career planning features for employees define careers, review careers and other achievable goals to help employees achieve higher careers. Career planning is the process by which an employee plans actions to promote personal career development. Career planning requires thorough knowledge of an employee's aptitudes and skills to translate them into potential careers. It also enables job placement, promotion, and job optimisation based on an employee's potential. Competency management can be taken over by a human resource management expert. However, competency management can also be done by an external party in collaboration with the company.

DISCUSSION

Recruitment is the first process that determines whether the team formed in the company is good or bad. Therefore, the stages of the recruitment process need to be done as well as possible in terms of continuity in human resource management. One of the most important keys to creating professional human resources is the recruitment, selection, training and development of potential employees. It is not easy to find skilled and qualified workers. Organisations and companies have to screen new members or employees. Therefore, staff are required to screen applicants who want to apply. In organisations, this recruitment is one of the most important processes to determine whether candidates apply to the organisation. Recruitment process Provides a suitable pool of potential employees/employees; Consistent with the company's strategy, insights, and values; Helps reduce the likelihood of new employees leaving; Coordinates recruitment efforts with selection and training programmes; Fulfills the company's responsibility to create jobs.

Job training is the process of helping employees become effective in their current or future jobs by developing the right thinking, actions, skills, knowledge and attitudes. Various methods can be used in training programmes: Employee training is a programme that enables employees to acquire skills or knowledge related to their job. Usually, employee training is tailor-made for each position or task in the company. In this way, employees become more professional and their skills improve, while the productivity of the company increases. The purpose of training and staffing is basically divided into five areas: Improving performance, Updating employee skills in line with technological development, Shortening the training period of new employees to be competent in the workplace, We help solve operational problems, Training employees for promotion.

Mentoring is a mentoring activity in the form of support and guidance to individuals or groups, aiming to shape the growth, development, competence and character of the person (mentee) in a positive direction. In working life, mentoring means guiding mentees and developing their skills so that they can assess themselves and reach their best potential so that work is done on autopilot. When we were in school, students had the opportunity to gain knowledge through materials that were "fed" by teachers. You got good grades if you followed the material and passed the exam above average. The key is to be diligent, obedient and avoid doing things that break the rules. The level is only up to 12 years. In contrast, the world of work is vast and full of competition. They are considered adults and do not have to meet certain grades. However, you need

information and guidance to develop according to your character and abilities. Without a mentor, one tends to get lost. It is the same if you become a leader one day. Without mentoring skills, you will always be tired of preparing a board for incompetent subordinates who are rejected by the underappreciated, and this may hamper your career as you contemplate the same problem.

Leadership is a quality that a leader must possess. Leadership is about the ability to inspire others. Leadership is a skill needed in organisations, businesses and companies.

Leadership is the art of motivating a group of people to work towards a common goal. In business, management refers to efficiency. Leadership is a set of behaviours that can be learned and a set of qualities that can be developed. Leadership is the ability to lead a group of people to achieve a specific goal. This ability includes leading and motivating others so that together we can achieve what we dream of. In some opinions, leadership is also used as a term to describe a type or style of leadership. When people need help understanding why they are doing something, people with leadership skills can show members their vision for their organization. This includes explaining and convincing members that something needs to be done to achieve what they want. Another benefit of leadership skills is the ability to motivate oneself and others. How high a person's leadership skills are is shown by their ability to recognize the work that others do. This includes the performance of team members. The rewards given can increase the motivation and enthusiasm of the members. This is how others see the importance of leadership.

From the discussion above, recruitment, training, mentoring and leadership programs can support a company's talent management program. This is because talent management can work well with these four factors.

CONCLUSIONS AND RECOMMENDATIONS

Basically, talent management includes a system to evaluate employee performance in the best possible way. Especially if the company is well-known and has many employees. In this case, talent and business have a very close relationship. This system makes it easy for companies to identify all employees who work. No wonder, entrepreneurs are able to mobilise employees according to their abilities. So the work done is much better than others. Besides the fact that talent management is also an indicator of talent management and employee self-development. In the corporate world, this cannot be left out because it concerns the implementation of business strategies. What is meant by competency management is a company companion that supports employees to do their jobs better. It even offers opportunities to advance and improve your skills. Of course, this has a positive effect on the development of the company for the better. Competency management is the key to moving an organisation towards its goals. Create and retain high-quality employees. It can even be a work motive for those who play an important role in the company. The existence of competency management is very beneficial for the company. The last benefit of talent management is that we can retain employees with great talent. These employees are the company's most valuable assets that can support its success.

Nowadays, when the economy is slowing down, business competition between companies is getting tougher. So, professionals are needed who can handle various financial cases. Therefore, companies work hard to retain the best talented employees. Of course, there is no termination procedure until he leaves the company where he works. All companies must use this strategy to meet the requirements of competing with competitors. No wonder the company can work successfully according to its vision and mission. This is an important reference for organisations that build competency management.

ADVANCED RESEARCH

This research is still imperfect, in the future it is hoped that the next researcher will perfect this research with the support of questionnaire distribution data so that the significant influence between variables can be seen. Hopefully this research can add to the knowledge of the readers for library references.

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